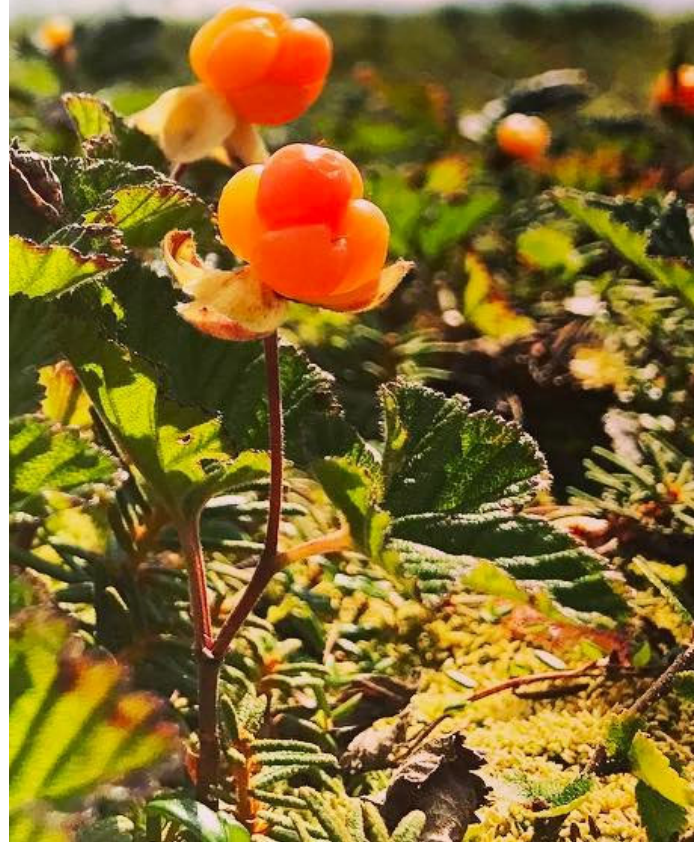


Lake and Peninsula Borough

Comprehensive Plan Update

January 2020



Executive Summary

Lake and Peninsula Borough Comprehensive Plan

Building from past planning efforts, this plan focuses on identifying specific, tangible, near term action that can be taken to address the challenges and opportunities facing the Lake and Peninsula Borough region. Numerous interrelated topics discussed in this plan include public facilities, services, housing, economy, energy, subsistence, education, and community health and wellness. The goal of this plan is to provide a borough-level perspective and planning direction that assists and strengthens local planning efforts. This document will provide guidance to communities, Tribal councils and Native village corporations, state and federal governmental entities, regional Native corporations, as well as other community partners on future planning efforts.

Plan Structure:

The plan has three main elements:

- Executive Summary- summarizes Borough values and goals.
- Regional Plans- background information on regional trends and implementation recommendations.
- Village Strategic Directions- plans that identify issues and priorities in each borough community.

Our Borough:

The Lake and Peninsula Borough encompasses approximately 23,782 square miles of land and 7,125 square miles of water extending 400 miles from Lake Clark in the north to Ivanof Bay in the south. Our Borough is home to sixteen communities that are located within three distinct areas of the region: the lakes area, the upper peninsula, and the Chignik area. Our communities have many strengths: strong cultural traditions, abundant fish and wildlife, pristine and beautiful landscapes, and a subsistence way of life. At the same time, these communities face an interlocking and increasingly difficult set of challenges: high and rising costs of living and transportation, declining populations, aging infrastructure, limited local jobs, and accelerating declines in outside funding.

While each village is different, there is a great deal of common ground in the challenges facing Lake and Peninsula Borough communities. These are difficult issues, but the Lake and Peninsula Borough has the resources, the land and the people to be a vital, successful place to live, to work and to visit. Everybody needs to work hard and work together to reach that future.

Our Values:



Our Goals:



Reduce the cost of living in a rural village



Expand and diversify economic opportunities



Increase the quality of rural life



Provide quality meaningful education



Accomplish regional-benefiting capital projects



Villages will be more self-sufficient

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Chapter 1. About the Plan

Purpose of the Plan

The comprehensive plan offers a clear view of the strengths and challenges facing the region, and a framework for cooperative action to solve pressing issues. It also meets the borough's legal obligations to have a comprehensive plan. The State of Alaska defines a comprehensive plan as "a compilation of policy statements, goals, standards, and maps for guiding the physical, social, and economic development, both private and public" (AS 29.40.030). The responsibility for developing comprehensive plans is assigned to borough governments.

This comprehensive plan also:

- Identifies broad goals and practical near-term priorities for action, to help guide daily operations and long-term planning decisions by both individual communities and borough leadership and staff
- Meets the requirements of funders who commonly require a plan as a condition for project funding
- Gives individuals, communities, and the borough a tool for greater control over their destinies and the future of the region

Plan Structure

Fifteen Lake and Peninsula Borough communities identified a set of issues and actions that provide the foundation for this plan. From this starting point, common issues and strategies were developed at the sub-regional level (Pacific, Bristol Bay, and Lakes Area). Out of this sub-regional work came recommendations for actions at the borough-wide scale.

Following the guidance of Alaska Statutes 29.40.030, the plan includes policies, goals and standards related to land use, transportation and public infrastructure. Beyond these required subjects, communities identified additional topics to be addressed, including education and job training, health and wellness, culture and subsistence, energy, community leadership and governance, employment and economic development and housing.

Chapter Two provides contextual information about the Lake and Peninsula Borough. Chapter Three presents a set of overarching issues and recommendations for actions at the borough-wide scale. The issues and priorities identified by borough communities are presented in Chapter Four. Chapter Four also includes a summary of common themes and possible actions in each of the Lake and Peninsula Borough's three-sub regions.

Relevant Planning Efforts

This plan builds upon other relevant planning efforts, including:

- 2011 Bristol Bay Regional Vision Project and Community Discussion Summaries
- 2011 Kijik Corporation Land Use and Resource Plan
- Lake and Peninsula Borough Regional Energy Plan

- 2012 Lake and Peninsula Borough Comprehensive Plan
- 2016 Village Strategic Plans from the following communities:
 - Chignik Bay
 - Chignik Lagoon
 - Chignik Lake
 - Perryville
 - Port Heiden
 - Pilot Point
 - Ugashik
 - Egegik
 - Levelock
 - Igiugig
 - Kokhanok
 - Pedro Bay
 - Newhalen
 - Iliamna
 - Nondalton
 - Port Alsworth

Process to Prepare the Plan

The process to prepare the 2020 Lake and Peninsula Borough Comprehensive Plan included the following steps:

- Review of relevant planning efforts
- Initial data research and analysis
- Community outreach, discussion, and written input from fifteen communities in the Lake and Peninsula Borough
- Public circulation and review of the Draft Comprehensive Plan
- Planning Commission review, approval and recommending approval to the Borough Assembly
- Plan refinement, circulation of the Final Draft Comprehensive Plan
- Assembly review and approval

Borough Role in Assistance to Communities

Through the comprehensive planning process, the Lake and Peninsula Borough seeks to identify ways that it can leverage its resources (human, financial, and political) to better assist borough communities in their efforts to strategically address individual and collective challenges. Some of the ways in which the borough can do this include:

- Match and leverage local funding and resources. This includes sizeable matching grants as well as the issuance of general obligation bonds for capital grants
- Aid with planning, coordination and communication

- Provide grant writing assistance to communities at no cost to leverage outside funding opportunities
- Connect people with the information they need to find solutions to problems
- Provide political support.

Chapter 2. Regional Context

Government Administration

The Lake and Peninsula Borough was incorporated in 1989 as a home rule borough with a manager form of government. The borough contains eighteen communities; six are incorporated as second-class cities, and eleven are governed by village or tribal councils. A seven-member Assembly acts as the legislative body for the borough. Six members are elected by district; three from the south and three from the north, and the Mayor is elected at-large. Staff consists of Borough Manager, Borough Clerk, Finance Officer, and Community Development Coordinator. The borough also utilizes the services of legal counsel, financial auditors, a lobbyist, a fisheries advisor, a mining consultant, and various engineering firms who work on specific projects.

The borough currently exercises three mandatory powers, which include education, area-wide planning and land use regulation, and taxation. It also provides government and economic development technical assistance and assistance with capital and infrastructure development. The Lake and Peninsula Borough funds the Lake and Peninsula School District (LPSD) above the required state funding level. The borough and school district work together on capital projects, but on a day-to-day basis, the LPSD functions independently from the borough. The school district is governed by a separate seven-person school board. The Borough Planning Commission is responsible for planning, platting and adopting and enforcing borough land use regulation, which includes a subdivision regulation, development permits and floodplain regulations. The borough levies three local taxes: a two-percent raw fish sales, use and severance tax, a six-percent bed tax, a guide tax of one to three percent, and a 1.5 percent mineral severance tax. The Borough Assembly has adopted conservative budgeting practices including the "forward funding" method, which requires the borough to rely on funds collected in the prior fiscal year. This allows the borough to avoid severe cuts and other adverse effects when relying on the taxation of unpredictable industries such as commercial fishing or tourism as a revenue source.

Overview of Trends, Strengths and Challenges

The Lake and Peninsula Borough presents a combination of challenges and strengths. These are summarized below, with more detail in the material that follows.

Regional strengths include:

- Rich environmental, natural and subsistence resources. For Native and non-Native alike, subsistence is important to village life. Strengthening community ties and passing on traditional knowledge to young people are important priorities.
- Spectacular natural settings: lakes, rivers, mountains, volcanoes, fish, glaciers, coastlines and wildlife.

- Parks: three National Parks, two National Refuges, and several designated Wild and Scenic Rivers located throughout the borough; these special designations create local jobs and direct the attention of the traveling public to these areas.
- Strong cultural traditions and a tradition of self-reliance.
- The borough government and a network of supporting regional non-profit and for-profit organizations that can pool resources to work on issues of common concern.
- Substantial continuing support from state and federal governments (e.g., state support for education and energy costs; federal funding to tribes and regional non-profits, and subsidies for the Alaska bypass mail system).

Regional challenges include:

- Small populations in remote, scattered locations. No community has more than 200 year-round residents. The Lake and Peninsula Borough has about 1,500 people in a state of nearly 700,000 people, or one-fifth of one percent of the state's population. Alaska is the fourth-smallest state in the U.S. by population, though the largest in terms of land area.
- High and rising costs for energy and transportation.
- In many borough communities, declining populations and declining school enrollments, resulting in a potential for school closures. Once the school closes, good jobs are lost, utility rates increase because the school is often the largest utility customer in a village, and populations tend to dwindle even further.
- Some communities are experiencing serious social problems, including substance abuse, violence and suicide.
- Availability of housing in many borough communities. Though most communities have vacant homes, some portion of the housing stock is empty but not abandoned, dilapidated, or poorly insulated for winter conditions. Land constraints exist in some communities due to topography or land ownership patterns. High costs of housing and/or land make housing unaffordable for young people, young families and elders.
- Many communities have difficulty caring for aging or young members. Both childcare and regional assisted living facilities/services are perceived as needs and potential business opportunities by borough residents.
- A multiplicity of separate local governance bodies (tribes and cities) operate in jurisdictions with very small populations and minimal tax base.
- Declining political power. As Alaska's rural population shifts to urban areas, rural communities have a reduced voice in the State Legislature and other statewide political and funding decisions.
- Dependence on state and federal spending, both of which are likely to decline in coming years.

- Lack of job opportunities in many communities and/or a poor match between opportunities that do exist and the job skills of borough residents.

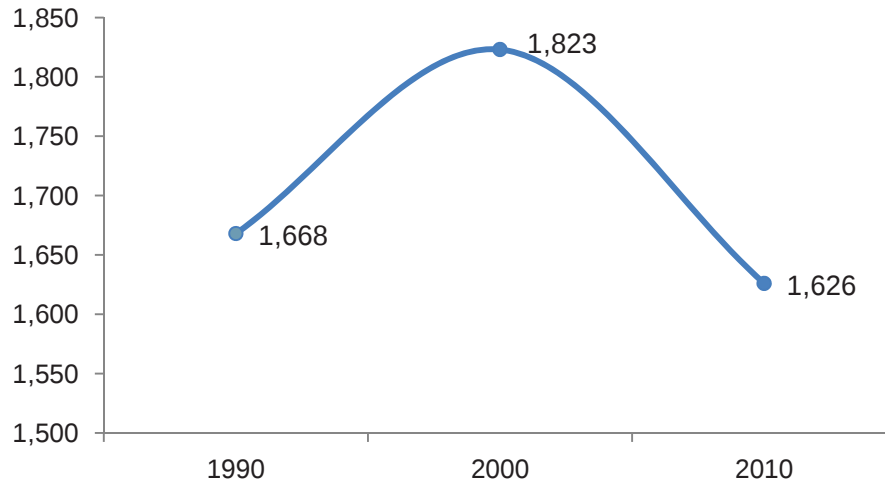
Figure 2.1 Map of Lake and Peninsula Borough Communities



Population

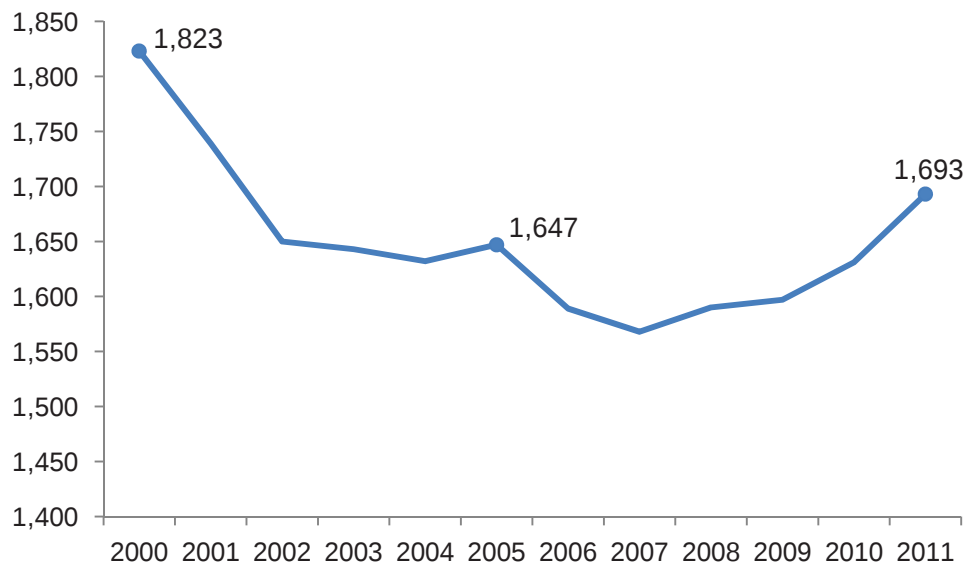
Borough population has risen and declined over the past twenty years, hitting a high of just over 1,800 people in 2000, and dropping to just over 1,600 people in 2010.

Figure 2.2 Lake and Peninsula Borough Population, 1990 - 2010



Source: U.S. Census Decennial Census, 1990 – 2010

Figure 2.3 Annual Lake and Peninsula Borough Population Change 2000-2011



Source: Alaska Department of Labor and Workforce Development, Alaska Local and Regional Information (ALARI), 2001-2011

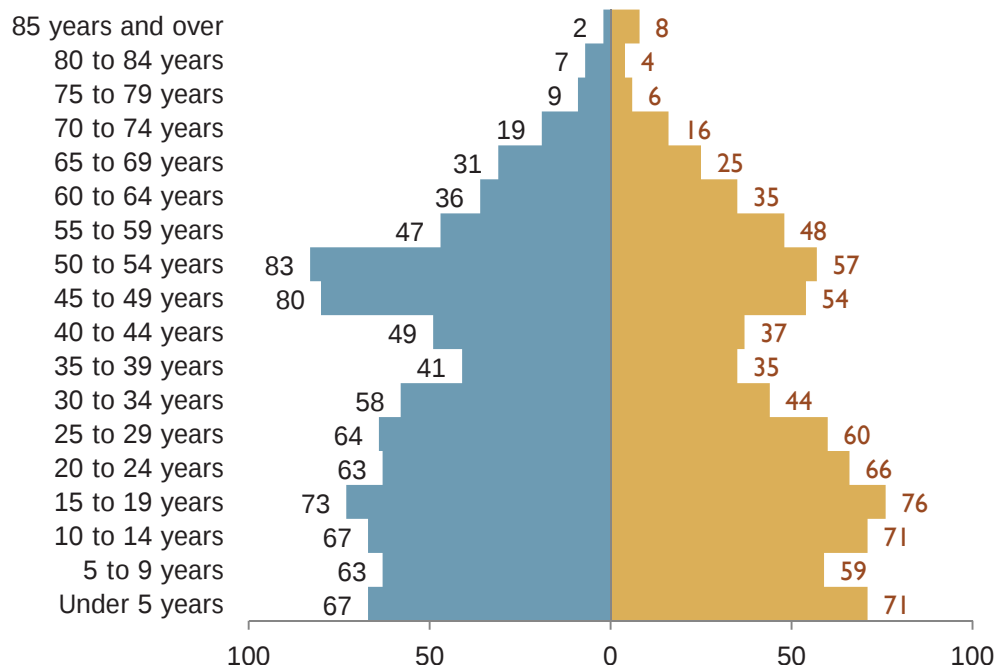
Migration patterns reveal that most people who move to and from the borough are moving to and from the hub cities of Anchorage and Dillingham, mainly Anchorage.

Figure 2.4 Lake and Peninsula Borough 2009-2010 PFD-based Migration Patterns

	To Lake and Peninsula Borough	From Lake and Peninsula Borough
Aleutians East Borough	4	1
Aleutians West Census Area	1	0
Anchorage, Municipality of	53	78
Bethel Census Area	0	4
Bristol Bay Borough	3	3
Denali Borough	0	0
Dillingham Census Area	15	19
Fairbanks North Star Borough	2	1
Haines Borough	0	0
Hoonah-Angoon Census Area	1	0
Juneau, City and Borough of	3	0
Kenai Peninsula Borough	2	8
Ketchikan Gateway Borough	0	0
Kodiak Island Borough	0	6
Lake and Peninsula Borough	1379	1379
Matanuska-Susitna Borough	5	6
Nome Census Area	0	0
North Slope Borough	0	0
Northwest Arctic Borough	1	0
Petersburg Census Area	0	0
Prince of Wales - Hyder Census Area	0	0
Sitka, City and Borough of	0	0
Skagway, Municipality of	0	0
Southeast Fairbanks Census Area	0	0
Valdez-Cordova Census Area	6	0
Wade Hampton Census Area	7	2
Wrangell, City and Borough of	0	0
Yakutat, City and Borough of	0	0
Yukon-Koyukuk Census Area	0	7
<i>Did not apply for PFD</i>	63	55

Source: Alaska Department of Labor and Workforce Development

Figure 2.5 Lake and Peninsula Borough Population Pyramid, 2010



Source: Alaska Department of Labor and Workforce Development, ALARI, 2010

Borough-wide, there is a notable gap in the presence of people in the prime working age years (between 25 and 45) (Figure 2.5). This is often the age group that provides a strong mid-career workforce. There is also a noticeably higher number of men than women in this age range: 57 percent of this age group is male and 43 percent female.

Borough population is aging, with a population surge between 45 and 55 years. This age group also includes more men than women: 59 percent are male and 41 percent are female. Within the next 20 years, eldercare is likely to become an increasingly important priority to borough communities. Currently, the borough lacks a local or regional assisted living facility, so when aging community members can no longer be taken care of by family, they move, usually to Anchorage, although there are currently assisted living facilities with vacancies in Dillingham and Naknek. Borough communities voiced eldercare, and the idea of building a regional or sub-regional assisted living facility as a priority both for community health and wellness and as a strategy for creating additional jobs.

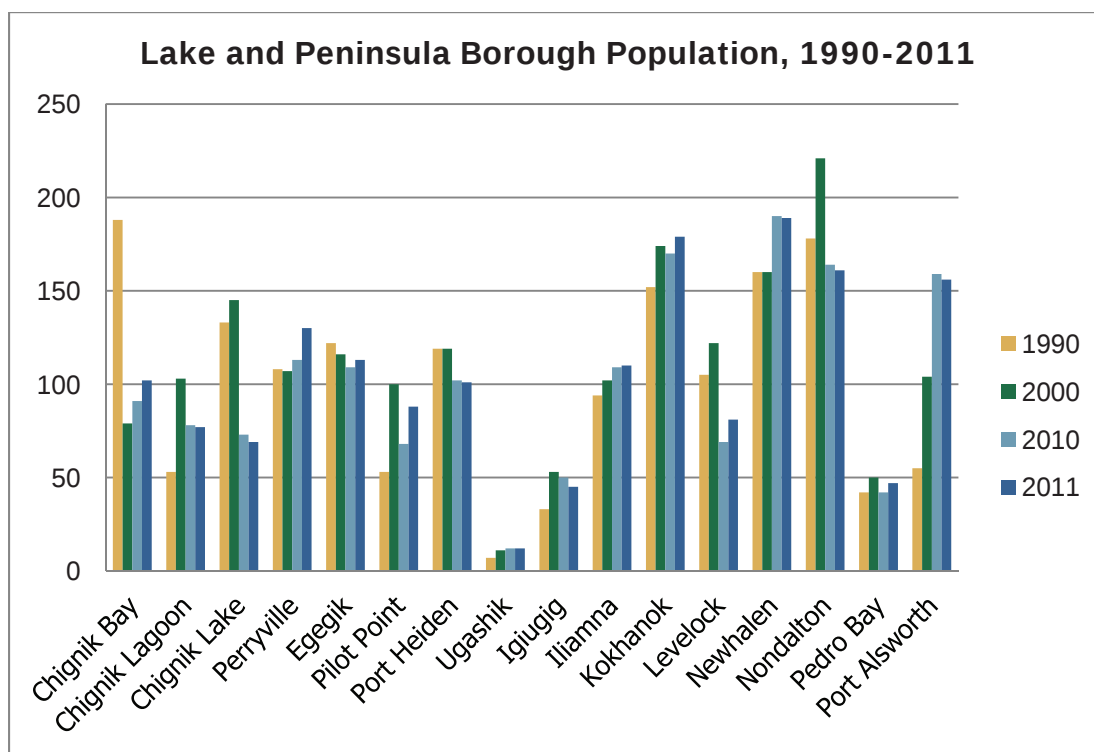
Children and young people under 30 comprise nearly half (49 percent) of the borough's population (34 percent of the borough's population is under age 20).² The number of young people in the borough continues to comprise a sizeable share of the overall population but this trend has declined slightly since 2000. In 2000, the

² In 2000, the proportion of young people in the Lake and Peninsula Borough was higher: 51 percent of the borough's population was under the age of 30; 41 percent was under age 20. Source: US Census Bureau.

proportion of the population under age 30 was 51 percent of the population and this population group declined by about 121 people over the ten year period. The school age population (age 5 to 19) declined by about 200 people during the last 10 years, which is further confirmed by declining school enrollment throughout the borough.

Community priorities for young people includes providing a good education, safe and community-oriented recreational activities and facilities, and connecting young adults with good job prospects.

Population trends vary by community. Four borough communities have experienced notable declines (Chignik Lake, Port Heiden, Levelock, and Nondalton). In contrast, population has grown in several communities, notably Perryville, Iliamna, Kokhanok, Newhalen and Port Alsworth. Recent population trends are not necessarily indicative of a community's future. Some of the smallest communities in the Lake and Peninsula Borough and those with a trend of population decrease over the past 20 years (e.g., Ugashik, Igiugig, Port Heiden) have good leadership, are doing innovative and promising community development efforts, and are successfully generating healthy social and economic activity.



Source: US Census Bureau (1990, 2000, 2010), Alaska DCCED (2011)

Cost of Living

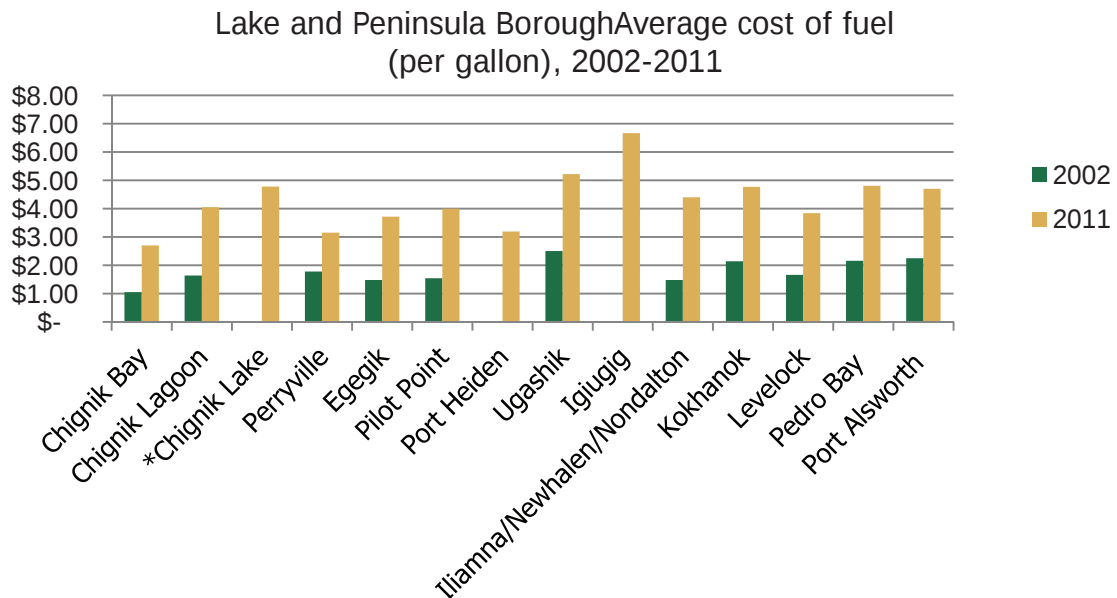
Population decline is partly driven by an increasingly high cost of living in remote communities. The borough is experiencing a high and rising cost of living, mainly due to rising energy and, consequently, transportation prices. High transportation

and shipping costs drive up the price of store-bought foods, causing many to consider increased subsistence activity and community garden farming as a way to lower grocery bills.

The high cost of living also means a high cost of doing business, which tends to slow potential private-sector business development. Addressing the high cost of living in these remote communities will require creative efforts at changing energy use patterns and energy production sources (i.e., moving to renewable energy production), improving transportation and communications infrastructure, and to the extent possible, engaging in cooperative efforts with other nearby communities to provide public services and facilities more efficiently (e.g., coordinating bulk fuel purchases).

Energy

Rising energy prices are at the top of the list of the forces that are driving up the cost of living in rural Alaska. With the world's steadily growing populations, and steadily increasing appetite for energy, energy prices will likely continue to rise as long as the world continues to be heavily dependent on non-renewable energy sources. The state is making a push to increase Alaska's energy self-sufficiency by subsidizing renewable energy projects. Several Lake and Peninsula communities are already using renewable energy or pursuing new projects.



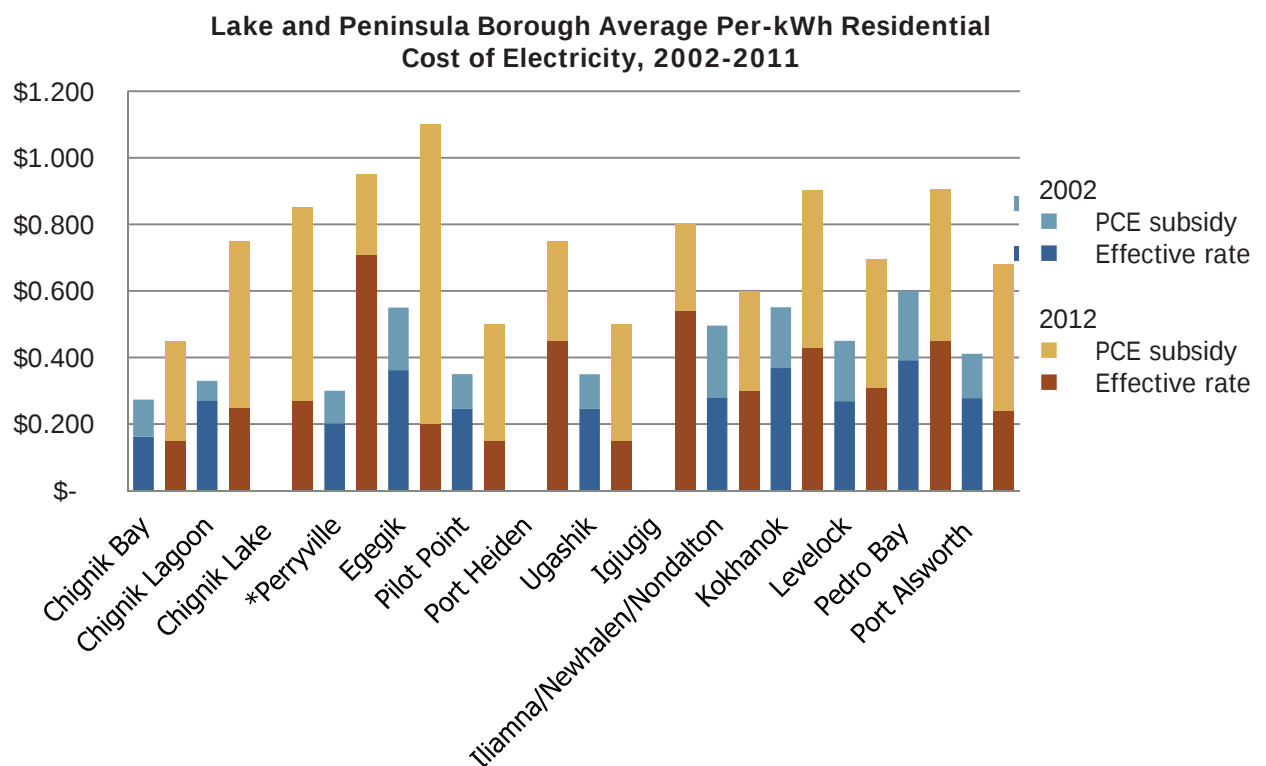
*Chignik Lake fuel prices are from 2012.

Source: Alaska Energy Authority Power Cost Equalization (PCE) Calculations. PCE data is unavailable for Port Heiden and Igiugig in 2002. PCE data is unavailable for Chignik Lake for either 2002 or 2010. Ugashik fuel prices as reported by Ugashik community. PCE data is unavailable for Ugashik. Ugashik residents are served by individual generators for electricity, and therefore do not participate in the PCE program. Fuel prices reflect price paid by utilities; these may differ from retail heating oil, gasoline, diesel and other fuel prices. For retail prices,

the Alaska Department of Commerce, Community, and Economic Development (DCCED) produces a Current Community Conditions Alaska Fuel Price Report on selected communities around Alaska every six months. The most recent (July 2012) report includes three Lake and Peninsula Borough communities:

- Chignik Bay gasoline \$4.93/ gallon; heating oil \$5.06/gallon (up 20 percent since January 2012)
- Kokhanok gasoline \$8.00/ gallon; heating oil \$7.86/gallon
- Nondalton gasoline \$7.79/ gallon (up 18 percent since January 2012); heating oil \$6.59/ gallon

Energy costs are likely to remain high in rural Alaska, even if there is an increasing shift to renewables and other alternatives. Diesel is still the most efficient energy source for many rural Alaska communities. Investments in wind generation often require replacing backup and distribution infrastructure, and drives up the cost to users. Solar is not viable in winter months; the angle of the sun does not reach high enough for long enough to generate much energy. Though state subsidy programs and technological developments are changing these dynamics, most Alaska communities are still likely to be at least partly dependent upon non-renewable energy for some time into the future. Costs for residential users would be significantly higher without the Alaska Energy Authority's Power Cost Equalization (PCE) Program. Continued support for the program will help. Aggressive investments in conservation, weatherization and other efficiency measures, are the most powerful tool for reducing energy costs. Figure 2.8 demonstrates that absent PCE, consumer electricity costs would have been substantial over the past ten years.



Source: Alaska Energy Authority Power Cost Equalization (PCE) Calculations. PCE data is unavailable for Port Heiden and Igiugig in 2002. PCE data is unavailable for Chignik Lake prior to 2012. PCE data is unavailable for

Ugashik. Ugashik residents are served by individual generators for electricity, and therefore do not participate in the PCE program. Ugashik electricity prices are estimated by Ugashik community.

Transportation and Communications Infrastructure

Transportation and internet connectivity are closely tied to economic development, education, and communication. Improvements in these systems increase access to new business and marketing opportunities, as well as information and educational resources. Greater ease of communication can foster the local leadership needed for communities to work together to accomplish shared goals that would be unattainable individually. GCI is in the process of extending fiber optic cable to the northern Lake and Peninsula Borough communities.

With small populations in remote, scattered locations, the per-capita costs of building and maintaining transportation and communications infrastructure are high. Building new roads is unlikely. Available state and federal highway funding is declining, and increasingly fiercely fought over. Nonetheless, borough communities should continue to press ahead with specific capital improvement projects, such as the Nondalton Road and Bridge, the Williamsport-Pile Bay Road and Bridge, and a public dock in Chignik Bay. The key to successful implementation of these kinds of projects is leveraging partnerships among the borough, individual communities, and other parties. Increasing the numbers of passengers is likely to be the only way to increase air and ferry service or reduce transportation prices. Maintaining transportation subsidies, such as bypass mail is a priority.

Cluster Communities

One way that communities can address the high costs of providing public goods and services to small, scattered rural populations is by working together to pool resources to clusters of communities. This can be applied to the provision of public facilities (e.g., one airstrip serving multiple communities connected by road), public services or utilities (e.g., the Iliamna-Nondalton-Newhalen Electric Cooperative) and public institutions (e.g., a regional school).

Most Lake and Peninsula Borough communities provide public facilities and services on a community-by-community basis. Though most borough communities are located too far apart to provide consolidated services, some communities have begun to pool resources and share the costs and responsibilities for public facilities and services. These cooperative efforts are a key way that borough communities can address the high costs of providing public goods and services to their small, scattered rural populations. The communities of Iliamna, Newhalen and Nondalton provide one example. These communities formed the Iliamna-Nondalton-Newhalen Electric Cooperative (I-N-N-E-C) to provide energy to all three communities. Iliamna and Newhalen share a school, and the City of Newhalen employs a Village Public Safety Officer (VPSO) for both Iliamna and Newhalen.

The borough currently assists individual communities by helping to fund or secure funding for capital improvement projects, grant writing and technical assistance, and connecting community leaders with other helpful resources. The borough can also assist with individual and sub-regional partnerships by providing a broader perspective on matters of regional or sub-regional interest.

School Enrollment

Population decline and high energy prices are compounded when school enrollment drops below ten students. Alaska State law (AS14.17.450) cuts off state funds for schools with nine or fewer students. Falling population can create a challenging cycle, in which declines in the number of residents lead to school closures, declining services and declining economic opportunities; these trends can lead to further population declines. A number of Lake and Peninsula communities are facing potentially significant population loss and school closings. The Dena'ina school in Pedro Bay closed in November 2010. Some communities choose to respond by attempting to bring families with children into the village. This might help prevent a school closure in the immediate term, but the core solution is to try to stabilize or reduce the cost of living, and to build the local economy to provide enough jobs capable of paying a living wage to support a sustainable population. School closures are a serious challenge faced by rural Alaska communities around the state. It is also an opportunity to collaborate with other regions on developing ways to respond to the situation. Much of the focus of this plan looks at options for responding to this set of challenges.

Figure 2.9 Lake and Peninsula Borough K-12 School Enrollment, 2000-2011

	FY 2000	FY 2010	FY 2011	FY 2012	School Closed
Lakeview Home School	0	0	2	17	
PACIFIC COMMUNITIES					
Chignik Bay	15	15	19	15	
Chignik Lagoon	28	16	15	11	
Chignik Lake	44	17	21	23	
Perryville	35	21	24	23	
Ivanof Bay	10	0	0	0	2001
BRISTOL BAY COMMUNITIES					
Egegik	22	12	10	10	
Levelock	22	19	16	23	
Pilot Point	24	11	14	13	
Port Heiden (Meshik School)	30	24	23	28	
LAKES AREA COMMUNITIES					
Igiugig	14	13	16	11	
Iliamna/Newhalen	83	75	69	67	
Kokhanok	60	35	34	23	
Nondalton	72	33	28	33	
Pedro Bay (Dena'ina School)	12	12	9	0	2010
Port Alsworth (Tanalian School)	20	41	35	33	
TOTAL BOROUGH	491	344	335	330	

Source: Alaska Department of Education and Early Development

Economy

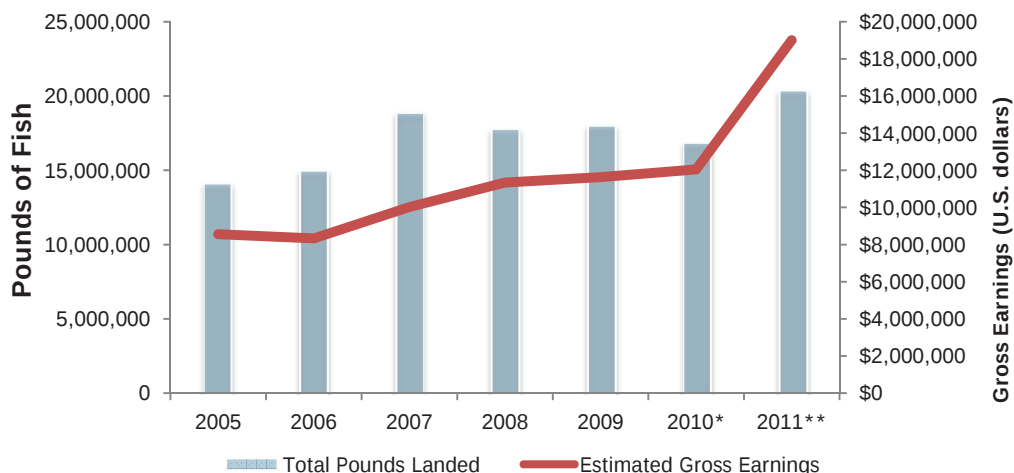
In order to understand the fundamentals of the Lake and Peninsula Borough economy, there are three components worth exploring.

1. **Commercial fishing.** The Lake and Peninsula Borough is part of the world famous Bristol Bay fishery. Residents living in the borough participate in the fishery through commercial fishing, subsistence activities and sportfishing. Commercial permit holders residing in the Lake and Peninsula Borough have decreased in recent years but the value of permits and fish caught has held steady and increased slightly in recent years.
2. **Local government.** Approximately 57 percent of the employment in the Lake and Peninsula Borough is in local government. It is important to note these figures exclude federal employees and sole proprietorships (such as commercial fishing captain, or lodge owner).
3. **Other industries and small businesses.** After accounting for the primary economic sectors (commercial fishing and local government), residents of the Lake and Peninsula Borough are engaged in a range of business activities, including transportation and utilities, state government, health services, and other small businesses.

Commercial Fishing

In 2011, the value of commercial fishery permits in the Lake and Peninsula Borough was close to \$20 million for approximately 24 million pounds of fish. This reflects an increase over previous years, as shown in Figure 2.10.

**Figure 2.10 Pounds and Value of Catch by Fishery Permit Holders.
Lake and Peninsula Borough: 2007-2011**



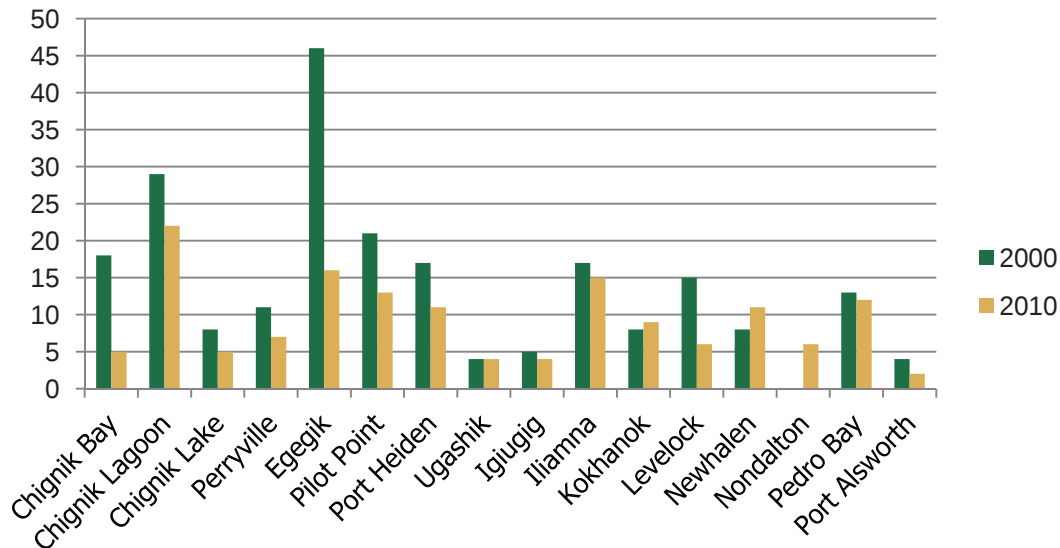
*Best estimate based on available data. Total pounds landed and estimated gross earnings may not reflect actual amounts due to confidential fishery data.

**Preliminary and incomplete data; varies across each district.

Source: Alaska Commercial Fisheries Entry Commission. Fishery Statistics: Participation and Earnings

As of 2010, there were 148 commercial fishing permit holders with a crew of 230 people residing in the Lake and Peninsula Borough³. This is down from 224 permit holders and 369 crew members in 2000. Number of permits by community for 2010 and 2000 are shown in Figure 2.11.

**Figure 2.11 Lake and Peninsula Borough
Fishing Permits Held by Residents, 2000-2010**

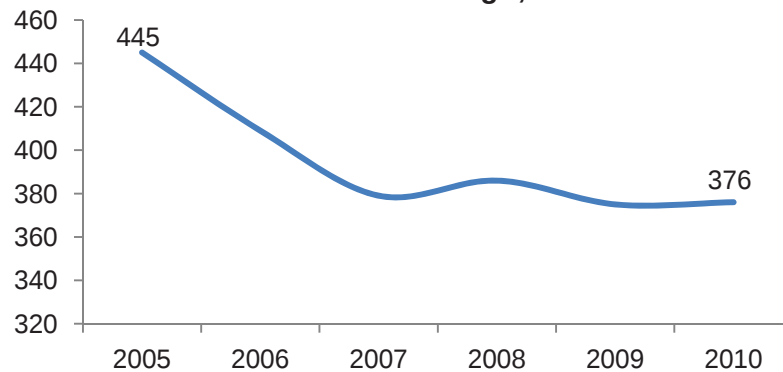


Source: NOAA (2000) DCCED (2010)

The value of the catch by sole proprietor fishermen residing in Lake and Peninsula Borough continues to be a major economic driver despite the declines in the number of permit holders (see pounds and value chart and permit holders and number of crew). Since 2005, the value of the permit holder catch and pounds of seafood has held steady with a slight increase in 2011. However, the number of permit holders and crew has declined during the same period.

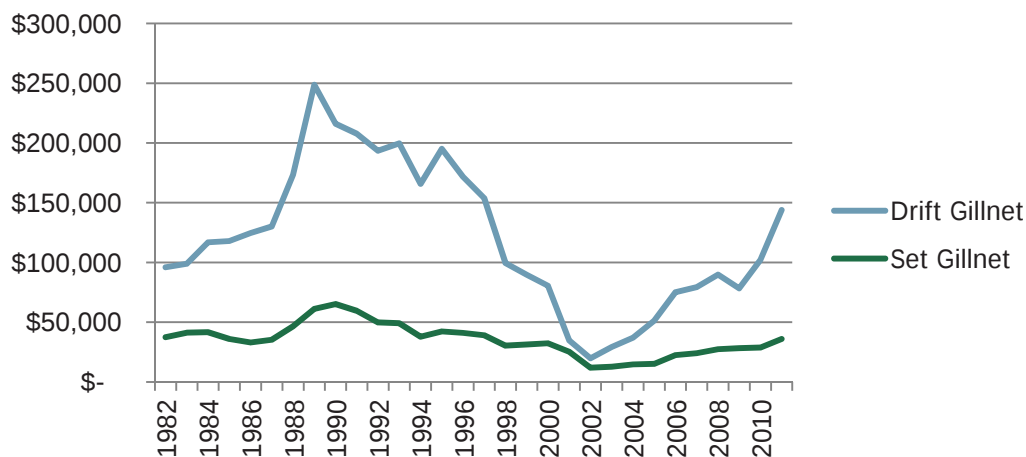
³ Employment in commercial fishing is not reported through the Department of Labor and Workforce Development (DOLWD) if the person is a sole proprietor. As a result, exact figures for employment are difficult to track down. Fishing permits are typically used to measure the level of commercial fishing permits. 2010 was the last year that permit holder data was published by census or Borough area. More recent fishing permit data is available by fishery (type of fish and to some extent location) but this information is not available at the borough or census area. Fishing permit data is from the state Department of Commerce, Community, and Economic Development (DCCED) for 2010 and from NOAA for 2000. Estimates of crew members is from the Alaska Department of Fish and Game (ADFG).

**Figure 2.12 Combined Fishing Permit Holders and Number of Crew
Lake and Peninsula Borough, 2005-2010**



Source: Commercial Fisheries Entry Commission, Permit Holder and Crew Member Counts by Census Area and City of Residence, 2005-2010.

**Figure 2.13 Estimated Value Bristol Bay Salmon Permits,
1982-2011**



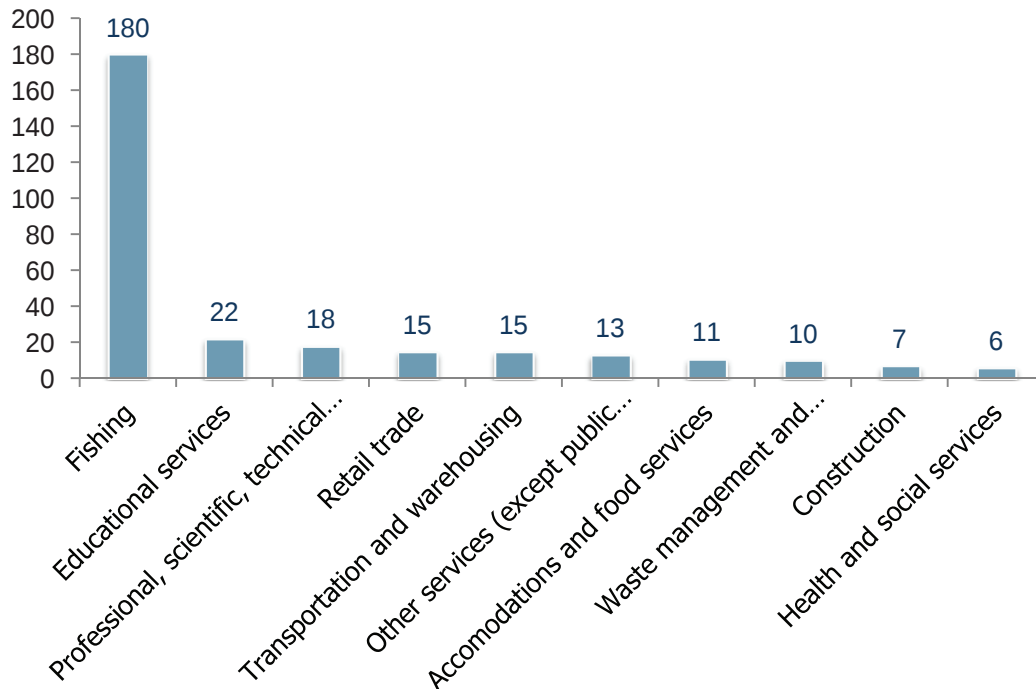
Source: Alaska Commercial Fisheries Entry Commission

Commercial fishing continues to be a major way of living for Lake and Peninsula Borough residents (see self-employed workers bar chart next page). According to the Alaska Department of Labor and U.S. Census in 2009, there are nearly eight times as many Lake and Peninsula Borough residents working in fishing than any other category of self-employed worker. The economic and cultural importance of fishing in the Lake and Peninsula Borough is strong despite a decline in the number of residents working in the industry.

Commercial fishing has a long, prized tradition in the region, but can be a difficult way to make a year-round living wage, due to the highly seasonal nature of the work, variation in fish prices, and high start-up and operations costs. Startup costs for commercial fishing can be substantial, typically requiring a \$300,000-400,000 investment to cover the costs of permits, a boat and gear. The collapse of Alaska salmon prices in 2001 and low fish returns to Bristol Bay drove permit prices down

for several years. Permit prices have been rising since then, as fish prices and runs recover. Purchases of permits do not guarantee a secure return on investment: buyers may assume that fish prices will remain high and that runs will be consistently good. With high prices, people are selling permits, often to non-local buyers.

Figure 2.14 Self-Employed Workers in Lake and Peninsula Borough, 2009



Select non-employer statistics, 2009. Non-employer statistics are based on tax receipts from businesses with no employees as reported on income tax returns. Source: Alaska Department of Labor, November 2011 Alaska Economic Trends and U.S. Census Bureau.

For comparison purposes, commercial fishing permits in the Lake and Peninsula Borough comprise about 1 percent of all permits in the state. Approximately, 19 percent of commercial fishing permit holders in Alaska reside in the Southwest. The largest concentration of permit Alaska commercial permit holders reside outside of Alaska (26%). Figure 2.15 provides a breakdown on the residency of commercial fishing permit holders throughout the state and outside of Alaska.

Figure 2.15 Residence of Alaska Commercial Fishing Permits

Alaska Region	2010 Commercial Fishing Permits	% of Statewide Total
Far North	436	3%
Interior	301	2%
South Central	2,934	22%
Southeast	2,841	21%
Southwest		
Bristol Bay		
Lake + Peninsula Borough	148	1%
Balance of Bristol Bay (Bristol Bay Borough, Dillingham Census)	783	6%
Subtotal Bristol Bay	931	7%
Balance of Southwest (includes Bethel, Kodiak + Aleutians)	2,534	19%
Subtotal Southwest	3,465	25%
Non-Resident of AK	3,544	26%
Alaska Resident, Location Unknown	94	1%
Statewide Total	13,615	100%

Source: Commercial Fisheries Entry Commission

For borough residents looking to start a commercial fishing operation, the Bristol Bay Economic Development Corporation (BBEDC) Permit Loan Program⁴ is the best option, but remains a reach for the average person, and only residents of BBEDC's 25 watershed communities are eligible. In the Lake and Peninsula Borough, these communities include: Egegik, Igiugig, Iliamna, Kokhanok, Levelock, Newhalen, Nondalton, Pedro Bay, Pilot Point, Port Alsworth, Port Heiden, and Ugashik. The BBEDC program offers a loan (not a grant) and only covers the cost of acquiring a permit, not a boat or other gear. So a young person wanting to buy in must take on significant debt (for a permit, and separately for a boat), which can only be paid back if fishing goes well. If fishing does not go well, even for one year, the person might not be able to make payments on the loans, forcing them to declare bankruptcy.

Only five Lake and Peninsula Borough communities are Community Development Quota (CDQ) communities: Port Heiden, Pilot Point, Ugashik, Egegik, and Levelock. The CDQ groups were established by Congress with a coastal orientation: member communities must 1) be located within 50 nautical miles of the Bering Sea coast

⁴ <http://www.bbedc.com/web/brokerage.html>

(does not include the Gulf of Alaska side of the Alaska Peninsula), 2) residents must conduct at least half of their commercial or subsistence activities in the Bering Sea and Aleutian Island subregions, 3) be recognized as a Native village under the Alaska Native Claims Settlement Act (ANCSA), and 4) have no previously established harvesting or processing capacity sufficient to support substantial participation in the Bering Sea Aleutian Island groundfish industry. An act of Congress would be required to change which villages are included within the BBEDC membership. For more information about BBEDC and the CDQ program, see Appendix 1.

Public Sector Employment

Apart from commercial fishing, the Lake and Peninsula Borough economy is substantially influenced by the public and non-profit sectors. Approximately, 57 percent of the employment base (excluding sole proprietors) is in local government, which includes all local cities, the school district, and borough staff. The largest employer in the borough is the school district. Other major employers are tribal councils. Tribal government staff, if employed by the federal government, is counted separately.

The funding that supports public sector and most tribal jobs (funding from federal, state, and non-profit sources) is declining, impacted by declines in federal and state tax revenues. Creating employment opportunities for village residents (either in the village itself, or available to village residents in other locations) is critical for village survival. Opportunities for jobs and new businesses exist, but will require energy, creativity, partnerships, job training and other actions.

Other Sectors

Other sectors of the economy with a decent share of employment include health care, including clinics in local communities (10.2 percent), professional and business services (10.4 percent), transportation and utilities (7.3 percent), construction (3.7 percent), and natural resources and mining (3.4 percent).

Tourism

Tourism is a challenging economic sector. While the Bristol Bay region supports a multi-million dollar sportfishing and sport hunting industry, the large majority of these earnings do not go to local residents. Like commercial fishing, most tourism opportunities are concentrated in a short summer season, which tends to conflict with opportunities in other economic sectors, such as commercial fishing and construction. Additional challenges include the very competitive tourism marketplace, modest wages, and the requirement to cheerfully and reliably provide quality service, day after day. Despite these challenges, tourism does provide one of the relatively few potentially viable economic opportunities in many Lake and Peninsula communities. Currently, 60 businesses collect Lake and Peninsula Borough bed tax. About 50 cater to tourists; four of these are owned by year-round residents. The majority of these businesses are owned by non-residents of the borough. The remaining 10 establishments provide lodging for itinerant workers, business and institutional travelers, etc.

Extractive resources/Renewable and Non-renewable Resource Extraction

Bristol Bay has a range of prospects for mining, gravel, oil and gas. The specifics of any given potential project are complex, and the processes for examining development potential are extensive. This is a critical issue for the borough. Any large mining or other development projects must be carefully considered and reviewed in the context of science and other valid information. The borough will continue to track the project to protect the residents' interests, and will not trade its fish for another resource. (See Appendix 2 for the Lake and Peninsula Borough Policy Related to Pebble Mine.)

Job Training and Other Business Opportunities

Some jobs that exist in or near villages are currently performed by people from outside the region. For example, energy raters for the Alaska Housing Finance Corporation's (AHFC) Home Energy Rebate Program are flown in to borough communities from Anchorage or elsewhere. School teachers often move to borough communities from outside the region.

One way to increase local hire would be to connect students with training specifically for those types of jobs. Residents note that training in technical skills must often be matched with training and technical assistance in small business development. Most borough communities are too small (in population) to support a single service provider, so new businesses will often have to plan for a regional market in order to be successful. Ideally, a Lake and Peninsula Borough resident could set up a business so that he/she lives in one borough community and can contract with customers in neighboring communities at competitive rates. This type of business model might work well for services such as carpentry, plumbing, electrician services, etc.

Residents across the borough identified several examples of training and small business development ideas that might lead to an increase in jobs based in borough communities. These include:

- construction trades: carpentry, electrician, plumber
- utility (operation, maintenance, technician)
- aviation (mechanics, flight training); small engine maintenance and repair
- computers and information technology
- community gardens (not necessarily for export, but to meet local and visitor needs)
- tourism (ecotourism, cultural tourism)
- fisheries and commercial fishing (with assistance buying back permits, small business training)
- daycare services; eldercare/assisted living facility
- arts and crafts
- grantwriting

Another strategy is to increase the number of community members who take jobs that require travel, but not permanent relocation, such as jobs on the North Slope that have some variation of two-weeks working, two-weeks at home. Though this is a less popular option because it takes community members away from the village for significant periods of time, these jobs offer relatively high-paying salaries and will pay for workers to travel back to their home communities in the borough. Alaska is one of the only states in the country where a two-week on / two-week off schedule is available. This is a huge opportunity for rural residents, particularly when job creation in rural Alaska proves difficult.

Borough residents also note that there are already a number of available education and scholarship opportunities that people are not taking advantage of. To address this, assistance could focus on improving connections between people and available training opportunities (i.e., career or guidance counseling), as well as coordinating among regional providers to improve the quality and diversity of locally-offered training.

Community Governance and Leadership

Community success is largely determined by the presence and quality of its leadership. Many borough communities face challenges in having a multiplicity of separate local governance bodies (tribes and cities) operating in jurisdictions with very small populations and minimal tax base. Borough communities are also experiencing declining political power. As Alaska's rural population shifts to urban areas, rural communities have a reduced voice in the State Legislature and other statewide political and funding decisions. Frustrations also exist with the Bristol Bay regional compact organizations, of which most Lake and Peninsula Borough communities are members.

Chapter 3. Borough-wide Goals, Strategies and Action Items

Introduction

This chapter builds from the challenges and strengths outlined in the previous chapter, to present a set of goals and strategies on each of the topics listed below. Goals and strategies were derived from meetings in each of 14 borough villages, conversations with community members, and informal community input from Nondalton. These goals and strategies represent a synthesis of common themes and common proposals for action.

It is helpful to understand and agree upon what is meant by goals, strategies, implementation actions and responsibilities.

- Goals: Desired future conditions.
- Strategies: Identified way to achieve the goal.
- Implementation Actions: Specific actions to carry out strategies.
- Responsibility: Immediately, lists suggested partners or interested parties to illustrate the need for collaboration at all levels. Ultimately, should indicate the party responsible for carrying out the implementation actions.

Summary of Borough-wide Goals:

- Economic Development: Increase opportunities for motivated residents to earn a decent living.
- Cost of Living: Work at the local, sub-regional and regional level to lower the cost of living.
- Energy: Reduce or stabilize the cost of energy for residents and businesses. Transition to renewable, sustainable, energy sources whenever possible.
- Education: Provide quality education to borough students. Increase the odds that young people can find decent work and continue to live where they and their families grew up.
- Housing: Improve housing.
- Land Use: Plan for wise land use and environmental protection.
- Transportation and Communications Infrastructure: Improve transportation and communications infrastructure.
- Community Facilities and Services: Assist individual communities with the provision of public facilities and services that meet community needs and support one or more of the other goals in this plan.
- Community Health and Wellness: Improve community health and wellness.
- History and Culture: Sustain traditions, subsistence, history and culture.
- Community Governance and Leadership: Improve community governance and leadership.

Economic Development

GOAL: Increase opportunities for motivated residents to earn a decent living.

Job Training Strategies	Responsibility	Action(s) and Notes
Take better advantage of job opportunities that currently exist in the region. As much as possible, aim to connect residents with local jobs currently done by people from outside the region.	• SAVEC • CH2MHill • LPSD • BBEDC • UAF Bristol Bay Campus (King Salmon + Dillingham) • BBNA • BBNC • Department of Labor and Workforce Development's Employment Security Division (OJT and wage reimbursement through the Alaska Job Center Network)	• Identify specific job opportunities by community sub-region. • Improve connections between people and available training opportunities (i.e., guidance counseling). • Assist residents with obtaining and maintaining needed licenses and certifications. • Develop a regional jobs clearinghouse (e.g., website) that connects qualified businesses, job opportunities, contracts, etc. and residents with proven skills and experience. Include information on the availability of support services (e.g., housing, food services, equipment, access to materials).
Provide better access to job training for jobs requiring travel (but not permanent relocation), e.g., construction projects, North Slope jobs.	• SAVEC • CH2MHill • LPSD • BBEDC • UAF Dillingham • BBNA • BBNC • Department of Labor and Workforce Development's Employment Security Division (OJT and wage reimbursement through the Alaska Job Center Network)	• Identify specific job opportunities by community sub-region. • Improve connections between people and available training opportunities (i.e., career counseling). • Assist residents with obtaining and maintaining needed licenses and certifications.

Improve the quality and diversity of local training opportunities.	• SAVEC • UAF Bristol Bay Campus (King Salmon and Dillingham)	• Combine training in running small businesses with training in technical skills. Offer continued technical assistance and support that targets individuals who are starting and continuing businesses. • Coordinate among regional providers. • Help SAVEC implement its recently adopted business plan including expanded offerings, partnership with school district, etc. and explore other alternatives.
Commercial Fishing Strategies	Responsibility	Action(s) and Notes
Improve access to focused job training for fisheries-related skills and certifications.	<i>(see job training strategies)</i>	<i>(see job training strategies)</i>
Build/improve docks and other public physical infrastructure that will support local participation in/control of commercial fishing activity.	<i>(see transportation strategies)</i>	<i>(see transportation strategies)</i>
Support BBEDC permit loan program.	• Individual communities • BBNA • BBEDC	• Clarify which LPB communities are eligible.
Open new fisheries.	• ADF+G • Board of Fish	• Evaluate opportunities and constraints (regulatory, processing, gear).
Runway extensions to improve direct access to higher-paying markets for fish product.	<i>(see transportation strategies)</i>	<i>(see transportation strategies)</i>
Tourism Strategies	Responsibility	Action(s) and Notes
Develop sub-regional tourism action plans that coordinate the efforts of local communities and businesses to develop specific opportunities.	• Groups of interested villages	• Pool resources to develop and carry out plans.
Conduct cooperative marketing, in particular new/improved website at the regional and sub-regional scale, focused on unique regional draws (e.g., National Parks, wildlife, volcanos).	• Groups of interested villages	• Identify an organization to coordinate efforts among villages (e.g., regional CVB) • Identify marketing priorities and content. • Assemble resources to conduct marketing.

Develop one good place for visitors (business, service provider, tourist) to stay and eat in every village.	Individual communities	- Set standards for what constitutes “good place.” - Find creative ways to build or renovate existing structures (e.g., traveling work crew).
Build partnerships with future BBNC tourism ventures.	- Individual communities - BBNC	Cultivate an ongoing relationship with regular contact with BBNC.
Build partnerships with federal land managers to develop visitor infrastructure (e.g. shelters, pedestrian bridges, walking routes); work to increase local employment with federal land managers and other agencies.	- Individual communities and businesses - Lake and Peninsula Borough	- Cultivate an ongoing relationship with agency representatives. - Identify barriers to federal employment and infrastructure investment. Identify and carry out collaborative solutions to overcome barriers.
Provide a reliable, comfortable tourism package (food and lodging, tour, attractions) offering a quality first-hand experience of traditional and contemporary Native culture.	- Groups of interested villages - Individual residents, organizations and businesses.	- Identify an organization to coordinate and market the tourism package. - Identify package elements and who will provide each. Establish formal agreements among providers to ensure coordinated service delivery.
Support continuation and expansion of the Bristol Bay Fly Fishing and Guide Camp.	- Individual communities and businesses - Lake and Peninsula Borough	- Encourage local youth to attend the camp. - If possible, provide assistance (e.g., scholarships, equipment or monetary donations, internships) to the camp.
Resource Extraction Strategies	Responsibility	Action(s) and Notes
Actively monitor the status of proposed projects. Stay current on issues. Learn about the complexities of the industry, benefits and liabilities for individuals, communities and families.	- Individual communities - Lake and Peninsula Borough - Individual residents	Continual. Attend workshops, travel to sites, and invite speakers.

Cost of Living

GOAL: Work at the local, sub-regional and regional level to lower the cost of living.

Cost of Living Strategies	Responsibility	Action(s) and Notes
Stabilize or lower rising energy costs.	<i>(see energy strategies)</i>	<i>(see energy strategies)</i>
Improve transportation and communications infrastructure.	<i>(see transportation and communications infrastructure strategies)</i>	<i>(see transportation and communications infrastructure strategies)</i>
Increase access to gardens and subsistence.	<i>(see community health and wellness strategies)</i>	<i>(see community health and wellness strategies)</i>
Work together to pool resources to clusters of communities.	<i>(see governance and leadership strategies, public facilities and services strategies)</i>	<i>(see governance and leadership strategies, public facilities and services strategies)</i>

Energy

GOAL: Reduce or stabilize the cost of energy for residents and businesses.

Transition to renewable, sustainable, energy sources whenever possible.

Comprehensive Energy Strategies	Responsibility	Action(s) and Notes
Carry out recommendations of the Lake and Peninsula Borough Regional Energy Plan.	- Individual communities - Lake and Peninsula Borough	Generally reflected in the Comprehensive Plan strategies.
Form sub-regional or regional energy cooperative(s) to facilitate bulk purchases (e.g., fuel), coordinate multi-village projects (e.g., grid upgrade/electrical interties), and possibly coordinate technician training for utility systems (e.g., wind turbine technician). <i>(see Chaninik Wind Group case study, Appendix 1)</i>	- Individual communities - Lake and Peninsula Borough - SAVEC or other educational/vocational institution.	Identify and convene interested parties. Invite contacts from existing cooperatives (e.g., AVCP) to share lessons learned and help think about what will work best for LPB communities.
Develop and enhance relationships with all power suppliers in the borough.	- Individual communities and electric utilities - Lake and Peninsula Borough	Maintain regular contact with entities. Share information about plans, new initiatives or incentives programs, etc.

Energy Conservation Strategies	Responsibility	Action(s) and Notes
Retrofit existing homes for increased energy efficiency.	- Individual communities - BBHA - AHFC - Cold Climate Housing Research Center	Take advantage of education and assistance from the State, organizations, etc. to obtain the expertise and resources required to retrofit existing homes for increased energy efficiency.
Retrofit existing community buildings for increased energy efficiency.	- Individual communities - AHFC	Take advantage of education and assistance from the State, organizations, etc. to obtain the expertise and resources required to retrofit community buildings for increased energy efficiency.
Encourage the use of energy efficiency standards and best practices for new construction.	- Individual communities - BBHA - AHFC - Cold Climate Housing Research Center	Take advantage of education and assistance from the State, organizations, etc. to encourage the use of energy efficiency standards and best practices for new construction.
Use waste heat from diesel generation.	Individual communities	As much as possible, retrofit existing diesel power plants and plan new generation systems to direct waste heat from diesel generation to homes or community buildings.
Increase participation in AHFC energy subsidy programs (e.g., Weatherization, Home Energy Rebate, New Home Energy Rebate).	AHFC	- Promote programs. - Work with AHFC to schedule/coordinate improvements by village, for all programs.
Increase participation in the AEA Energy Efficiency and Conservation Program by borough communities.	- Individual communities - Lake and Peninsula Borough - Alaska Energy Authority (AEA)	Continue to provide information and assistance getting LPB communities enrolled in the program.
Improve energy use monitoring for individual residences, and non-residential buildings. (<i>see AVEC Energy Monitors case study</i>)	- Individual communities - Community utilities - Lake and Peninsula Borough	Develop and pilot a program to purchase and install energy monitors in LPB communities. If successful, expand to other communities.

Renewable Energy Strategies	Responsibility	Action(s) and Notes
Continue to assess wind power potential for individual communities.	- Individual communities - Lake and Peninsula Borough	Continue to provide information and assistance to LPB communities for wind power assessments.
Connect residents with technical training in the methods and equipment needed to integrate multiple sources of power into a community electrical system, (e.g., wind/hydro and diesel).	- Individual communities - Lake and Peninsula Borough - SAVEC or other educational/vocational institution.	- Identify what training is needed and where/how it is offered. - Coordinate or assist residents with obtaining the training and applying new knowledge/skills in multiple borough communities. - Provide political and technical support to communities working to shift from low to high penetration wind systems and those working to develop small hydroelectric projects.
Complete/Expand/Upgrade the Grid: As needed, improve basic electric infrastructure to be able to accommodate new power sources (some communities already doing this). Electrical interties among communities where topography, distance and infrastructure allow.	- Individual communities - Lake and Peninsula Borough	The LPB already supports electrical interties where possible.
Continue to pursue hydropower where appropriate and feasible.	- Individual communities - INNEC - Lake and Peninsula Borough	Investigate and is feasible, proceed with the second phase of the Tazimina hydroelectric project.
Nonrenewable Energy Strategies	Responsibility	Action(s) and Notes
Explore options for regional/Western Alaska bulk fuel purchases (diesel, fuel oil, gasoline).	- Individual communities - Lake and Peninsula Borough	- Identify villages likely to participate. - Determine which agency/utility could provide the procurement and delivery coordination/services. - Identify and determine feasibility of service provision model(s). - Set up program.

Identify where, and if feasible, run a single larger and more efficient diesel generator to serve a group of villages.	• Individual communities • INNEC	• Determine feasibility of electrical interties. • INNEC already has permits to increase their generation capacity by about 45 percent if the demand and funding are present.
Increase participation in the AEA Rural Power Systems Upgrade Program by borough communities.	• Individual communities • Lake and Peninsula Borough • AEA	• Continue to provide information and assistance getting LPB communities enrolled in the program.
Support borough and statewide lobbying efforts to continue the PCE program.	• Individual communities • Lake and Peninsula Borough	• Lobby the State Legislature to continue the PCE program.
Improvements to the Williamsport-Pile Bay Road, to reduce delivered fuel costs in seven communities.	<i>(see Transportation strategies)</i>	<i>(see Transportation strategies)</i>
Runway extensions to 4,000 or 5,000 feet where possible.	<i>(see Transportation strategies)</i>	<i>(see Transportation strategies)</i>
Continue to work with AHFC to connect households to the Energy Rebate Program.	• Individual communities • Lake and Peninsula Borough • AHFC	• Continue to provide information and assistance getting eligible homes in LPB communities enrolled in the program.

Education

GOAL: Provide quality education to children and youth in the borough. Increase the odds that young people can find decent work and continue to live where they and their families grew up.

Education Strategies	Responsibility	Action(s) and Notes
Create committee to explore options and recommend honest solutions to school closings, such as: • Explore consolidating schools for cost savings and to offer better-quality education. • Consider exploring possibility of creating regional boarding school(s) for youth that might otherwise go to Anchorage or Sitka for school. • Sort out certification and insurance issues so that skilled (but uncertified) people can share skills (e.g., carpentry in village woodworking shop). • Offer village-based housing to families with children as a stop-gap measure.	• Individual communities • Lake and Peninsula Borough School District	• Borough Assembly and School District appoint a “blue ribbon” panel. Establish clear goals and timeframe. • Continue to explore facts about school closures and village depopulation and outline clear plausible options to address the situation. • Engage community members in a two-way dialogue about how to proceed in the borough. • Explore options on known, specific technical issues (e.g., the possible need to revise the state formula to avoid closing village elementary schools because older students were sent to sub-regional schools).
Strengthen vocational education opportunities for LBP youth.	• Individual communities • Lake and Peninsula Borough School District • SAVEC	• Develop curricula that engage students and help them prepare for getting local jobs. • Strengthen partnerships between LPSD and SAVEC.

Housing

GOAL: Improve housing.

Housing Strategies	Responsibility	Action(s) and Notes
Explore options for local housing renovation and construction (e.g., training local youth through after-school club).	Individual communities	- Determine which communities have interest, need and housing stock. - Identify who will organize efforts and how they will be run.
Explore options for new approaches to funding needed housing (e.g., sweat equity, loans, mortgages).	Individual communities	Assemble case studies and best practices that provide clear examples of how options were tried, and what worked (Or didn't) in other locations.
Develop local, sub-regional or regional assisted living facilities.	- Individual communities - BBHA, BBAHC - AHFC	Perform a needs assessment and determine feasibility of facilities.
Create a housing market in the LPB that can match people seeking housing with people who would like to earn money renting or selling homes.	- Individual communities - Lake and Peninsula Borough	- Inventory housing stock in individual communities. - Increase the supply of housing by forming (and training as needed) local work crews who can rehabilitate homes in need of repair. Work with Bristol Bay Housing Authority and others to provide training and secure funding for materials and tools. - List housing available for rent or sale on a website (e.g., the "jobs clearinghouse" resource included in the economic development strategies)

Land Use

GOAL: Plan for wise land use and environmental protection.

Land Use and Environmental Strategies	Responsibility	Action(s) and Notes
Periodically review (and if appropriate improve) enforceable development standards (e.g., stream setbacks).	Lake and Peninsula Borough	Done through code and coastal management plan as of 2011.
Periodically review (and if appropriate improve) the Lake and Peninsula Borough's large project review process.	Lake and Peninsula Borough	Ordinance adopted in 2010.
Continue to periodically review the existing Lake and Peninsula Borough land management ordinance; inventory and classify borough property, as required in 6.80.	Lake and Peninsula Borough	Ongoing.
Explore the possibility of creating a regional/sub-regional recycling program.	- Individual communities - Lake and Peninsula Borough	Identify which communities would participate and what agency/organization would run the program.

Transportation and Communications Infrastructure

GOAL: Improve transportation and communications infrastructure.

Transportation Strategies	Responsibility	Action(s) and Notes
Build a public dock at Chignik Bay to accommodate year-round processing facility, repair shop, state ferry service.	- City of Chignik - Chignik Bay Tribal Council - Far West, Inc. - Lake and Peninsula Borough - State Legislature - ADOT&PF - BBNC (for gravel) - other funders	- Borough will aim for Legislative request during 2013 Session to secure funding for this project. - PND has completed a 35% study of the proposed public dock. First phase of project estimated to cost \$7.7 million

Williamsport-Pile Bay Road (and Bridge)	• ADOT&PF • Lake and Peninsula Borough • Kenai Peninsula Borough • AKDOT+PF • Landowners	• Work toward resolving right of way/ownership issues. • Assess possible alternatives. • Identify and pursue a feasible alternative that fulfills the intent of the project: providing a link between Lake Iliamna and Cook Inlet that will facilitate access to the Lakes Area communities and decrease transportation costs.
Iliamna-Nondalton Road and Bridge Project	• ADOT&PF	• Continue project planning and design.
Complete runway expansions in communities where it is physically possible, desired by the community, and the population/economy can justify.	• Individual communities • ADOT&PF • Lake and Peninsula Borough • State Legislature • BBNC	• Determine feasibility of desired runway expansions. • Work with communities, the State of Alaska, and LPB to plan, obtain funding for, and carry out runway expansions.
Ensure continued state Ferry Service to Chignik Bay.	• Individual communities • ADOT&PF • Lake and Peninsula Borough	• Lobby to maintain ferry service. • Help promote ferry traffic to Chignik Bay. Increase marketing of LPB communities as a place to live, work and visit.
Work to improve internet connectivity within the region.	• Individual communities • GCI • Lake and Peninsula Borough • State of Alaska • ACS	• Lobby collectively to complete GCI connections, started, but not completed, with federal economic stimulus funds
Increase the volume of air travelers (e.g., through tourism, population growth).	• Individual communities, businesses	• Increase marketing of LPB communities as a place to live, work and visit.
Lobby for continuation of bypass mail.	• Individual communities • Lake and Peninsula Borough	• Orchestrate a coordinated statewide lobbying effort with legislative delegation, Governor, etc.
Establish and encourage the use of non-motorized trail systems for in-village transportation.	• Individual communities • Lake and Peninsula Borough • ADOT&PF	• Map existing formal and traditional trails. If needed, obtain right of way for trails, make improvements.

Community Facilities and Services

GOAL: Assist individual communities with the provision of public facilities and services that meet community needs and support one or more of the other goals in this plan.

Facilities and Services strategies	Responsibility	Action(s) and Notes
Assist community leaders to improve public facilities and services. <i>(also see governance and leadership strategies)</i>	- Individual communities - Lake and Peninsula Borough	Provide grant writing and technical assistance to communities.
Identify where adjacent villages could further consolidate/share facilities and services (e.g., airport, clinic, school, energy, water/sewer).	- Individual communities - Lake and Peninsula Borough	Identify which services, facilities and communities have the potential to consolidate. Work with communities to overcome barriers (if possible).

Community Health and Wellness

GOAL: Improve community health and wellness.

Wellness Strategies	Responsibility	Action(s) and Notes
Assist communities seeking VPSOs in hiring or obtaining funding to hire one.	- Individual communities - BBNA - Lake and Peninsula Borough	- Funding or grantwriting assistance from the borough. - Communicate need/opening for VPSO in borough newsletter and other similar communications. - Assist promising individuals from borough communities in getting VPSO training, if needed.

Support community garden efforts.	• Individual communities • Lake and Peninsula Borough • University of Alaska Fairbanks, Cooperative Extension	• Technical information (e.g. building cold frames, improving soils) • Small grants for seeds • Friendly competition and publicity • Partnership with USDA for field support • Technical assistance in getting a greenhouse (statewide grants opening up) • Identify coordinators/key contacts in each community, and sign up for Alaska Food Policy Council listserve (includes regular email information about available resources).
Provide more localized eldercare.	<i>(see housing strategies)</i>	<i>(see housing strategies)</i>
Provide recreational facilities and activities.	• Individual communities • Lake and Peninsula Borough	• Identify facilities and activities that communities have the resources to offer and maintain. • Obtain funding and community contributions (e.g., volunteer time, donated materials) to create facilities and activities.
Provide subsistence education.	<i>(see history and culture strategies)</i>	<i>(see history and culture strategies)</i>
Organize/host wellness conferences.	• Individual communities • BBAHC • Southcentral Foundation	• Identify key contacts/coordinators.
Ensure that itinerant and locally-based healthcare staff members are able to provide sufficient care.	• Individual communities • BBAHC • Southcentral Foundation	• Some communities need to hire a new health aide. • Some communities are concerned itinerant doctors/nurses don't have enough time or are not thorough enough to provide sufficient preventative care.

Share information about new and existing services offered through BBNA, BBAHC and other organizations.	• Individual communities • Lake and Peninsula Borough • BBAHC • Southcentral Foundation	• Establish ongoing information exchange/update among communities and providers. • Include updates and information about existing services in things like the LPB newsletter.
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History and Culture

GOAL: Sustain traditions, subsistence, history and culture.

Strategy	Responsibility	Action(s) and Notes
Provide Native language instruction.	• Individual communities • LPSD • University of Alaska	• Explore feasibility of incorporating Native language instruction into existing school curricula. • Explore alternatives if this is not feasible.
Host spirit camps.	• Individual communities	• Determine who will organize. Host camps.
Organize community gatherings.	• Individual communities	• Determine who will organize. Hold gatherings.
Conduct community heritage projects (e.g., photo digitalization project in Igiugig).	• Individual communities	• Brainstorm ideas for projects. Determine who will organize. Carry out projects.
Create a regional Native arts and crafts league/guild to organize classes, visiting artists, etc. and market sales of crafts (e.g., Etsy site that Kokhanok high school student set up).	• Individual communities	• Clarify what exactly this will entail. Determine who will organize. Carry out the vision.
Provide subsistence education.	• Individual communities • LPSD	• Work with LPSD to determine policy, protocol and schedule for subsistence education (should it conflict with regular school schedule). Determine who will lead/teach subsistence skills.
Support state and federal policy that protects/supports subsistence.	<i>(see government and leadership strategies)</i>	<i>(see government and leadership strategies)</i>

Community Governance and Leadership

GOAL: Improve community governance and leadership.

Strategy	Responsibility	Action(s) and Notes
Help communities and community leaders gain experience and credibility.	- Community leaders - Lake and Peninsula Borough - State of Alaska (DCCED)	- Borough partner with current and incipient village leaders on specific projects. - Connect leaders with technical assistance and training for local governments. - Create a youth seat on the Borough Assembly. - Take advantage of existing leadership development programs (e.g., BBNC's Training Without Walls Program). - Continue to utilize opportunities for cross-community contact (e.g., Borough Assembly meetings, regional leadership gatherings, watershed councils)
Explore options to improve cooperation and leadership within villages (among city, tribe, village corporation).	- Individual communities - Lake and Peninsula Borough	Use approval process for LPB comprehensive plan as a way of modeling cooperative planning.
Explore models for consolidated leadership within the region (among Cities, Tribes, Village Corporations, etc.).	- Individual communities - Lake and Peninsula Borough	Identify where adjacent villages could further consolidate/share facilities and services. (<i>also see public facilities and services strategies</i>)
Build on existing resources (e.g., regional meetings, websites) to increase information exchange.	- Individual communities - Lake and Peninsula Borough	- Compile technical, relevant information and best practices. - Provide access to tools and methods. - Share examples of other places that have addressed similar problems in creative ways.
Support state and federal policy that protects/supports subsistence.	- Individual communities - Lake and Peninsula Borough	Engage LPB lobbyist to support state initiatives in the Legislature.

Help tribal leadership identify meaningful ways to include all members of the community in communitywide decisions if no city government exists.	• Individual communities • Lake and Peninsula Borough	• Maintain regular communication among tribal leadership, communities. Identify an intermediary or ombudsman to provide assistance as needed.
Ensure that eligible LPB communities are receiving fair share of compacted resources from Bristol Bay compact organizations.	• Individual communities	• Work with regional leaders and local tribal leadership to investigate concerns about limited support from Bristol Bay compact organizations given to eligible LPB communities.

Chapter 4. Sub-Regions and Community Strategic Directions

Pacific Sub-region

The Pacific sub-region, also known as the lower Alaskan peninsula, includes the communities of Chignik Bay, Chignik, Lagoon, Chignik Lake, and Perryville. It is a mountainous area on the pacific side of the peninsula. Commercial fishing is the main industry and most residents practice a subsistence lifestyle. Chignik Bay is the area's main port and hub for freight and transportation.

Overview of Issues, Goals and Strategies

Priorities for the Pacific communities include economic development, addressing education needs and high energy costs, transportation improvements, and developing a local/sub-regional leadership and cooperation.

Economic development opportunities include improving infrastructure, job training for work that otherwise would go to people from outside the region and developing a multi-community tourism plan. The plan would focus on marketing attractions and businesses that currently exist and maximizing new opportunities such as Pacific coast exploration and a better system for hiking into the Aniakchak Crater National Preserve and Port Heiden.

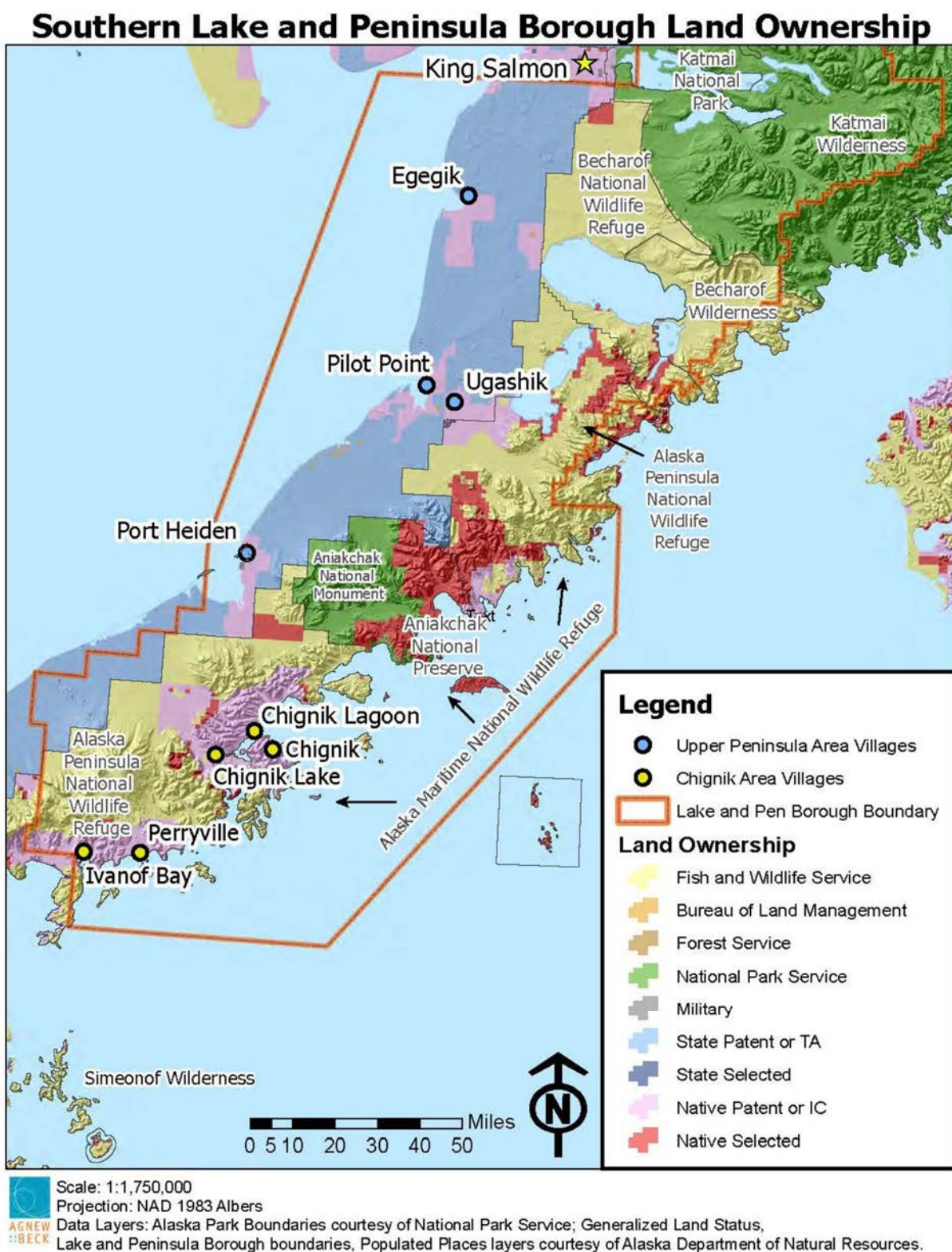
Communities identified potential areas of job development and training including:

- Small engine repair
- Diesel mechanics
- Welding
- Carpentry/Electrician
- Plumber
- Weatherization services
- Energy and mineral resource development
- Convenience/supply store
- Hangar
- Community garden/farming
- Tourism
- Commercial fishing and fisheries

Pacific-area communities are challenged to address the issue of school closings. Though communities would strongly prefer to maintain a school in each community, a shared sub-regional school might prove to be an option. Without a community school, children will either need be home-schooled, attend a boarding school, or relocate to another community with their family.

Energy prices are high and continue to rise. Area communities are challenged to aggressively push for new solutions to energy needs and high energy costs. Perryville has had good experience with wind power and could perfect and share its lessons with other communities around the borough.

Transportation and infrastructure priorities include the need to keep the state ferry stopping in Chignik Bay, and making improvements to water and sewer systems, particularly in Chignik Lagoon. Community water and sewer infrastructure is aging and costly to repair. New strategies are needed to better match local infrastructure needs with available maintenance and operations funding. This is a challenge all over rural Alaska.



Chignik Bay Community Strategic Direction

Envisioned Future

“Chignik Bay is a united community with increased opportunities to diversify revenue, offset the high cost of living, and grow local leadership.”

Community Overview

Chignik Bay is a deep-water, four-season port community on the Pacific Ocean side of the Alaska Peninsula. This coastal region has been a home to Native Alaskans and a gateway to the rich waters of the Pacific for thousands of years. Chignik Bay itself has been a center for commercial fishing and transportation since the late 1800’s. Today, Chignik Bay dock serves the surrounding communities of Chignik Lagoon, Chignik Lake and Perryville, and provides a critical two-way gateway for fish, freight, fuel, and people.

Core Purpose: Vibrant Fishing Community

Core Values:

- ❖ Education
- ❖ Elders
- ❖ Subsistence: Fish and Berries
- ❖ Heritage

Table 1: Population and School Enrollment

Chignik Bay	1990	2000	2010	2018
Total population	188	79	91	110
School enrollment	-	15	15	10

Source: DCCED

Population. While blessed with a long rich history and continued access to the diverse fisheries of the north Pacific, Chignik Bay faces several serious challenges. Population has dropped substantially over the last two decades. Commercial fishing captains and crews who in the past lived year-round in Chignik are increasingly only staying for the summer. Other factors driving population declines are like those around rural Alaska, including lack of jobs, dramatic increases in fuel prices, high transportation costs, and the challenges of life in a small remote community.

Economy. Commercial fishing and subsistence activities are the mainstays of the local economy. Trident Seafoods operates the local fish processing plant. Between 300-500 people travel to Chignik to fish or work in the plant each summer. Processing is no longer done on shore but by a floating processor that ties to the Trident dock. Upon completion of the season, the floating processor leaves until the following spring.

Because Chignik Bay is a natural fishing and transportation hub, these sectors offer the most promising options for expanding economic activity. Harvesting this potential will require hard work and patience. The number of Chignik Bay residents holding commercial fishing permits has declined dramatically over the past decade (see Table 2.). Many residents have sold permits over the years in order to raise funds to pay for other living expenses.

Table 2: Fishing Permits

Chignik Bay	2000	2018
Number of resident commercial fishing permit holders	18	10

Source: State of Alaska CFEC

Another economic development strategy is job training. Job training could equip residents to do paid work that might otherwise go to people from outside the community. One example is the identified need for local carpentry work to weatherize, renovate and/or construct new housing.

Tourism is a challenging economic activity requiring patience, skill and enthusiasm for hard work. For tourism to grow in the lower peninsula will likely require a multi-year investment in marketing; ideally, shared marketing among several communities and businesses. While challenging, the Chignik area does offer some unique nearby tourism attractions, including Aniakchak National Preserve, Veniaminof volcano, and coastal fishing, boating and kayaking. Two specific opportunities that could help Chignik Bay are the community's ferry service, and the fact that people who float the Aniakchak River commonly arrange for a pick-up and then fly out of Chignik Bay.

Like other borough communities, subsistence activities are diverse and form an essential part of local life. Major subsistence resources include salmon, other fish, moose, crab, clams, and berries.

Energy. Gasoline and heating fuel prices are very high, driving up the cost of living. The community hopes there may be potential for wind energy in the area. An initial wind survey in the area sponsored by the Borough concluded wind resources were marginal. A hydroelectric project has been discussed at Indian Creek, which could help stabilize electric prices.

Table 3: Energy Prices

Chignik Bay	2002	2000
Cost of fuel per gallon	\$1.05	\$2.81
Cost of electricity: last recorded residential rate before PCE (based on 500kWh)	27.4 cents	43.0 cents

Source: Alaska Energy Authority PCE calculations

Infrastructure, Communication and Access. Like other remote rural villages, installing and maintaining community infrastructure is a major challenge. Water is a challenge in the community. Indian Creek has a dam and a reservoir and the road to the reservoir is being upgraded to provide safe access for maintenance. Water is treated and piped into all 60 homes and the school. A well is available for back-up water supply. Piped sewage is collected in the

community septic tanks, and wastewater is discharged via ocean outfall lines; approximately 45 homes are served. The remainder use individual septic tanks.

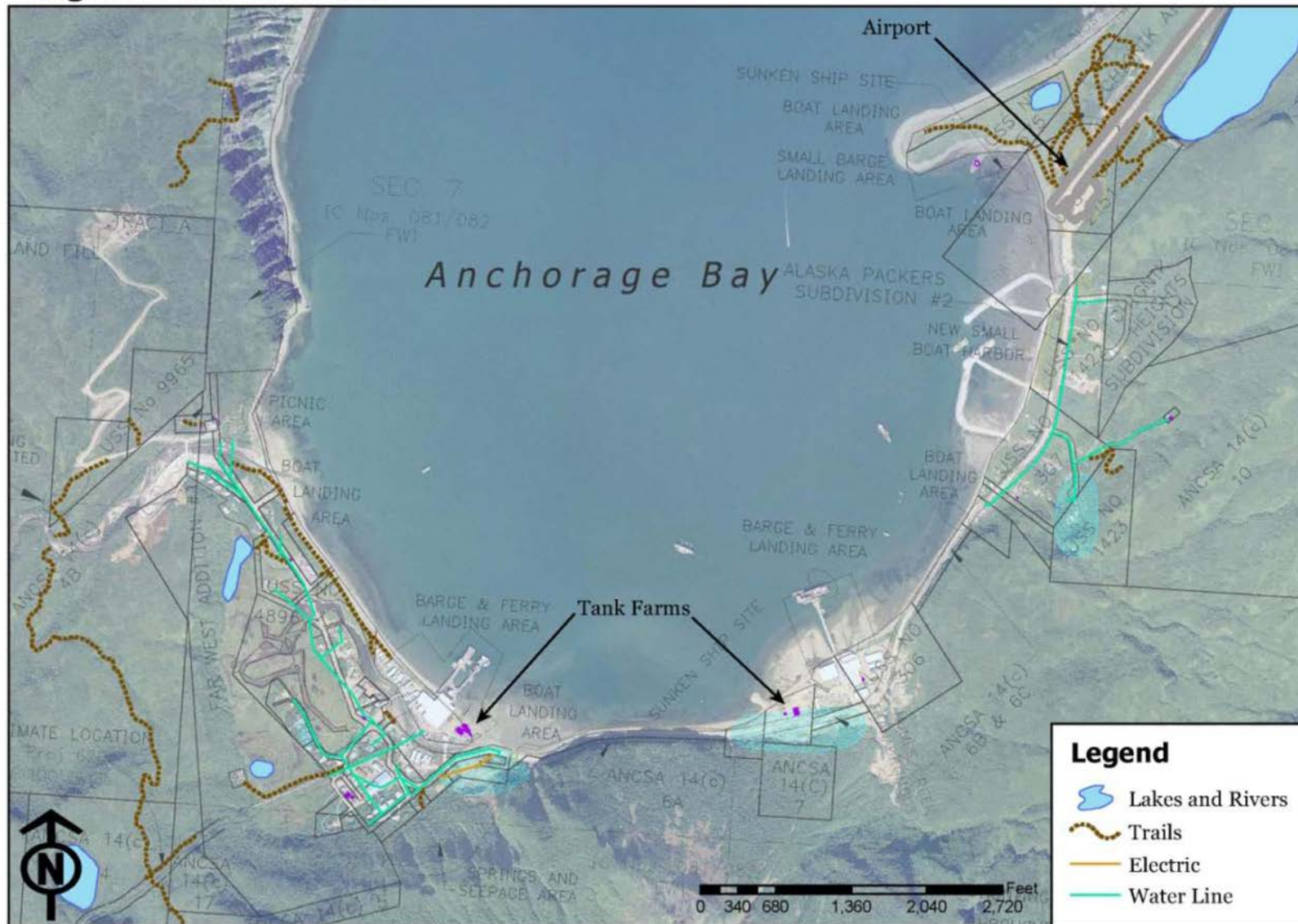
Access to the community is by air or water. Air access is supported by the state-owned 2,600 ft gravel runway and a seaplane base. Barge services arrive weekly from late spring through early fall and monthly during the remainder of the year. The state ferry operates bi-monthly from Kodiak between May and October.

Chignik Bay Public Facilities and Services Inventory

SERVICE/FACILITY	PROVIDER	CURRENT FACILITIES	ISSUES/NOTES/NEEDS
Transportation and Infrastructure			
Airport	DOT	Airstrip and DOT equipment building	2,600 feet long
Boat Landing	City of Chignik	Small Harbor, two docks, one barge landing	Need life rings and training for oil spills and security cameras
Maintenance Equipment	City of Chignik	City Maintenance Building	
Electricity	Chignik Electric	City Generator Building	Large power plant to accommodate the 3 generators and potentially purchase new generator due to existing ones being old. Not enough capacity for Trident. There is hope to expand to the new City dock.
Bulk Fuel		Trident 191,500 gal Village Council 43,000 gal LPSD 5,400 gal Power Plant 5,000 gal Total Capacity = 244,900 gal	Looking for a storage tank for the Maintenance Shop
Water/Sewer	City of Chignik	Indian Creek for water; storage tank and pump house. Sewer collected in community septic tank. Piped water and sewer. Washeteria operated by Village Council.	
Solid Waste	City of Chignik	Class 3 unpermitted landfill and city dumpster	Need an incinerator for environmental purposes
Communications	Phone: ACS, AT&T, Alascom, GCI Internet: GCI, Hughes Net Cable: City of Chignik		GCI is planning on fiber-optic cable delivery in 2020
Services and Facilities			
Fire & EMS	Chignik Bay Fire and Rescue, Clinic Provides EMS	Ambulance is owned by Chignik Village Council, 1 ambulance owned by City of Chignik	Guy Ashby, Fire Chief 717-4922
Police	State Trooper (King Salmon)		
Postal Service	USPS	Post Office	

Community Center	City of Chignik	City/Community Hall	
Village Council	Chignik Bay Tribal Council	Village Council Office	
City Council	City of Chignik	City Hall Building	
Health Clinic	City Owns; BBAHC operates (sub-regional center)	Chignik Bay Sub Regional Health Clinic	
Recreation Facilities		School Playground	
School	LPSD	School Building	

Chignik Public Facilities



Scale: 1:15,000
 Projection: NAD 1983 Albers Alaska
 Data Layers: Lake and Peninsula Borough GIS data layers and
 Alaska Division of Community and Regional Affairs Community Profiles Aerial Photos

Chignik Lagoon Community Strategic Direction

Envisioned Future

“Secure strategic partnerships to progress in building the needed infrastructure that will significantly improve and off-set the high cost of living in our community.”

Community Overview

Chignik Lagoon rests on one of the few stretches of relatively level land along the steep south side of the Chignik Lagoon. The lagoon branches off Chignik Bay on the Pacific shore of the Alaska Peninsula. Chignik Lagoon is a town built around fishing- commercial, sport and subsistence. Many current residents have lived in the community for several years and worked hard to make a life in this remote coastal village.

Core Purpose: Promote the common good of the people of Chignik Lagoon

Core Values:

- ❖ Self-Sufficient
- ❖ Committed to family
- ❖ Dignified in life choices
- ❖ Happy healthy generations
- ❖ Humble hard workers
- ❖ Salmon and local foods

Table 1: Population and School Enrollment

Chignik Lagoon	1990	2000	2010	2018
Total population	53	103	78	85
School enrollment	-	28	16	10

Source: DCCED

Population. Like other villages in the area, the community has experienced significant declines in population, housing occupancy, and school enrollment. Like Ivanof Bay further down the coast, Chignik Lagoon shows signs of a place evolving from a year-round community to more of a summer fishing village. Factors driving population declines are like those across rural Alaska, including limited jobs, high energy and transportation costs, and the challenges of life in a small remote community.

Economy. Jobs in the community generally fall into one of two categories: seasonal commercial fishing, and/or a range of government and non-profit organization positions including jobs with the village council, electric plant, airstrip and school.

While population numbers are falling, ironically the community is the base for several wealthy commercial fishing families. As a result, average income in Chignik Lagoon is among the highest of all Bristol Bay villages. While some summer residents who fish make a good income,

an increasing percentage of these people do not stay for the winter and no longer have school-aged children.

The pace of local economic life accelerates during the summer commercial fishing season, when the population grows by as many as 2,000 people. People travel Chignik Lagoon from all around the country and world, primarily to catch salmon. As table 2 shows, the number of locally held permits is declining.

Table 2: Fishing Permits

Chignik Lagoon	2000	2018
Number of resident commercial fishing permit holders	29	10

Source: State of Alaska CFEC

In addition to commercial fishing, two bed and breakfasts operate year-round, and in the summer four local guides offer sportfishing charters. For many residents, subsistence makes up a large portion of their annual food requirements with seafood at the top of the list. Subsistence foods include salmon and other fish, crab, clams, and land species including moose, waterfowl and berries.

There is an interest in training so residents would be better equipped to do the work that might otherwise go to people outside of the community. For example, there is a need for a local carpenter to work on the health clinic. Some interest has been expressed in being trained to work outside the community as well.

Energy. Gasoline and heating fuel prices are very high, driving up the cost of living in Chignik Lagoon. The community believes there may be potential for methane/natural gas and perhaps coal deposits in the area, which might be harnessed to meet local energy needs.

Table 3: Energy Prices

Chignik Lagoon	2002	2018
Cost of fuel per gallon	\$1.64	\$3.69
Cost of electricity (per kWh) last reported residential rate before PCE (based on 500kWh)	33.0 cents	52.0 cents

Source: Alaska Energy Authority PCE calculations (Note: prices reflect those paid by utilities)

Infrastructure, Communication and Access. Chignik Lagoon is primarily accessible by air and sea. There are no roads connecting it to other villages. The community also faces several infrastructure challenges, some of which are the sewer and water system, cell phone and internet service, and housing.

There is a state-maintained gravel airstrip, and regular and charter flights are available from Naknek and King Salmon. Community members are interested in expanding the airstrip to better accommodate larger planes, which could provide an alternative venue for selling commercially harvested fish.

The community has several stretches of coastline that are publicly owned and used for hauling out boats. A larger cargo ship annually brings supplies to the village, and goods are lightered to shore.

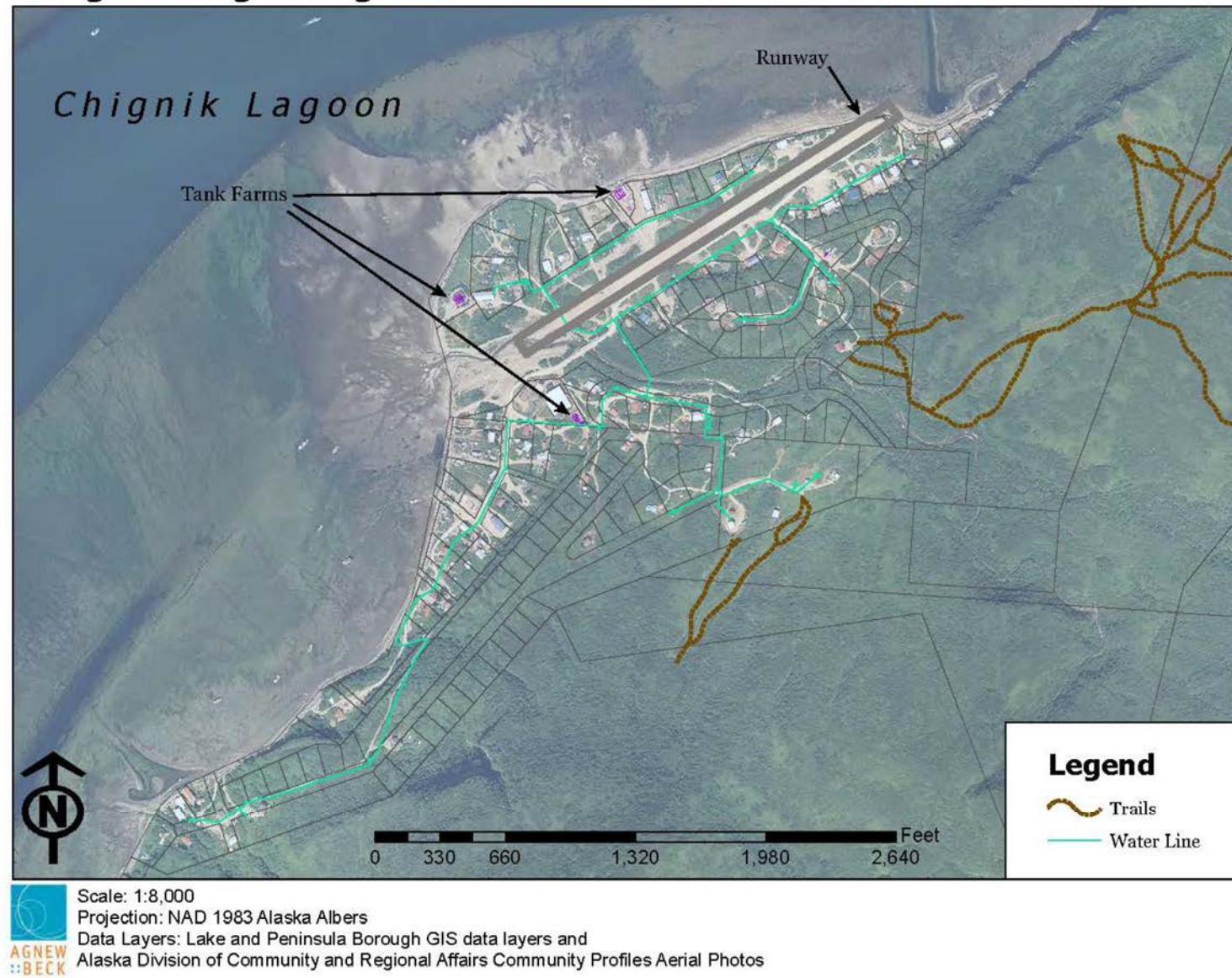
There is a strong regional interest in constructing an intertie road between Chignik Bay, Chignik Lagoon, Chignik Lake, and the landfill. While this ambitious idea has benefits, the high cost of this project coupled with the area's very small population suggests this may not happen in the near future. A modest option suggested by the community is to work on the first phase of the project which would include a spur road heading a mile west of town, providing all-tide access to the landfill.

Chignik Lagoon Public Facilities and Services Inventory

SERVICE/FACILITY	PROVIDER	CURRENT FACILITIES	ISSUES/NOTES/NEEDS
Transportation and Infrastructure			
Airport	State-owned	Airstrip	2,200 ft long
Boat Landing			
Maintenance Equipment	Village and private	Bobcat, front-end loader, skid-steer, dozer, utility truck, two dump trucks.	
Electricity	Chignik Lagoon Power Utility	Three diesel electric generators (148kW, 160kW, 145kW) Hydro Plant (as of 2015)	
Bulk Fuel		LPSD 30,000 gal Village Council 75,000 gal Village Electric 1,500 gal Village Incinerator 2,000 gal Village Council- Old Clinic 3,000 gal Private 24,650 gal Total capacity = 136,150 gal	
Water/Sewer	Village Council	Piped water from infiltration gallery. Piped sewer system and sewage lagoon. A few households have individual wells. Individual septic tanks.	No water treatment.
Solid Waste	Village Council	Class 3 unpermitted landfill and incinerator	
Communications	Phone: ACS, AT&T, Alascom, GCI Internet: GCI		
Services and Facilities			
Fire & EMS	Clinic provides EMS	Code Red Unit	
Police	State Trooper (King Salmon)		
Postal Service	USPS	Post Office	
Community Center		IRA Office	
Village Council	Native Village of Chignik Lagoon	Village Council Office	Village Corporation: Chignik Lagoon Native Corporation
Emergency Services	Chignik Lagoon Rescue Squad		
Health Clinic	Village Council owns; BBAHC operates	Chignik Lagoon Clinic, southern EMS Region	

Recreation Facilities		Playground	
School	LPSD	School Building	

Village of Chignik Lagoon



Chignik Lake Community Strategic Direction

Envisioned Future

“Our village is thriving and the people living here have increased cultural, employment, housing, and partnership opportunities.”

Community Overview

Chignik Lake is located just west of Chignik Lagoon, along the Pacific shore of the Alaska Peninsula. Like the other two Chignik area villages, much of the life of Chignik Lake is tied to the ocean for commercial and subsistence fishing.

Core Purpose: Respect our way of life

Core Values:

- ❖ Family
- ❖ Education
- ❖ Employment
- ❖ Culture
- ❖ Subsistence and Land
- ❖ Russian Orthodox Church

Table 1: Population and School Enrollment

Chignik Lake	1990	2000	2010	2018
Total population	133	145	73	70
School enrollment	-	44	17	21

Source: DCCED

Population. Chignik Lake is experiencing significant declines in population, housing occupancy and school enrollment. Like Ivanof Bay further down the coast, Chignik Lake shows signs of a place evolving from a year-round community to more of a summer fish camp, a transition residents very much want to prevent. Factors driving population declines are like those across rural Alaska, including limited jobs, high energy and transportation costs, and the challenges of life in a small remote community.

Housing supply and demand information for the community shows the same paradox found in Chignik Lagoon and Chignik Bay; that is, community residents have expressed a need for new and/or improved housing, despite the fact there are many vacant homes in the community.

Economy. Paid jobs in Chignik Lake fall into two general categories: seasonal commercial fishing, and a handful of government and non-profit organization positions. There is a real need for more ways for Chignik Lake residents to earn a living. Commercial fishing is the mainstay of local economy. As shown in Table 2, in 2010 five residents held commercial fishing permits; that number has fallen to four as of 2018. According to community members, some residents

leave the community during summer months to pursue commercial fishing-related work in Chignik Bay and Chignik Lagoon.

Table 2: Fishing Permits

Chignik Lake	2010	2018
Number of resident commercial fishing permit holders	5	4

Source: State of Alaska CFEC

Like other borough communities, subsistence activities are diverse and form an essential part of local life. Major subsistence resources include salmon, moose, seal and many types of berries.

Several ideas have been expressed by the community as options to create resident job opportunities:

Job Training: Training could equip locals to do paid work that might otherwise go to people from outside the community. For example, there is a need for carpentry work, to weatherize, renovate or construct new housing. Options were discussed for jobs tied to the needs of the 4-5 lower peninsula villages. One example being, these villages could share the cost to train and pay a local person to provide services to each village.

Tourism: Tourism is a challenging economic activity requiring patience, skill and an enthusiasm for hard work; for tourism to grow in the lower peninsula will likely require a multi-year investment in marketing- ideally shared marketing among several communities and businesses. While challenging, the Chignik area does offer some unique nearby tourism attractions including the Aniakchak National Preserve, Veniaminof volcano, and coastal fishing, boating and kayaking.

Airplane Maintenance: The idea of constructing an airplane hangar has been discussed in the past as a basis for creating a regional air service and maintenance center in the spirit of what exists at Lake Clark. Likewise, some interest was expressed in being trained to work jobs that exist outside of the community.

Local Food Production: The community expressed interest in expanding local gardens to offset the high cost of imported food. Moving forward on this idea will require motivated individuals and could perhaps help with education. One option would be for the village administrator to connect people in the village and nearby communities who have an interest in gardening or starting a greenhouse. Another option might be to work with the school and have the students start a garden that could continue into the summer.

Energy. Gasoline and heating fuel prices are high, driving up the cost of living. Fuel for running the local generator must come from Chignik Bay by barge to the western end of Chignik Lagoon and then trucked by road to Chignik Lake. Electricity is produced by Chignik Lake Electric Utility Inc.

The most prominent energy/infrastructure issue in the community is the need to improve fuel delivery for individual homes and electrical generation. Fuel and other goods come into Chignik Lake by barge. This requires 1) a functional barge, 2) ice free conditions on the lagoon, 3) a good

barge landing site, and 4) road conditions that allow fuel to be trucked on the primitive road from the barge landing into the community. All four of these links present current challenges. For example, there is a need for a grader to help with road maintenance. Problems with this system recently resulted in the need to fly fuel into the community, which is very expensive and not a sustainable solution.

Three additional concerns that have been mentioned by the community are the high cost of heating the two community buildings, the need for weatherization of homes and community buildings, and concern about fuel leaks when fuel is being transferred from the barge to the community.

Table 3: Energy Prices

Chignik Lake	2012	2018
Cost of fuel per gallon	\$4.78	\$5.39
Cost of electricity (per kWh) last reported residential rate before PCE (based on 500kWh)	\$0.85	\$0.85

Source: Alaska Energy Authority PCE calculations (Note: Prices reflect those paid by utilities)

Infrastructure, Communication and Access. Treated well water is stored in a wood stave tank and piped to 32 households. The school has its own well. Approximately 70% of the homes are plumbed. Fifteen HUD homes are connected to a central sewer system with a waste pump and lagoon; the remainder use individual septic systems. Refuse is disposed of by residents in the unpermitted landfill. Health services are offered at the Chignik Lake Clinic and emergency services are available through the health aide and volunteer Chignik Lake Rescue Squad.

The community has long identified improving the system for importing fuel and other materials into the village as a high priority project. Specific actions needed to make improvements include improving the barge and barge landing, developments to the road linking the landing to the community, and better road maintenance. Another identified need is improving the western end of the 2,800' by 60' state-owned gravel airstrip; the airstrip would be safer and could handle larger aircraft if a small mound was removed and the runway was extended.

The community has identified several regional transportation priorities including investigating the option for an intertie road system connecting Chignik Bay, Chignik Lagoon, and Chignik Lake. While this ambitious idea has benefits, the high cost of this project coupled with the area's very small population presents big challenges.

Community Health and Governance. Chignik has a federally recognized tribe, the Chignik Lake Village Council, and ANCSA village corporation, Chignik River Limited. The local church is another important community resource.

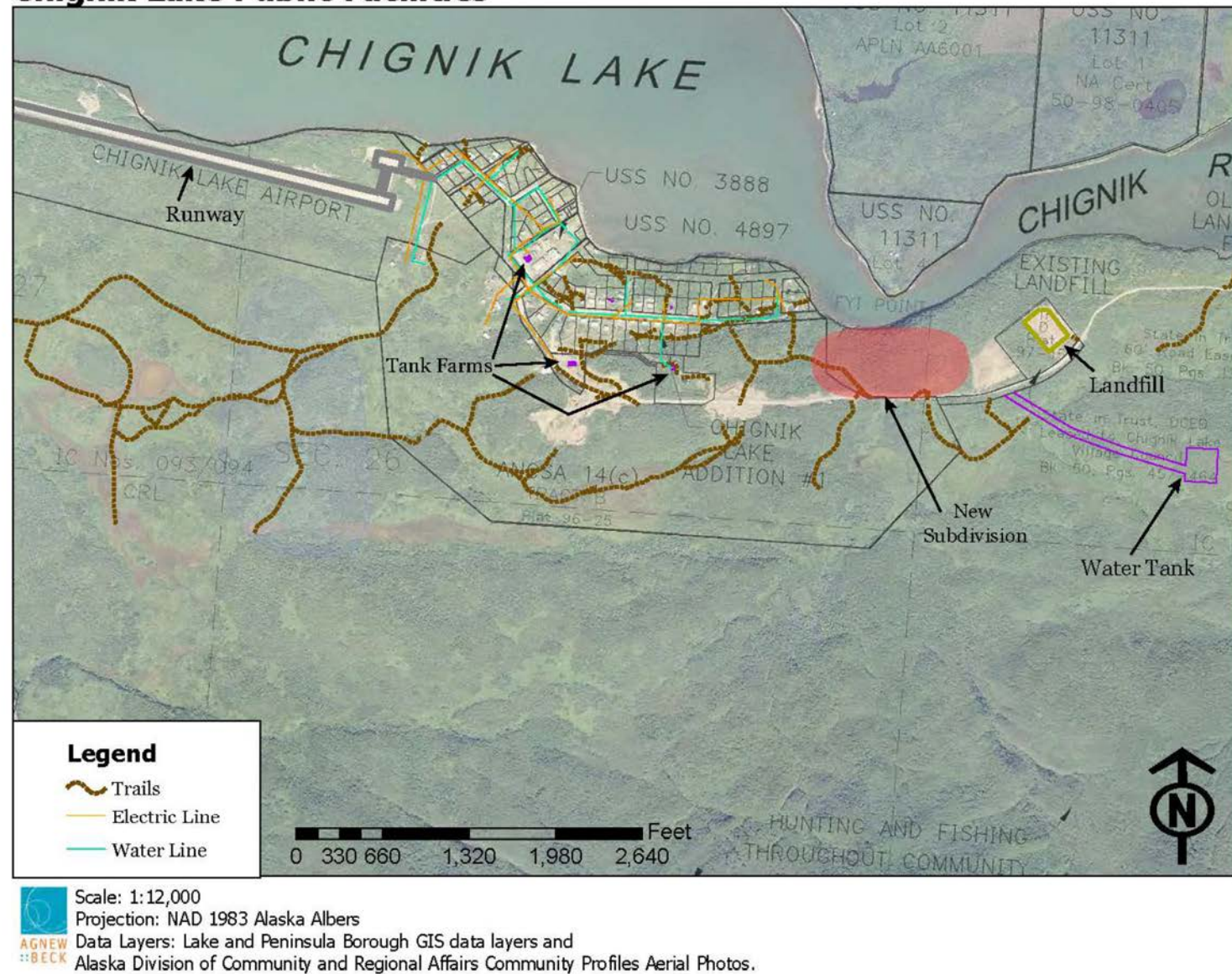
The community has identified several priorities related to community health including improving communication within the community and with partnering entities. They would like to focus on putting the community's core values into practice while working to improve and practice respectful communication. One goal is to improve their relationship with the Lake and Peninsula Borough and School District. Strengthening internal capacity within the Tribal Council is

another goal that was identified. The community would also like to create new culture-based activities for youth in order to highlight their relationship to the land and waters in Chignik Lake.

Chignik Lake Public Facilities and Services Inventory

SERVICE/FACILITY	PROVIDER	CURRENT FACILITIES	ISSUES/NOTES/NEEDS
Transportation and Infrastructure			
Airport	State-owned	Airstrip	2,800 ft long
Boat Landing	Village Council	One barge landing. Small boat launch/haul out.	
Maintenance Equipment		CAT excavator, Bobcat skidsteer, dozer, dump truck	
Electricity	Chignik Lake Electric Utility, Inc.	Three diesel generators (80kW, 90kW, 125kW)	Assumed electric utility in fall 2011. Hydro and wind study completed.
Bulk Fuel		Village Council 42,000 gal LPSD 45,400 gal Total capacity = 87,400 gal	
Water/Sewer	Village Council	Well water in wood stave tank storage. Piped water, sewer system and sewage lagoon.	
Solid Waste	Village Council	Class 3 unpermitted landfill	
Communications	Phone: ACS, AT&T, Alascom, GCI Internet: GCI		
Services and Facilities			
Fire & EMS	Fire department, trained firefighters, clinic and first responders provides EMS	Code Red Unit	
Police	State Trooper (King Salmon)		
Postal Service	USPS	Post Office	
Community Center		Tribal Council Building	
Village Council	Chignik Lake Village	Tribal Council Building	Village Corporation: Chignik River Limited
Health Clinic	Village Council owns; BBAHC operates	Chignik Lake Clinic	Built 2005
School	LPSD	School Building	

Chignik Lake Public Facilities



Perryville Community Strategic Direction

Envisioned Future

“Perryville is a self-sufficient community with a healthy natural environment that is rich in subsistence foods, has a strong and vibrant commercial fishery, and is maximizing the use of alternative energy resources.”

Community Overview

Perryville is located on the Pacific side of the Alaska Peninsula, approximately 200 miles southwest of King Salmon. The community is blessed with a striking, beautiful physical setting. The village sits directly on a three mile stretch of sandy beach, bracketed by the rise of rock headlands and rugged offshore islands. Perhaps because of its location at the far western end of the Lake and Peninsula Borough, the village has developed a strong sense of independence and self-reliance. Like the three Chignik villages located to the east, life in Perryville is strongly tied to the ocean.

Core Purpose: A unified and independent community rooted in Sugpiaq/Alutiiq values

Core Values:

- ❖ Family
- ❖ Respect
- ❖ Subsistence
- ❖ Sovereignty

Table 1: Population and School Enrollment

Perryville	1990	2000	2010	2018
Total population	108	107	113	98
School enrollment	-	35	21	31

Source: DCCED

Population. In contrast to most other Lake and Peninsula villages, Perryville’s population has been fairly stable over the last two decades. School populations are also stable and currently well above the 10-student threshold required to keep the school open. Several homes in Perryville are only used seasonally due to those who return in the summer months for commercial fishing.

Economy. Jobs in the community generally fall into one of two categories: seasonal commercial fishing, and a handful of government and non-profit organization positions. These positions include jobs with the village council, electric plant, and at the school. There are only a few year-round jobs available in Perryville. Commercial fishing provides cash income for residents; in 2018, nine residents held commercial fishing permits for the Chignik salmon fishery. During the summer months, most working residents leave Perryville to fish in Chignik or Chignik Lagoon.

Table 2: Fishing Permits

Perryville	2010	2018
Number of resident commercial fishing permit holders	7	9

Source: State of Alaska CFEC

Subsistence resources provide for much of what sustains Perryville residents. The north Pacific waters accessible from Perryville offer rich and diverse resources. This includes salmon, halibut, trout, crab, clams, rockfish cod, and skate. Residents also hunt for game such as moose, caribou, bear, porcupine, and seal. Despite these resources, like the Chigniks, Perryville struggles to translate this potential into local jobs and businesses. Issues and opinions around this struggle include:

- Distance to processors- Chignik Bay and Sand Point are equally distant being approximately 45 miles by boat.
- Processor monopoly power. Chignik Bay is one primary portal for selling and processing fish. There is now a multi-community public dock located in Chignik Bay. Although this new dock may help new independent processors in Chignik Bay, residents believe it would be best if Perryville had its own processor. One idea that has been expressed in the past is for smaller scale processing capability, focused on small volume, high value fish products.
- High cost of entry into commercial fishery. Residents have sold permits over the years in order to raise funds to pay for other expenses. Most Perryville residents who fish are working for a permit holder. Low interest loans can help reduce the barriers to entry, but getting a loan typically requires having a job. Keeping current on loan payments requires multiple years of successful harvests which is not guaranteed in the volatile fishing industry.
- Perryville is outside of the BBEDC/CDQ program. The community does have the option to participate in federal endorsed cod LLP program.
- Boat size. Perryville uses 42-foot boats, while the competition uses boats as large as 58-feet that can fish in rougher weather. The area cod and crab fisheries are designated as super-exclusive zones in which boats can only fish one area and therefore deters some outside boats.

Tourism could potentially provide seasonal jobs for several people if they were willing to invest the money time and effort to establish a market. Opportunities include marine wildlife viewing, bird watching, guided tours of the volcano, and sport fishing charters for halibut, salmon, and bass. Challenges however are significant. These include high costs for access, energy and food, lack of marketing knowledge, uncertainty about tourism impacts, and how to successfully operate a tourism business. Logical starting points include activities that locals already know like sportfishing and accommodations that could serve both businesses, travelers, and tourists. Training, permitting and related programs could be developed by SAVEC and/or BBNA.

The community has expressed interest in growing and selling local foods. This includes exploring long term projects that could offset the high cost of living in the region. Some ideas

expressed are raising and selling meat from pigs, chicken and reindeer, developing community greenhouses and gardens and connecting with neighboring villages that are currently undertaking similar projects to better understand the process and lessons learned. Sustainable development of local resources like berries, fish, game, and coal is of interest as well.

Energy. Gasoline and heating fuel prices are very high, driving up the cost of living and the cost of starting a business. Electricity is provided by the Native Village of Perryville; fuel for running the community generator and for heating homes is shipped in by barge each spring.

Table 3: Energy Prices

Perryville	2012	2018
Cost of fuel per gallon	\$3.15	-
Cost of electricity (per kWh)	\$0.95	-

Source: Alaska Energy Authority PCE calculations (Note: prices reflect those paid by utilities)

Note: There is no PCE data for Perryville in 2018 due to failure to submit reports to the RCA. Perryville has since worked with RCA to complete past due reports and is back in good standing.

Perryville has an existing low penetration wind system which produces less than 20% of the electricity used in the village. According to the Bristol Bay vision process, the village council used profits from the airport/BIA road project to purchase ten windmills. A private company travelled to the community and installed one windmill and then provided maintenance training to the village utility staff. Residents constructed the other nine windmills and maintain all of them. The village now needs to better understand options to expand generation capacity. The transition from a low to higher penetration system requires new equipment and new operations protocols.

Infrastructure, Communication and Access. Water is supplied by a nearby stream and 60,000- gallon timber dam gravity system. It is treated and stored in a 50,000- gallon tank, then distributed via water mains. Thirty homes and the school have piped water from this system. Individual septic tanks are used by most residents; however, there is a septic system for community facilities. Perryville has a state-owned 3,300 foot by 75 foot gravel runway and seaplane base. The village would like to upgrade and install 10 new septic systems in the village and construct a new water treatment plant.

Residents have expressed an interest in developing a better dock with hope that it might improve options for a local fish processor and even the possibility of the stops in Perryville by the Alaska State ferry. More work is needed to better understand costs, benefits and the feasibility of this project.

Perryville has expressed interest in an aquatic center. Correspondence with the Bristol Bay Borough and the City of Nome to ask about monthly and annual expenses to operate their pools will clarify the logistics needed.

Community Governance. The community of Perryville has a federally recognized tribe (Native Village of Perryville), and ANCSA village corporation (Oceanside Corporation).

The community building/clinic is a good example of a successful partnership between the village council and the village corporation. Combined sources of money were used to meet community needs; the result has a clinic on one end and a multipurpose space on the other end with village offices in between.

Priority Goals and Strategies. Several options have been discussed for further increasing community capacity and cooperation among village organizations. The primary recommendation was to encourage both the tribe and the village council to review and endorse this plan.

A series of interrelated actions will be needed to help reverse declining populations and help create a more sustainable, year-round community. The community will increasingly need to find ways to use and leverage its own resources as more traditional sources become less available.

Perryville

SERVICE/FACILITY	PROVIDER	CURRENT FACILITIES	ISSUES/NOTES/NEEDS
Transportation and Infrastructure			
Airport	State-owned	Gravel runway	3,300 ft. long runway
Boat Landing	Village Council/ Native Village of Perryville	One boat haul under construction	Barge landing funded 2010 (Denali)
Maintenance Equipment	Native Village of Perryville	Skid steer, loader	
Electricity	Native Village of Perryville	Two generators, ten 1.5 kW wind turbines	Rural Power System Upgrade 2016
Bulk Fuel	Native Village of Perryville	3 = 28, 000-gallon tanks (fuel) 1 = 15,000-gallon tank (gasoline) 1 = 3,000-gallon tank (gasoline) Total capacity = 102,000 gallons (LPSD is now tied into village fuel tank/powerhouse)	
Water/Sewer	Village Council/Native Village of Perryville	Piped water from nearby stream. Treatment plant and 60,000 gallon water storage tanks. Community septic.	New 60,000 gallon tank. Homes on individual septic.
Solid Waste	Native Village of Perryville	Unpermitted Landfill	
Communications	Phone: ACS, AT&T, Alascom, GCI Internet: GCI, HughesNet		
Services and Facilities			
Fire & EMS	Fire Department, Clinic provides EMS	Code Red Unit, ambulance	
Police	State Trooper (King Salmon)		
Postal Service	USPS	Post Office	
Village Council	Native Village of Perryville	Tribal Office	Village Corporation: Oceanside Corporation
Health Clinic	Native Village of Perryville owns; BBAHC operates	Emillian Health Clinic	Built in 2009, part of the office complex
School	LPSD	School Building	
Tsunami Shelter	Native Village of Perryville		Built in 1996

Bristol Bay Sub-Region

The Bristol Bay sub-region includes the communities of Egegik, Levelock, Pilot Point, Ugashik, and Port Heiden. Communities of the Bristol Bay sub-region (Upper Alaska Peninsula) are located in the treeless coastal lowlands near the mouth of major salmon-producing rivers. Commercial fishing is the mainstay of the sub-regional economy. Most residents practice a subsistence lifestyle.

Overview of Issues, Goals and Strategies

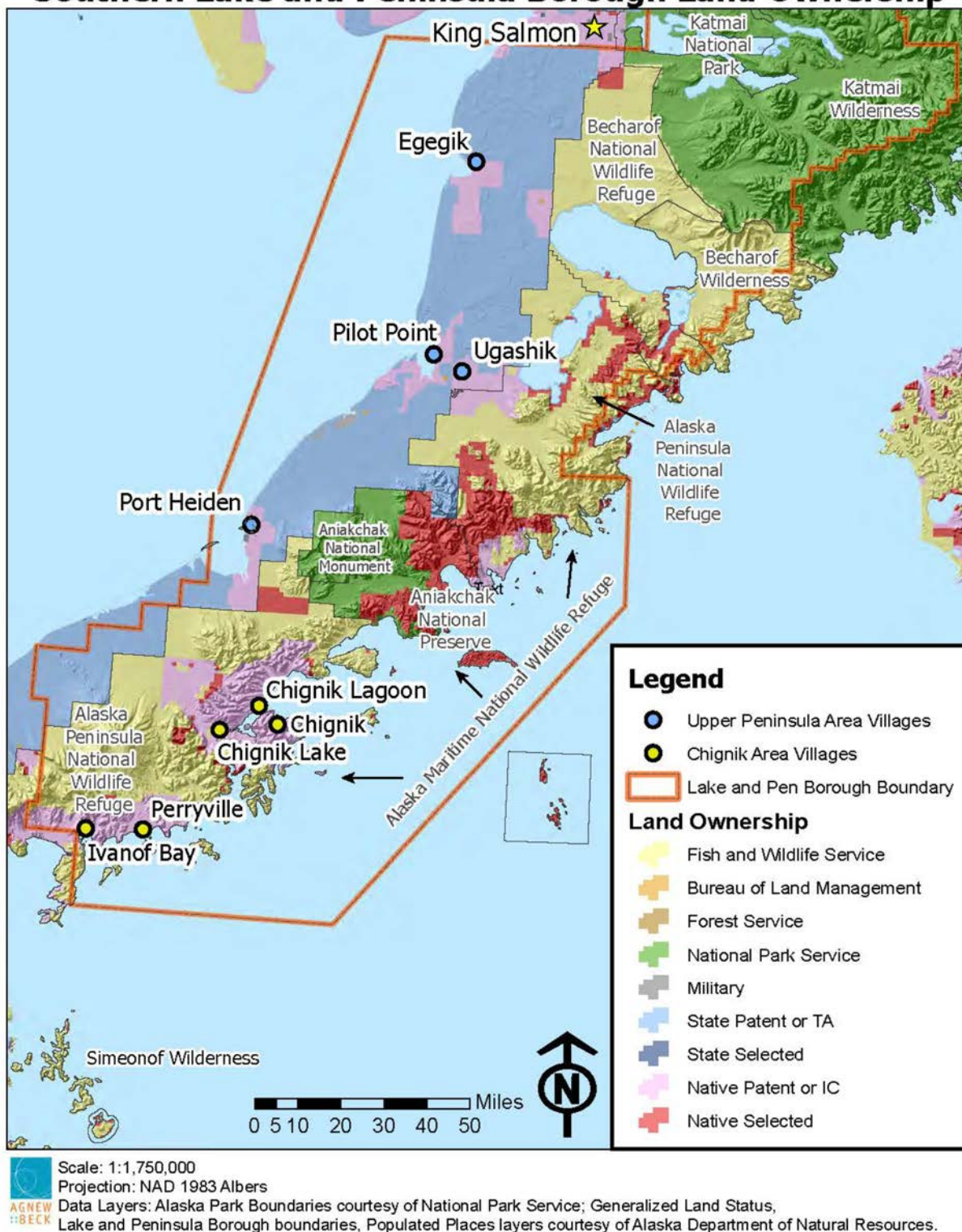
Top priorities for the Bristol Bay region communities include developing job opportunities, transportation improvements, developing local leadership, providing adequate housing and addressing high energy costs. Year-round housing, especially for young people, young families and elders is a common need. The housing need is also seen as an opportunity for local youth to learn construction skills that can provide them with a living throughout their lives, especially where there is an opportunity to rehabilitate old or abandoned homes. To address the high costs of energy, Bristol Bay communities are interested in renewable energy projects and bulk fuel purchasing opportunities.

Education is a high priority, from addressing potential school closures to providing the vocational, small business and other job training that will give residents the skills needed to grow the area economy. Area communities identified potential areas of job development and training, including: aviation technology/commercial pilots, utility operators, carpentry, refrigeration technicians, heavy equipment, a garage, selling parts, gravel export, value-added processing, EMT, daycare, beauty parlor/haircutting, restaurant, traditional crafts/giftshop, and tourism (especially ecotourism). Training in business skills, such as developing a business plan are also a shared priority. Those engaged in commercial fishing seek ways to reduce barriers to entry for new commercial fishers (e.g. permit buy back assistance programs). Residents have also expressed interest in a new fishery (Kvichak) and fish plant equipment technicians.

Communities in this region would like to extend their runways and add new airline services to support fisheries, tourism businesses and emergency services related to fisheries and tourism traffic. These communities often end up being the first stop for emergency services, but there is insufficient infrastructure to get people to higher level medical care in Bristol Bay or Anchorage. In the past people have expressed that building roads between communities should be a priority. While these roads would create many benefits, the high cost and low populations suggest that these aren't feasible.

Due to the proximity of Pilot Point and Ugashik, there is some potential for these communities to share public facilities and services. Ugashik, although small in size, is a thriving tribal entity with resources that could be more closely aligned with Pilot Point. Ugashik is also succeeding with innovative projects growing local foods. These are models that could be shared beyond the sub-region.

Southern Lake and Peninsula Borough Land Ownership



Egegik Community Strategic Direction

Envisioned Future

“Egegik is a healthy community that thrives, is proud and independent.”

Community Overview

Egegik is located on the south bank of the Egegik River on the Alaska Peninsula. The Becharof National Wildlife Refuge and Becharof Lake are accessible from Egegik. Becharof Lake is the second largest lake in Alaska and is a nursery for the world’s second largest run of sockeye salmon.

Core Purpose: A thriving sustainable fishing community

Core Values:

- ❖ Relationships
- ❖ Respect (self and others)
- ❖ Families
- ❖ Helping others (working together)
- ❖ Growing (industries, staying alive)

Table 1: Population and School Enrollment

Egegik	1990	2000	2010	2018
Total population	122	116	109	112
School enrollment	-	22	12	Closed 2015

Source: DCCED

Note: Egegik school shut down for the 2015-2016 school year and has not been re-opened.

Population. Egegik’s total population continues to decline. Due to the low number of children in the community, the school was closed in 2015.

There is community support for more events, activities and games that can bring the community together more often. The Fishermen’s Hall is available for such events. The community has held potlucks including holiday dinners. There has been interest in youth meetings and a model airplane club.

Housing. The City and Village have been working on housing needs. Both the City and Village have constructed several new housing units. The city will consider providing housing for needed individuals including health care workers, village public safety officer and teachers. With housing available, the city hopes to attract persons who can fill these vital roles.

Much of the housing in Egegik is only used seasonally and some may be considered in sub-standard condition. The population increases by 1,000 or more with fishermen and cannery workers during commercial fishing season.

Economy. Egegik’s economy is based mainly on commercial fishing and fish processing. Iccle Seafoods is the only processing plant on the South side of the river in Egegik, while there are three additional processors on the north side of the river. Numerous tenders operate in the Egegik Fishery, transporting fish to floating processors in Bristol Bay, as well as on-shore processors in Naknek and Dillingham.

Nine residents held commercial fishing permits in 2018 compared to 16 in 2010. The high cost of investing and entering the fishery may be the cause of decline in permit holders. The two main employers in Egegik are City of Egegik and the Village of Egegik. There is a need for additional business in Egegik, perhaps boat and fishermen support and possibly some type of light manufacturing.

Table 2: Fishing Permits

Egegik	2010	2018
Number of resident commercial fishing permit holders	16	9

Source: State of Alaska CFEC

Much of Egegik’s economy is currently sustained by grants or government funded jobs; there is little to no industry. People need training locally in a variety of areas such as grant writing, trade skills, etc. The community has expressed interest in building a freezer plant to process salmon after the run. This would include developing a feasibility study and business plan along with securing funding to construct and sustain a processing plant. Reaching out to neighboring communities who are actively operating a processing plant would be a great way to learn lessons learned and best practices.

Energy. The city has made fuel and electricity available to residents and seasonal persons at reasonable prices. Electricity costs have not risen greatly due to continued support via the Alaska Energy Authority’s Power Cost Equalization Program (PCE). Many of the community’s buildings including residences, businesses and public facilities have received updates of energy retrofits such as insulation and new windows through energy programs.

Table 3: Energy Prices

Egegik	2010	2018
Cost of fuel per gallon	\$3.52	\$2.78
Cost of electricity (per kWh)	\$0.56	\$0.65

Source: Alaska Energy Authority PCE calculations (Note: prices reflect those paid by utilities)

Subsistence. Subsistence is a key part of the economy and lifestyle in Egegik. The community would like to see more protection of subsistence in how land, fish and game policies are developed and enforced.

Capital Improvements. Egegik’s capital improvement priorities include erosion control along the bank of the Egegik River and constructing a new Public Works and Equipment facility. Though no plans are yet in place, the community would also like to improve its communications infrastructure; since the school shut down in 2015, households have been left to seek internet services on their own. Aside from Fisherman’s Hall, satellite internet is the best internet option

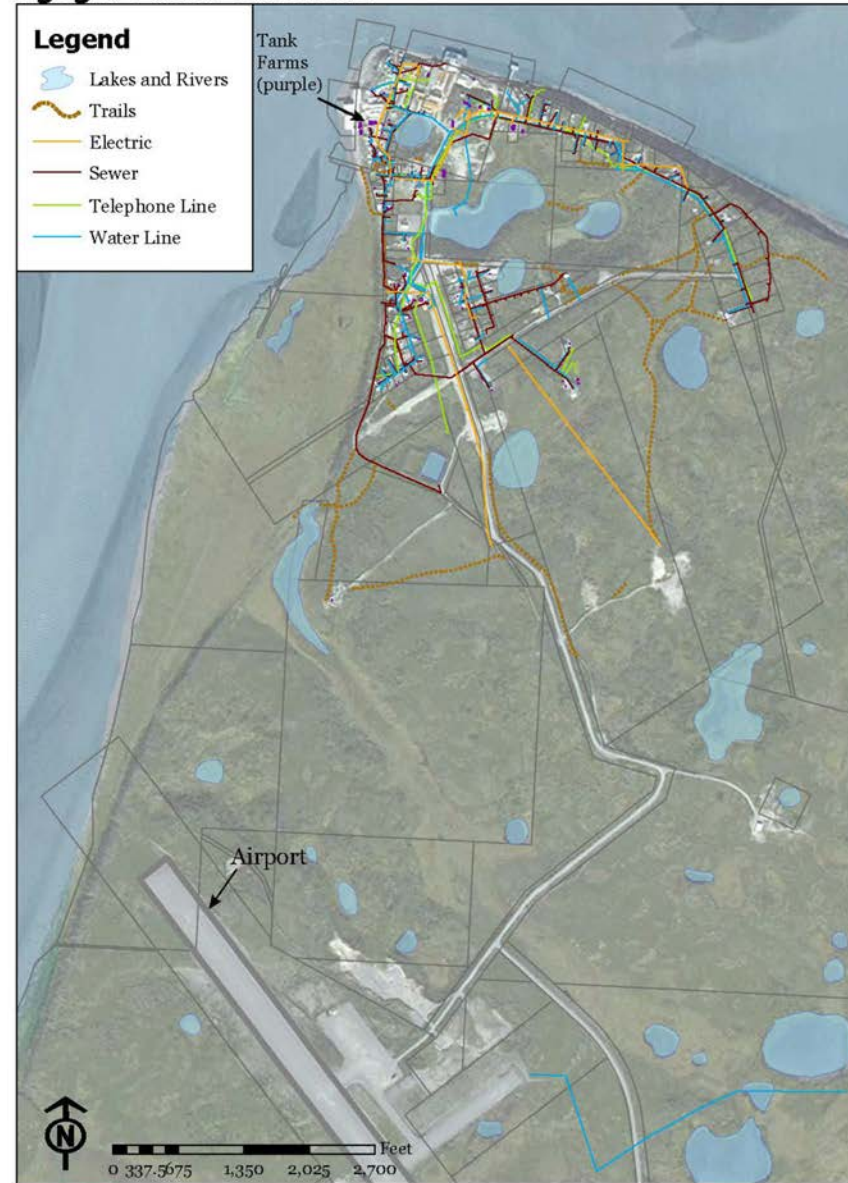
for households; however, it is still very slow, limited, and expensive compared to the service available in larger communities.

Community Governance. The city has been able to successfully generate revenue (from fish tax), provide services and upkeep on community buildings and airport as they employ several its residents. The fisheries and processing plants are still operating, drawing numerous summer employees. As a community, Egegik needs more business to provide additional employment opportunities for new residents.

Egegik Public Facilities and Services Inventory

SERVICE/FACILITY	PROVIDER	CURRENT FACILITIES	ISSUES/NOTES/NEEDS
Transportation and Infrastructure			
Airport	City	6,000' gravel runway and 1,700' gravel cross strip	City owned
Boat Landing	City	Dock	Rebuilt in 2011
Maintenance Equipment	City	Three dozers, one grader, two dump trucks, two backhoes, three loaders, two excavators, telehandler, tele-truck, and skid-steer	
Electricity	City	Generator Plant: Four generators; three 210 KW and one 400 KW. Upgraded electrical distribution and lighting.	Generator Plant new in 2013. Distribution updates 2014-2016.
Bulk Fuel	City	Diesel and Heating Fuel: 118,000 gallons Gasoline: 20,000 gallons	
Water/Sewer	City	4 community wells, 100,000 gallon water storage tank, water treatment plant, piped sewer system, sewage lagoon.	
Solid Waste	City	Class 3 permitted landfill and B.O.S. (Batch Oxidation System)	B.O.S. Completely rebuilt in 2017.
Communications	Phone: ACS, AT&T, GCI and Bristol Bay Telephone. Internet: HughesNet, GCI and Velocity		
Services and Facilities			
Fire & EMS		One fire truck and one ambulance	
Police	State Trooper (King Salmon)		
Postal Service	USPS	Post Office	
Community Center	City	City Hall, Fisherman's Hall	
Village Council	Egegik Village	Village Community Center	
Health Clinic	Village Council owns; BBAHC operates	Egegik Village Clinic	Built in 2003
Recreation Facilities	City	Fisherman's Hall	Showers and Laundry
Housing	City	Five houses, three are new	Three new vacant houses
School	LPSD	School Building	Closed in 2015

Egegik Public Facilities



Data Layers: Lake and Peninsula Borough GIS data layers and
Alaska Division of Community and Regional Affairs Community Profiles Aerial Photos

Levelock Community Strategic Direction

Envisioned Future

“Residents are active and engaged in the village.”

Community Overview

Levelock is located on the west bank of the Kvichak River. Its population is mixed Alutiiq and Yup'ik. Commercial fishing and subsistence activities are the focus of the community. The community population has fluctuated over the past 20 years and is currently on the rise. Sharing is a way of life in this village; no one goes hungry for lack of ability to hunt or fish.

Core Purpose: Strong families and cultural connection

Core Values:

- ❖ Education (in & out of home, teaching others, work ethic)
- ❖ Generations (youth, family, elders, children, grandchildren)
- ❖ Partnerships
- ❖ Health (respect, trust, safety)
- ❖ Culture & Traditions (subsistence, gathering, salmon)

Table 1: Population and School Enrollment

Levelock	1990	2000	2010	2018
Total population	105	122	69	88
School enrollment	-	22	19	20

Source: DCCED

Population and Education. Like the overall population, school enrollment has fallen and risen over the past 20 years. Recently the trend is an increase in students. Issues shared by the community related to the school include:

- With more students, some would like the school to have better separation between the younger and older students.
- The community would like to be able to find ways to incorporate more native cultural education (e.g., instruction in native language, dance, arts and crafts, and traditional knowledge) into the school curriculum.
- Residents also encouraged parents to attend parent-teacher meetings and take an active role in their children's education.

Youth would like the school to offer more hands-on activities. Levelock has a woodworking shop and residents would like to create an after-school club to teach carpentry and construction skills, but a teacher is needed for youth to be able to use it. Residents discussed the possibility that SAVEC might be able to train or certify LPSD teachers so they could teach shop. Community members would like to use the woodworking shop to learn carpentry.

skills so that young people can refurbish Levelock’s rundown houses to address the housing shortage. Vocational education (e.g., in heavy equipment, CDL, flight school training) is also very much supported by the community.

Housing. Residents identified a lack of affordable, quality housing, particularly for young families and elders. Census data shows available units, but many are seasonal or may be in sub-standard condition. Visitor housing, such as a bed and breakfast, is also needed.

Economy. Commercial fishing and subsistence activities are the focus of the community. Six residents have held commercial fishing permits since 2010. For those looking to get into commercial fishing, the high costs of getting a permit, boat, and gear are significant barriers. Programs are available through BBEDC and other organizations to reduce the barriers to getting into commercial fish, like low cost loans and purchase permits. Levelock is working to establish a successful in-town fish plant that will create new jobs in fish processing and provide an additional market for local fish. The plant is expected to create about 20 new jobs. The community is also looking to improve the quality of local fish products through refrigeration.

Table 2: Fishing Permits

Levelock	2010	2018
Number of resident commercial fishing permit holders	6	6

Source: State of Alaska CFEC

There are several seasonal fishing lodges in the Levelock area, but residents have generally not worked at them. Some residents get seasonal work commercial fishing in Naknek or other Lake and Peninsula Borough communities. Work by residents in nearby fish processing facilities is relatively rare. The low wage of seasonal work and high cost of living discourages people from taking seasonal employment.

With so much of the local culture and economy based on fishing and subsistence, it is important to residents of Levelock to preserve Bristol Bay’s watershed and land resources, looking at the whole ecosystem that supports the fishery. Residents say the number of fishing lodges has increased over time with more and more people coming to fish in the area. Residents are concerned that there are too many skiffs in hot spots and too many sports people, resulting in erosion problems due to large boat motors. There is a need to revisit the issue and adopt a plan to respond to the changing use pattern. The community intends to respond to these issues in several ways including education to protect fish stocks, supporting the Board of Fish, monitoring water quality at lodges, enforcing pollution control measures, and requesting local trespassing prohibitions. As of now, the village corporation polices trespass by tourists and outsiders.

Residents identified other potentially successful small businesses including selling parts, running a garage, big game guiding, local arts and crafts like beading, basket ware and quilts, skin sewing, farming, and running a concession stand. They are also interested in opportunities like the VISTA program for youth.

Energy. Fuel prices are high, driving up the cost of living. Costs have been particularly high during several periods where the community was forced to fly in fuel. This was the case in winter 2010, when the cost of fuel was \$8.31 a gallon and electricity 70 cents per kilowatt-hour (that was nearly twice what some of the borough communities paid in the same year). More recently, fuel was delivered by barge and both fuel and non-PCE electricity prices are lower (although still quite high by Anchorage standards.) Levelock’s residents aim to reduce energy costs and are interested in performing a renewable energy study to gauge the community’s

potential for hydro, wind, and solar. The community is also open to natural gas exploration. Rehabilitating or building new, energy efficient housing and other buildings would also go a long way to reducing the amount of money that residents are spending on energy.

Table 3: Energy Prices

Levelock	2010	2018
Cost of fuel per gallon	\$3.68	\$2.73
Cost of electricity (per kWh)	\$0.70	\$0.85

Source: Alaska Energy Authority PCE calculations (Note: prices reflect those paid by utilities)

Infrastructure. Levelock has plans to build a dock, boat storage, and boat service area. Existing facilities include a 110-foot dock and beach unloading area for goods that are delivered by barge. The community is interested in doing a study for a new runway that would better accommodate export fish and fish products that come from the new processing facility. Levelock’s existing runway is 3,280 feet long and owned by the state. Residents are also interested in bringing in a wind anemometer to study wind energy potential. Levelock’s identified capital improvement priorities include:

- Airport extension
- Heated shop building
- Emergency vehicle and equipment
- Boat storage and haul out facility
- Laundromat
- Airport terminal

Community Health and Wellness. Levelock’s existing health services are provided by the Levelock Clinic, a health aide, and Levelock First Responders for emergency services. Residents would like to address environmental health concerns, including doing studies on the health and quality of life of people, expanding water quality testing, and dust control. Alcohol and drug use are problems in Levelock, and residents would like increased education like tobacco prevention and sobriety education. Community members are working on a wellness conference and would like to have more community resources available like youth activities, sports, and daycare.

Levelock Public Facilities and Services Inventory

SERVICE/FACILITY	PROVIDER	CURRENT FACILITIES	ISSUES/NOTES/NEEDS
Transportation and Infrastructure			
Airport	State-owned	Airstrip	3,280 ft long
Boat Landing	Not maintained	Improvised barge landing and one dock in poor condition	
Maintenance Equipment		Village garage, front end loaders, CAT, dump truck, septic pump truck, forklift, backhoe, compactor	
Electricity	Levelock Electrical Coop	Three generators (two 65kW, 100 kW) in generator plant building	Built 2009
Bulk Fuel		Village Council 120,000 diesel + 18,000 gasoline LPSD 31,500 gal Total capacity= 169,500 gal	
Water/Sewer	Village Council	Septic pumping services. Washeteria in Multi-Purpose Center.	
Solid Waste	Village Council	Class 3 unpermitted landfill	
Communications	Phone: Bristol Bay Telephone, AT&T, Alascom, GCI Internet: GCI		
Services and Facilities			
Fire & EMS	Clinic provides EMS		
Police	State Trooper (King Salmon)		
Postal Service	USPS	Post Office	
Community Center	Village Council	Multi-Purpose Center	
Village Council	Levelock Village	Tribal Office	Village Corporation: Levelock Natives Limited
Health Clinic	Village Council owns; BBAHC operates	Levelock Clinic	
Recreation Facilities	Village Council	Recreation and Youth Center	
School	LPSD	School Building	

Levelock Public Facilities



Scale: 1:15,000
 Projection: NAD 1983 Albers Alaska
 Data Layers: Lake and Peninsula Borough GIS data layers and
 Alaska Division of Community and Regional Affairs Community Profiles Aerial Photos

Pilot Point Community Strategic Direction

Envisioned Future

“Thriving community of self-sustaining people.”

Community Overview

Pilot Point is located on the northern coast of the Alaska Peninsula on the east shore of Ugashik Bay. The Alaska Peninsula Wildlife Refuge is accessible by plane or skiff on the Ugashik River. The community has a history of ethnic diversity, including both Alutiiq and Yup'ik ancestry, and currently has a fishing and subsistence lifestyle. Population has both risen and fallen over the past several years, with a significant recent increase of 18 people from 2011-2018.

Core Purpose: Inclusive, Education, Commercial, Subsistence

Core Values:

- ❖ Culture
- ❖ Fish

Table 1: Population and School Enrollment

Pilot Point	1990	2000	2010	2018
Total population	53	100	68	83
School enrollment	-	24	11	14

Source: DCCED

Population and Education. Pilot Point experienced a significant population loss of 32 people from 2000 to 2010 (100 to 68 persons). The most recent population estimates indicate a population increase of 15 persons. This may be in part to improved fisheries. School enrollment has decreased since 2000. Though it remains above the 10-student threshold for closing the school, at 14 students, the community is close enough to be concerned about keeping young people and families in Pilot Point. Community concerns about K-12 education include the following:

- Providing of a balance between the knowledge and skills that will prepare young people to get jobs after graduation, and the traditional knowledge, language and activities that will maintain culture and identity.
- To maintain local culture and heritage, community members suggested offering/maintaining native language instruction, preserving interesting things from the cannery, hiring a priest, organizing regional conferences/celebrations, and getting elders involved.
- Residents expressed the need to be active on the school board, communicate with teachers, and be involved with after-hours activities.

- Recent truancy has been a big concern to school administrators. In an attempt to alleviate this problem a school bus service will again be reinstated in 2020.

To help ensure student success, some suggested that the Village Council or City could help students by hiring tutors and using the community hall if the school is unavailable.

Housing. Residents identified a lack of affordable, quality housing, particularly for young families and elders. Census data shows available units, but many are seasonal and some may be in sub-standard condition. Some of these are abandoned houses with absentee owners. There are about six or seven existing houses that currently need work to make them livable. They are not occupied. Residents emphasize new houses need to be built well and with energy efficient methods. The City, Tribe and Village Corporation (“tri-authority”) have expressed interest in starting their own for-profit business remodeling houses. The idea begins with the construction of new houses that are owned and rented by the tri-authority. Potential revenues from rentals would be put toward a rehabilitation program that residents could apply for. HUD has the village of Pilot Point on a short list for new housing starts in 2022.

Land ownership is another challenge: because a church owns most of the developable land in Pilot Point, the community is experiencing a land shortage for development. A new duplex was built in 2008, but more is needed. The lack of viable housing prevents families from moving to or staying in Pilot Point.

Economy. Though commercial fishing and subsistence have traditionally been the basis of the local economy and lifestyle, residents face considerable challenges attempting to rely on these two supports. There is less wild game than in the past (some believe because of too many predators), and airplanes are required to get to the available game. With high fuel prices, subsistence has become increasingly expensive. Though many depend upon commercial fishing for the majority of their cash income, harvest levels have fluctuated considerably from year to year. In 2019, 6 residents held commercial fishing permits, down from 13 permits in 2010. If local younger generation fishermen want to get into the industry, they need good credit to qualify for the various fishing loans available. To help residents and young people to be more successful with commercial fishing, the community is interested in learning more about limited entry permit financing, buy-backs, etc., as well as comprehensive training in the business and technical aspects of the industry (general business, marketing, accounting, navigation, basic electronics, etc.). Ideally, such training could also give students hands-on experience working on a boat, and after completion, the person qualifies for a loan. Extending the existing airport runway would also allow Pilot Point to expand its local commercial fishing industry by enabling the community to fly fresh fish directly to markets and command a higher price. Residents are also interested in the possibility of offering boat storage and related support services.

Table 2: Fishing Permits

Pilot Point	2010	2018
Number of resident commercial fishing permit holders	13	6

Source: State of Alaska CFEC

Expanding eco-tourism is another economic development strategy that came up during the planning process. Visitors could be attracted to Pilot Point for sightseeing, bear viewing, fly fishing, and bird-viewing. The Pilot Point Native Corporation gravel pit could also provide jobs paying \$20 an hour or more to export gravel to other Bristol Bay communities and bring money into the local economy. There are some seasonal jobs in Pilot Point, but steady employment is needed to keep younger people in the community. One way of lowering costs for residents and providing stable jobs is to increase the number of in-region skilled employees with training and education to meet local service needs. These include:

- Boiler Operator
- Carpentry
- Utility-related Operators
- Refrigeration
- Seafood Quality Control Specialist

Once people have the training and skills, the question becomes how to keep them local. One option would be to increase local hire preferences by regional and local employers. In this case job counseling and assistance linking people with skills to open jobs would be helpful. Another option would be to connect those interested in entrepreneurship with training and coaching in small business planning and navigating the paperwork, licensing and other requirements of running a small business.

Energy. The cost of living in Pilot Point is high. Residents cannot easily get quality fresh food shipped in. The cost of travel between communities is so expensive that people cannot visit each other. Some give up and move. High energy costs are preventing new businesses from starting up and unlike private homes, businesses are not eligible for PCE. Pilot Point has been moving toward renewable energy. In 2008, the Pilot Point Electrical Utility upgraded its power plant and fuel farm. In 2012-2013, the utility upgraded the community's electric grid to accommodate the wind turbines. In 2019, two 100 kWh wind generators were constructed and are currently providing limited wind-generated electricity to the local power grid.

To reduce the cost of heat, the community would like to pursue weatherization and energy efficiency improvements for houses and other buildings. To increase access to quality fresh food, Pilot Point has identified among its capital improvements priorities a wind-powered community greenhouse.

Table 3: Energy Prices

Pilot Point	2010	2018
Cost of fuel per gallon	\$4.20	\$2.68
Cost of electricity (per kWh)	\$0.50	\$0.60

Source: Alaska Energy Authority PCE calculations

Community Health and Wellness. To improve community health and wellness, residents suggested sending more people to wellness conferences, and organizing more community events (e.g., bingo, potlucks, school activity nights, carnival, craft nights, picnics). A community ballfield/athletic park is on the community's capital improvements priority list (CIP 2009-2010). Pilot Point has a clinic (Pilot Point Clinic) and is served by a health aide and First Responders for emergency services. Two proposed transportation improvements would improve local access to healthcare: the airport expansion would allow medical evacuation craft and the Pilot Point/Ugashik road would increase access to healthcare between the two communities.

Infrastructure. Individual wells, cisterns and septic tanks are used in Pilot Point. The city maintains a sewage lagoon and has a new permitted Class III landfill and burn box. Pilot Point has telephone service (from GCI) that could be improved: there are frequent dead spots in cell service. If these cannot be addressed, residents are interested in land line services. The proposed Ugashik/Pilot Point road would make it easier for Ugashik residents to access the fuel farm in Pilot Point. The communities plan to construct a dirt trail and demonstrate its usage in order to become a recognized road. The road would also provide better access to health care services for the Ugashik residents. In addition, commercial fishers in Ugashik will be able to more easily sell their catch to the fish processing plant in Pilot Point. Pilot Point has a state-owned 3,000-foot airstrip. Air taxis have traditionally provided regular flights six days a week out of King Salmon as part of the mail service. The community has identified a runway expansion as a capital improvement priority. Community members believe by expanding the runway to 5,000+ feet, larger planes could use the airstrip and enable fisherman access to out-of-town processors by flying the fish directly to market. Barge service is provided from Seattle in the spring and fall and is chartered from Naknek. Dago Creek serves as a natural harbor, and there is a bulkhead structure. The bulkhead needs immediate repair due to a severe weather event in the spring of 2019. During this storm four of the iron sheet pile segments separated and allowed water to compromise the gravel behind the bulkhead structure.

Other Current Capital Improvement Priorities

- Trained Volunteer Fire Department
- Fire Truck Maintenance Building
- New Freshwater Wells (City and Tribal Buildings)
- Solid Waste Transportation Vehicle

Pilot Point Public Facilities and Services Inventory

SERVICE/FACILITY	PROVIDER	CURRENT FACILITIES	ISSUES/NOTES/NEEDS
Transportation and Infrastructure			
Airport	DOT+PF	3,000 foot gravel runway	
Boat Landing	City	One bulkhead	City runs bulkhead operations
Maintenance Equipment	City	Multiple graders, dozers, and backhoes	
Electricity	Pilot Point Electric Utility	Generator building with three generators (90kW, 100kW, 125kW)	
Bulk Fuel		City 128,900 gal LPSD 7,000 gal Total capacity= 135,900 gal	
Water/Sewer	City	60,000 gallon water tank. Septic pumping services and sewage lagoon.	
Solid Waste	Village Council	Class 3 permitted landfill	
Communications	Phone: ACS, AT&T, Alascom, GCI Internet: Bristol Bay Telephone Cooperative Inc., GCI		
Services and Facilities			
Fire & EMS	Clinic provides EMS		
Police	State Trooper (King Salmon), VPSO		BBNA + Village council employs VPSO
Postal Service	USPS	Post Office	
Community Center		City Office	
Village Council	Native Village of Pilot Point	Village Office	Village corporation: Pilot Point Native Corporation
Health Clinic	Village Council owns; BBAHC operates	Pilot Point Clinic	Built 2006
School	LPSD	School Building	

Pilot Point Public Facilities



Scale: 1:20,000
 Projection: NAD 1983 Albers Alaska
 Data Layers: Lake and Peninsula Borough GIS data layers and
 Alaska Division of Community and Regional Affairs Community Profiles Aerial Photos

Port Heiden Community Strategic Direction

Envisioned Future

“Port Heiden is a self-sustaining community by living off of natural resources (energy, food, etc.) that inspire controlled populations.”

Community Overview

Port Heiden is located at the mouth of the Meshik River on the north side of the Alaska Peninsula, near the Aniakchak National Preserve and Monument. Like many Lake and Peninsula communities it is both a traditional Alutiiq community with a culture based on fishing and subsistence, and at the same time, a community with many links to the modern world.

Core Purpose: We matter, we belong, and we change

Core Values:

- ❖ Family (belonging, friends)
- ❖ Unity (honesty, sincerity, trust, love, compassion, inclusion, peace)
- ❖ Culture (subsistence, nature, integrity, respect, education, innovation, opportunity, improvement, space)

Table 1: Population and School Enrollment

Port Heiden	1990	2000	2010	2018
Total population	119	119	102	114
School enrollment	-	30	24	25

Source: DCCED

Community Strengths and Successes. Community successes include Port Heiden’s community building, commonly known as Ray’s Place, that hosts the village clinic, village and city offices, Meshik Seafood’s LLC, Tribal Environmental, Aniakchak LLC, Food Bank and many more programs. The City of Port Heiden owns a storage and office building that rents out to contractors and others, sells avgas and jet A fuel for commercial airlines, guides, and private pilots within the area. The Native Village of Port Heiden is also working on the development of a seafood plant and operates the Meshik Farm and the village Recourse and Recycling center.

Housing. Residents have identified a lack of affordable, quality housing, particularly for young families and elders. Many families have one or more additional families in their home. Cabins and bed and breakfasts are rented out to itinerant workers. Multi-unit housing is desired for young people and families who are having trouble finding and starting their own homes. Residents have expressed dissatisfaction with the way HUD and NAHASDA programs are carried out, noting inconsistency in what is promised versus what is delivered. These programs are also not adequately serving low-income, elderly, and disabled community members. The

community also notes that homeowner assistance and education should cover home maintenance as well as purchasing.

Table 2: Fishing Permits

Port Heiden	2010	2018
Number of resident commercial fishing permit holders	11	10

Source: State of Alaska CFEC

Economy. The Port Heiden remediation projects are currently employing most residents. This steady work is drawing people from other communities and accounts for the recent increase in the number of school students. Employees work from April to November and many people are choosing to stay in the village over the winter months.

Apart from the remediation projects, commercial fishing and government jobs provide most of the cash income in Port Heiden. In 2010, 11 residents held commercial fishing permits; that number has since decreased to 10. Permits were lost from local families when older generations passed on and their children did not want to fish. Many young people have their own set net sites, but it is a significant challenge under current conditions to produce a quality product that the market will accept which has produced a barrier to participation in the fishery.

There is a desire for Board of Fisheries action to enable greater participation of residents of Port Heiden in the local fisheries. Salmon used to be flown fresh directly out from Port Heiden. In the month of July fish are intercepted offshore by Area M fishing boats, reducing the numbers of fish entering Inner Port Heiden. Residents have mentioned that with a fish tax, the community could benefit from the Area M fishery. Subsistence fishing has been greatly reduced in recent years; this is attributed partly to the Area M fishery and partly to a failure to adequately document and report subsistence catches to the Alaska Department of Fish and Game. Additionally, the community would like to find a way to provide improved escapement count information that Fish and Game would use to better manage the local run. The community would also like to implement a habitat control program to address a beaver dam problem.

The tourism industry also has some economic development potential for the area. About 2,000 people travel to see the Aniakchak volcano each year, but only about 60 pass through Port Heiden. The community has suggested strengthening local tourism opportunities by constructing and operating an airport terminal and visitor center, building cabins for visitor use, and promoting trail adventures or Aniakchak tours. Other opportunities mentioned to help create new and local economic opportunities and jobs for locals include: opening a recycling center and a year-round thrift store, becoming a regional hub community, finish development of the Meshik processing center, offer small business development classes for residents, expand affordable energy opportunities, and establish a fish tax.

Another important economic development strategy identified by Port Heiden residents includes increasing access to training and education to meet local service needs. Desired training includes vocational education for trade certification, training for value-added processing, EMT-specific training from BBAHC, heavy equipment training, and small business development training.

These trainings could be accomplished through existing regional institutions and programs like SAVEC and BBAHC or online education.

Energy. Fuel prices are high, driving up the cost of living in Port Heiden. Port Heiden Utilities is currently upgrading the community's electrical system. Upgrades will better accommodate potential renewable energy systems in the future. The village is pursuing several renewable energy options, including burning peat moss, training in geothermal systems through the Alaska Energy Authority, and tidal energy. The Lake and Peninsula Borough has conducted a wind study that indicates a favorable wind regime in the village and is perusing funds for a wind turbine. Training has been funded through Indian General Assistant Program (IGAP) grants. Port Heiden is also pursuing bulk fuel purchases with other communities. They have expressed interest in getting Borough support to make these purchases more economically feasible.

Table 3: Energy Prices

Port Heiden	2010	2018
Cost of fuel per gallon	\$4.88	\$2.40
Cost of electricity (per kWh)	\$0.75	\$0.65

Source: Alaska Energy Authority PCE calculations

Community Health and Governance. The community also desires to improve health and wellness through new events and facilities. Port Heiden residents would like to see more community and cultural get-togethers, and increased facilities for adult and youth recreational use. Ideas include a daycare facility, playground, centralized trails, and increased access to gym facilities. The school gym is only available for public use three nights each week during the school year and not at all during the summer. The community envisions a year-round gym and multi-purpose facility with a place to work out, room for other recreational activities, and option for specialized classes like a woodshop or pottery.

Port Heiden's existing health services include the clinic, a health aide, and Port Heiden volunteer EMS for emergency services. Additional needs cited were increased mental health services and additional clinic physician's assistant or doctor to help serve regional health needs. Since the community is beginning to function as more of a hub to residents and commercial fisherman that work and visit the lower peninsula the need for health services has increased.

Port Heiden is an incorporated second-class city. There is reasonably good cooperation within the community between the tribe, corporation, and city council; between the community, school district and teachers. The village corporation has a cooperative agreement with the Air Force for the remediation project that is working well and providing jobs for Port Heiden and other Bristol Bay communities. Survey comments indicate that more communication between the borough and communities would be helpful. They feel that an annual meeting isn't enough since things in the village can change rapidly.

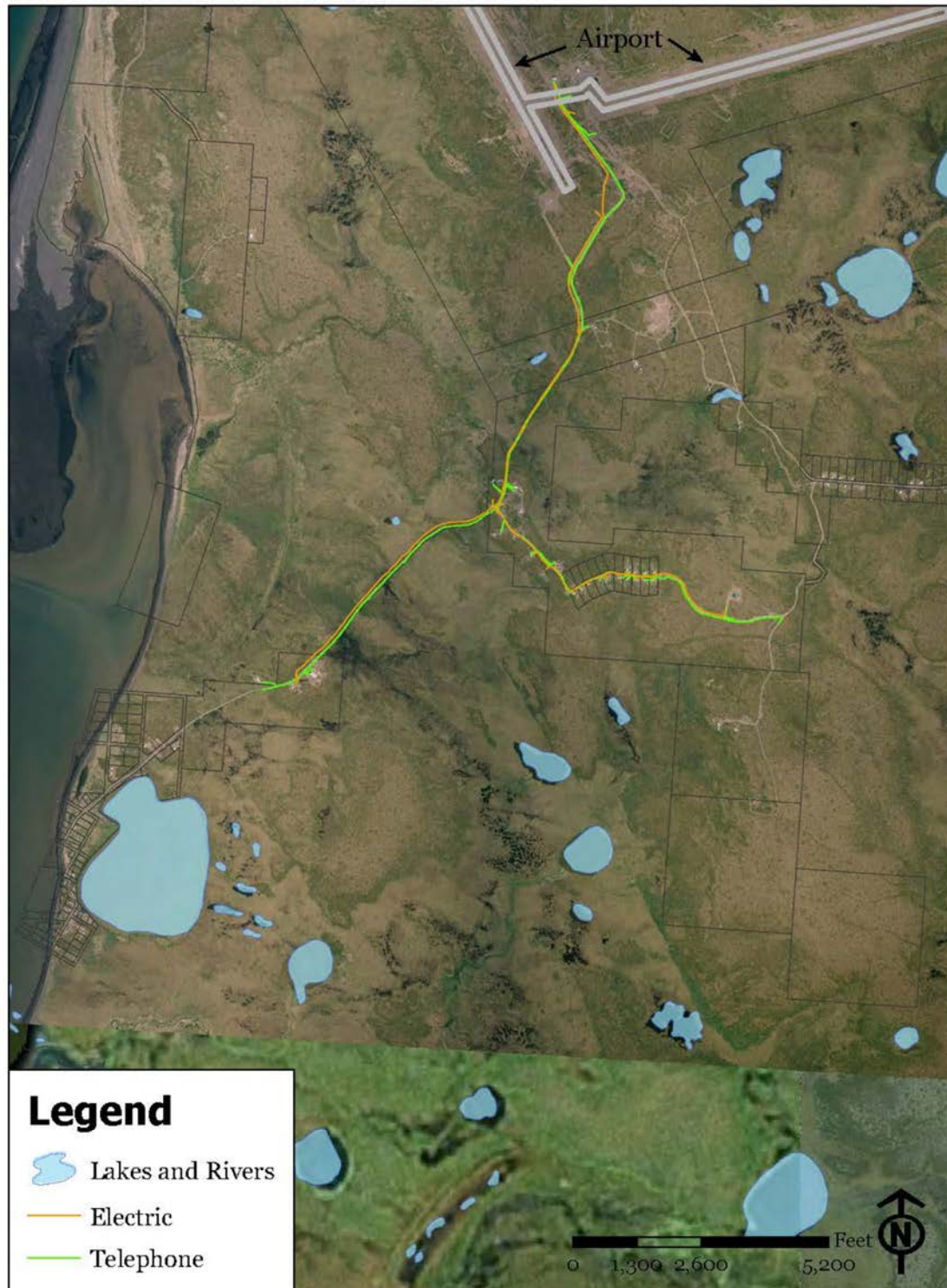
Priority Goals and Strategies. Highest priorities for Port Heiden include providing adequate housing for community members, increasing recreation amenities, addressing the high costs of energy, and maintaining a local economy. Though all inter-related, specific economic

development goals include creating and sustaining long-term jobs, providing the education needed for those jobs, increasing local control over managing fishing, making transportation improvements, and developing tourism.

Port Heiden Public Facilities and Services Inventory

SERVICE/FACILITY	PROVIDER	CURRENT FACILITIES	ISSUES/NOTES/NEEDS
Transportation and Infrastructure			
Airport	State-owned	5,000 and a 4,000 foot crosswind lighted gravel runway	
Boat Landing		Natural boat harbor, no dock. Boat haul out and marine storage available.	
Maintenance Equipment	City	Multiple dozers, backhoes, grader, and loader.	
Electricity	Port Heiden Utilities (City of Port Heiden)	One generator (100kW)	Wind study completed.
Bulk Fuel		LPSD 15,000 gal City 467,500 gal Village Council 55,000 gal AK DOT 5,000 gal Airport 3,000 gal Total capacity= 545,500 gal	
Water/Sewer	City	Septic pumping services	
Solid Waste	City	Class 3 landfill	
Communications	Phone: ACS, GCI Internet: GCI		
Services and Facilities			
Fire & EMS	Fire Department, two trained firefighters, clinic and volunteers provide EMS	Code Red Unit, Ambulance	
Police	State Trooper (King Salmon)	City holding cell	
Postal Service	USPS	Post Office	
Community Center	City	City offices	
Village Council	Native Village of Port Heiden	Village Office (in Community building)	
Health Clinic	BBAHC	Port Heiden Clinic	
School	LPSD	School Building	

Port Heiden Public Facilities



Lakes Area Sub-Region

The Lakes Area sub-region includes the communities of Igiugig, Iliamna, Kokhanok, Newhalen, Nondalton, Pedro Bay, and Port Alsworth. This region varies from nearly flat, lake-dotted tundra to mountainous, tree-covered landscapes along the eastern sides of Iliamna Lake and Lake Clark, with rolling tundra along the north side of Iliamna Lake. Iliamna Lake and the Kvichak River drainage support the world's largest runs of red salmon. Commercial fishing, sport fishing, and tourism are the major industries with some firefighting and limited public employment. Iliamna airport is a regional air transportation hub. Most people practice a subsistence lifestyle and many families travel to fish camps each summer.

Overview of Issues, Goals and Strategies

Priorities for the Lakes Area communities range from economic development, housing and care for elders and children, to transportation and utility improvements. Residents are already thinking about where they live in regional terms; a common theme among this set of priorities is connecting communities and consolidating community services.

Economic development priorities include small business development, job training, and developing tourism infrastructure that will increase local participation in the existing industry and build on the sport-fishing visitor base to include eco-tourism and cultural tourism. The Lake Clark National Park attracts around 5,000 visitors per year to the sub-region. Providing services to these visitors is a business opportunity for the region. Residents noted on the possibility of offering big game guiding, developing recreation and hiking for both visitors and locals, as well as offering additional housing for visitors. A village-owned lodge, restaurant or café, concession, and airline service are also business opportunities in the region.

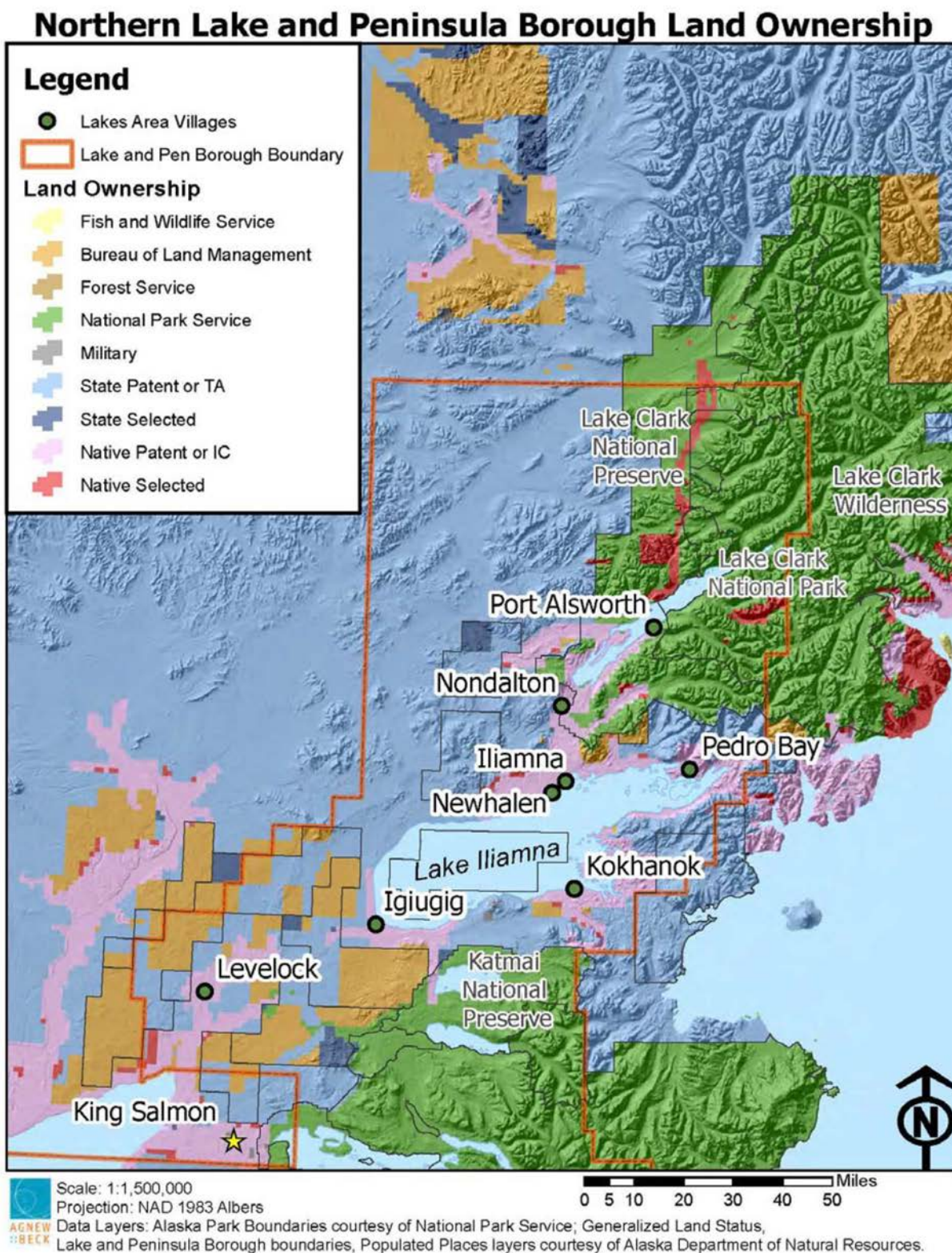
Other potential businesses and training identified by residents in the region include operating heavy equipment, aviation and mechanics, gardening and farming, value-added food products, laundromat, co-op store, daycare, and selling local arts and crafts. Communities engaged in commercial fishing seek ways to reduce barriers to entry for new commercial fishers.

Housing is a common priority for the Lakes sub-region, as well as providing some form of eldercare and childcare. These are all potential opportunities to provide much needed community services and create business. Year-round housing, especially for young people, young families and elders is a common need throughout the borough.

Two regional projects that have the potential to lower energy costs and facilitate transportation are the Nondalton Road and Bridge and additional improvements to the Williamsport-Pile Bay Road and Bridge. For communities with smaller runways, expansions to 4,000-5,000 feet would allow larger aircraft to serve local air freight and transportation needs as well as reduce costs.

There is also support in the sub-region for school consolidation. Iliamna and Newhalen already share a school. The Lakes Area communities are also interested in energy interties and bulk fuel purchases. The INNEC provides hydroelectric power to Iliamna, Nondalton, and Newhalen through the Tazimina project. Community concerns indicate that the debt service on that project

keeps rates from being lowered and community members are interested in exploring a financing plan to help offset the debt service expenses.



Port Alsworth Community Strategic Direction

Envisioned Future

“Port Alsworth will continue to grow through adherence to our purpose and values and we will embrace others who wish to work with us to maintain our exceptional quality of life.”

Community Overview

Port Alsworth is located on the south shore of Lake Clark at Hardenburg Bay in the heart of the Lake Clark National Park and Preserve. Port Alsworth was founded in 1950 by Babe Alsworth, a missionary and bush pilot, and Mary Alsworth, who was the town’s first postmaster. The community developed out of Babe Alsworth’s original homestead and associated fishing and air charter business. Today, the Alsworth family continues to play a major role in this growing community. In and near the community are several fishing lodges and the local headquarters for the Lake Clark National Park and Preserve.

Core Purpose: A location with unique assets-emerging over time

Core Values:

- ❖ Family-oriented
- ❖ Youth-focused
- ❖ Strong work ethic
- ❖ Enjoyment and use of environment
- ❖ Friendly
- ❖ Safe

Population. In contrast to nearly all other Lake and Peninsula communities, Port Alsworth’s population has steadily grown in the past several years to over 160 people, driven by growing job and business opportunities. School enrollment has also grown. The Port Alsworth school was long overcrowded while the population was growing in the past and a new school has been built to accommodate the growing school population.

Table 1: Population and School Enrollment

Port Alsworth	1990	2000	2010	2018
Total population	55	104	159	168
School enrollment	-	20	41	63

Source: DCCED

Housing. Affordable housing is needed but land constraints are a significant barrier. Because the community is in a national park and preserve, most land is federal public land and

unavailable for private development. Most remaining available land is inaccessible, although constructing a new road and bridge to a potential landfill site might open opportunities for growth. The community needs to work in partnership with the Borough, the Park Service, and the native corporation to develop solutions to the need for more land.

Economy. The community has a long-established local tourism industry based on sport fishing and other recreational activities with several lodges and outfitter guides based in town and others nearby. Port Alsworth sees many seasonal hires each year but no overarching tourism market strategy. More work is needed, ideally in partnership with other lake-area villages, the Park Service and perhaps Bristol Bay Native Association to develop plans to grow tourism in a manner that further expands benefits to local residents and at the same time maintains community and environmental quality. One obvious first step is improved marketing; in particular, a sub-regional website that describes the range of attractions and services available in and around Lake Clark. Considering Lake Clark National Park’s many attractions, coupled with its relative proximity to Anchorage, the lakes area currently has a very low profile and receives less than 10,000 of Alaska’s 1.5 million annual out-of-state visitors.

The National Park Service has a substantial office in Port Alsworth. Many locals work year-round and seasonally for the Park. Port Alsworth and the Nondalton area communities need to partner with the Park Service to expand economic opportunities, consistent with the National Park Service’s overall conservation mission. Examples of promising opportunities include more interpretation of cultural resources, developing modest and moderately priced rentable lake-front cabins, and improving the historic Telequana trail.

As the economy of Port Alsworth has diversified, the number of residents holding commercial fishing permits has stayed consistent with two residents holding permits since 2010.

Table 2: Fishing Permits

Port Alsworth	2010	2018
Number of resident commercial fishing permit holders	2	2

Source: State of Alaska CFEC

Energy and Cost of Living. Fuel prices are high driving up the cost of living. The community is working toward lowering energy costs and dependence on fossil fuels. Diesel is currently flown in from Kenai, but the planes that are able to fly fuel into Port Alsworth are nearing the end of their serviceable life. The community is investigating ways of reducing the cost of transporting fuel to Port Alsworth. A road project is happening through a partnership involving land exchanges and collaboration among the National Park Service, the State of Alaska, the local village corporation, and Port Alsworth Improvement Corporation.

Table 3: Energy Prices

Port Alsworth	2010	2018
Cost of fuel per gallon	\$4.46	\$3.49
Cost of electricity (per kWh)	\$0.64	\$0.56

Source: Alaska Energy Authority PCE calculations

The community is looking into possible renewable energy projects. The borough recently completed a wind feasibility study; initial results show wind power is only feasible with a substantial subsidy although the issue has not been formally discussed by the community. Residents note that wind is better by the lake and the study has confirmed this. Hydroelectric may be feasible in Tanalian River but installment faces many regulatory obstacles.

Concerns have been expressed that the Pebble Mine will result in an increase of residents and overwhelm local subsistence resources, resulting in tighter restrictions on local harvest. The community does have grandfathered access rights on federal land. Under the Borough's Large Development Permit Ordinance, projects with more than 100 workers require development permits. Residents emphasized that this ordinance should include the examination of the mine's effects on subsistence (both availability of resources and ability for residents to access resources).

Port Alsworth has a strong tradition of local food production. Large gardens, chickens and other locally produced food stuffs, coupled with subsistence activities, make up a major portion of residents' food. This dimension of Port Alsworth life offers a good example of how remote villages can work to reduce the cost of living.

Infrastructure, Communication and Access. If Port Alsworth continues to grow, limitations in sewage and trash disposal and other basic public services and infrastructure will have to be addressed. Currently, about half of the community's buildings have well and septic systems; others haul water and use outhouses. Solid waste is currently burned by some residents (the Farm) while other agencies (the school and National Park Service) fly waste out. Creating a community landfill is a priority in the village. The landfill will result in big savings and help protect the water table. The community is waiting for funding for an Environmental Impact Statement, which is required before the landfill can be constructed; a road to the prospective site would eventually follow.

Another community priority is constructing a public airport. Port Alsworth has two privately owned and operated airstrips. Some air carriers and taxis are unable to land in Port Alsworth due to the fact there is no actual public airstrip. Neither airstrip meets public standards that would allow DOT to take over operations. The current air strips are in the center of town and children must cross them when walking to school, posing a significant public safety issue. The owners of the existing airstrips must also bear the costs and responsibility of maintaining their airstrips with the liability insurance being particularly expensive. Pilots in Port Alsworth are paying fuel and excise taxes but the funds do not come back to the airports because they are private. According to residents, existing air traffic in and out of Port Alsworth is high enough to support a public airstrip. If the proposed landfill and accompanying road are approved and constructed, residents say that there would be an ideal plot of land made accessible for a new publicly owned airstrip.

In terms of transportation needs, a recent road assessment showed that there are many privately owned roads being used to access public properties. A community roads plan and possibly a land exchange with the National Park Service is needed to address this issue.

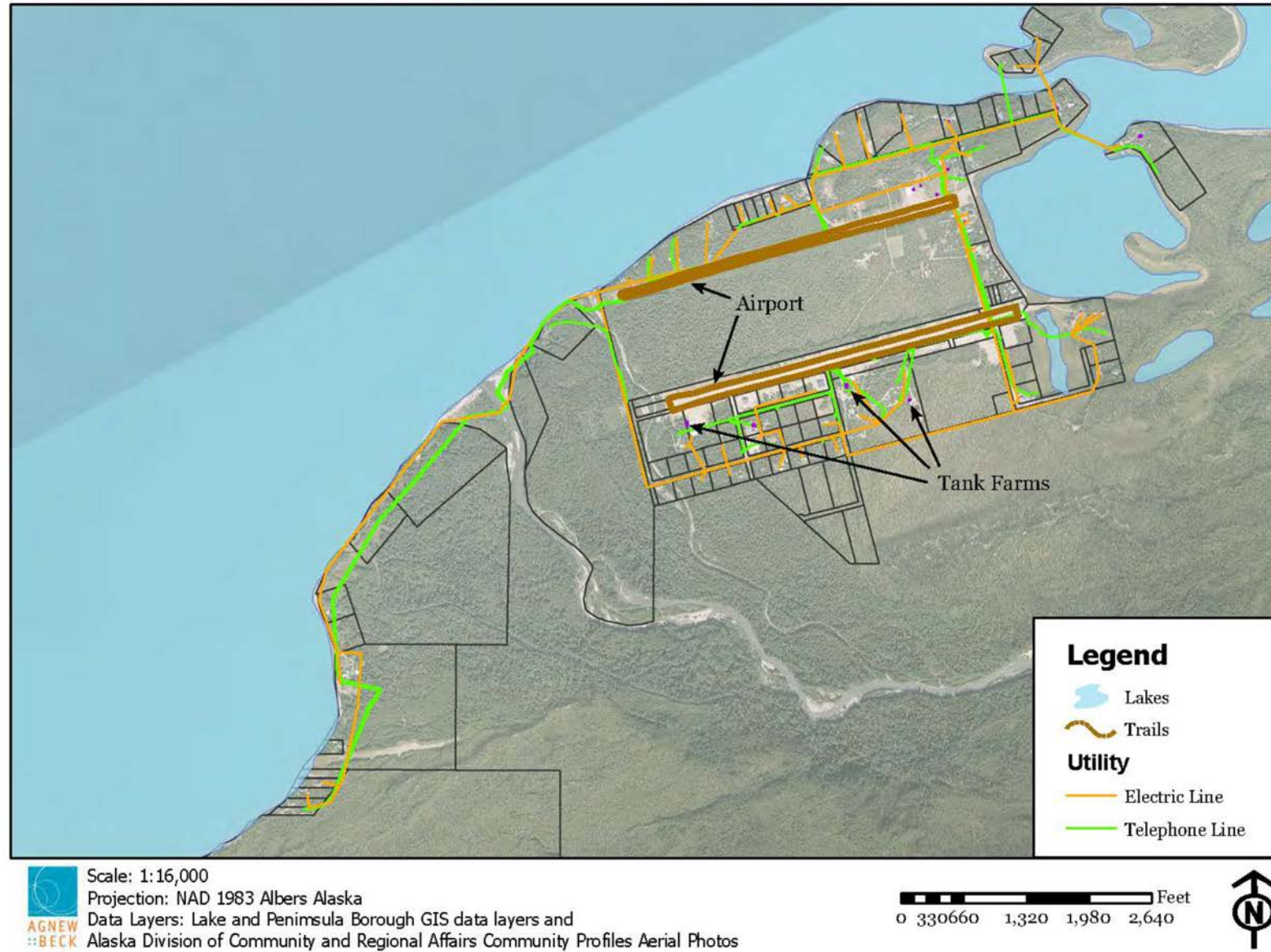
Port Alsworth does not have a full-time person in the community dedicated to grant writing to help fund and implement projects. Borough assistance in accessing grant writing services would be helpful. Community members made the general observation that the cost estimates for infrastructure projects funded by the state seem inflated; there is interest in privatizing some of these projects if this would lower their cost. The Port Alsworth Improvement Corporation (PAIC) has generally been successful in advocating for funds and projects but is limited by geography and the limited spare time of its members. The PAIC is an alternative to a city government and allows all members of the community to participate in decision making.

Health. A clinic has long been a high priority for Port Alsworth. Previously, the village has relied on the Nilavena sub-regional clinic in Iliamna and Nondalton's clinic for their health needs. However, the village now has a clinic that is provided through the South Central Foundation. Residents have also suggested creating a public recreation area with picnic tables, barbeque pit, and a playground to improve the community's health and wellness.

Port Alsworth Public Facilities and Services Inventory

SERVICE/FACILITY	PROVIDER	CURRENT FACILITIES	ISSUES/NOTES/NEEDS
Transportation and Infrastructure			
Airport	Privately Owned	Two airports: both gravel runways, 4,200 ft and 3,000 ft	Community desire for a public airport
Boat Landing	Port Alsworth Improvement Corporation (PAIC)	Public boat landing	Waterfront is private property and beach is not accessible. Community would like to develop a separate deep-water landing for public use and barge access.
Maintenance Equipment		One grader	
Electricity	Tanalian Electric Cooperative	Two diesel engines (both 220 kW) Third engine to be installed in June 2020	
Bulk Fuel		Lake Clark National Park 20,955 gal LPSD 15,000 gal Private 29,800 gal Tanalian Electric Co. 63,000 Total capacity= 128,755 gal	
Water/Sewer		No public water or sewer service	
Solid Waste		No landfill	
Communications	Phone: ACS, AT&T, Alascom, GCI Internet: GCI		
Services and Facilities			
Fire & EMS	Volunteer Fire Department	Code Red Unit	Fire Hall (/Meeting Hall)
Police	State Trooper (Anchorage)		Iliamna Trooper Post has not been filled yet
Postal Service	USPS	Post Office	
Village Council	PAIC	PAIC Building	Village Corporation: Tanalian, Inc.
Health Clinic	South Central	PAIC Building	
School	LPSD	School Building	Expansion Completed

Port Alsworth Public Facilities



Nondalton Community Strategic Direction

Envisioned Future

“Nondalton will return to our traditional, cultural norm to be self-reliant and do all we can for ourselves and by ourselves by working together and partnering with others from a place of self-reliance.”

Community Overview

Nondalton is located on the west shore of Six Mile Lake. It is primarily a Tanaina Athabascan village with a fishing and subsistence lifestyle. The village is located at the western gateway to Lake Clark, and enjoys access to Iliamna Lake, the Newhalen River and surrounding areas for subsistence. Due to Nondalton’s proximity to Iliamna and Newhalen the village shares some services with these communities.

Core Purpose: A place to be self-sufficient

Core Values:

- ❖ Working together
- ❖ Cultural Pride
- ❖ Fresh water (Fish/Subsistence)
- ❖ Perseverance

Table 1: Population and School Enrollment

Nondalton	1990	2000	2010	2018
Total population	178	221	164	129
School enrollment	-	72	33	26

Source: DCCED

Population and Housing. According to the US Census Bureau, the population was 161 in 2011, the lowest it’s been in the last 20 years. That number has now dropped to 129 in 2018. Residents identified a lack of affordable, quality housing, particularly for young families and elders. Census data shows available units, but many are seasonal, and some may be in sub-standard condition.

Education. Student enrollment is still high enough not to have immediate concerns about closing the school, however, the rate of decline indicates that closure could be a real concern in the future. To ensure student success, the community recognizes that parents need to be involved in the school such as attending board meetings and being involved with classroom activities. There is also a desire to maintain traditional cultural education through a culture camp, which teaches traditional arts and crafts, hunting and fishing according to the seasons, and bilingual education/Native language instruction. Suggestions for language preservation programs include general language instruction, retreats, and creating and using smart phone applications.

Energy. Fuel prices are high like many other places in the area, which drives up the cost of living. Gas is needed for subsistence, getting to school, and other essential needs. Nondalton's electricity is provided by INNEC, which has a diesel plant in Newhalen and runs the Tazimina Hydroelectric Plant. Fifty miles of distribution line connect Iliamna, Newhalen, and Nondalton. Community members agree that energy conservation is a necessary measure to address the high cost of energy. The hydroelectric plant is noted to have problems in the winter, and since there is still debt service, the utility cannot lower costs for users. Like other rural villages 90% of the cost of electricity, including the Tazimina debt payments, are covered through the state power cost equalization program (PCE).

Nondalton is looking into other ways to reduce the cost of energy. The village does not have enough consistent wind for wind power. Energy conservation is important, and the state home energy rebate program has a long wait list.

Another suggestion to reduce cost of living in Nondalton is to lower freight costs through transportation improvements, such as the Williamsport-Pile Bay road upgrades or a large hovercraft service from Homer to Iliamna Bay. Currently, bulk goods are received in Iliamna and then taken by road to Fish Camp, located across from Nondalton on the east side of the lake where they are ferried by skiff or barge to the village.

Table 2: Energy Prices

Nondalton	2002	2018
Cost of fuel per gallon	\$1.48	\$4.67
Cost of electricity (per kWh)	\$0.49	\$0.65

Source: Alaska Energy Authority PCE calculations

Subsistence. There is a strong desire in Nondalton to protect subsistence areas and rights. The community has expressed a desire for specific policy related to trail and motorized use, as well as concern that if the National Park Service purchases a conservation easement, the community will lose subsistence rights and management authority of the lands. Community members note that fishing returns for subsistence and commercial harvest are getting smaller. Residents would like to take action to address fish and game management issues by becoming better informed about fish and game regulations and closures etc. They would also like to establish firmer policies about trespassing and visitor etiquette on lands that are needed for subsistence use.

Table 3: Fishing Permits

Nondalton	2000	2018
Number of resident commercial fishing permit holders	Unknown	5

Source: State of Alaska CFE

Economy. Economic opportunities, jobs, and better schools or education were noted as the best ways to ensure that people (especially younger residents and families) can stay in Nondalton. As one community member wrote, “A community needs jobs to create a healthy environment and keep young adults interested in planning on future development.”

Economic strategies noted by the community include developing business plans, determining feasibility, and seeking investors for projects that will benefit the village’s economic future. Desired projects noted by the community include:

- Lodge
- Lumber mill
- Doll factory
- Foster home
- Child and elder care

Specific business opportunities that might be successful in Nondalton include a store, gas station, community arts and crafts shop, and logging mill. Nondalton’s short growing season makes commercial logging inappropriate, but residents could sustainably harvest wood for personal use. The community would like to be able to use more local wood for building and suggested creating a wood bank so that those who don’t use their share can sell or trade with those who need more than their share. Residents are currently using beetle-killed spruce trees while they are still in good condition. Firefighting provides summer employment for some residents. Nondalton is a wildland firefighting community and some community members are trying to start a Type II team (e.g., Tok Fire Academy). Shareholder-run tourism programs could also maintain subsistence activities; these would involve a trail system, lodges, cabins, guiding, and cultural interpretation. Natural resource extraction is another way to generate stable, long-term jobs. Community members have voiced support for some form of this industry, such as gravel extraction, as long as it does not significantly affect the environment.

Nondalton’s capital improvement priorities include:

- Water distribution replacement/repair
- Sixmile public access/east shore
- Sewer truck
- Complete bulk fuel storage facility
- New water storage tank
- Equipment and vehicle repairs
- Community park improvements
- VPSO housing
- Housing development
- Village carnival

The proposed Nondalton to Iliamna Bridge has been a part of a long-term plan to connect the two communities with a road and bridge. It has been a contentious issue with the community of Nondalton split between residents those for and against it.

Health. Nondalton is served by a clinic, health aide, and first responders for emergency services. Suggestions for improving health and wellness are focused on substance abuse, mental health and offering positive activities to promote health and wellness. In particular, the community would like to see a counselor in the community who is not court-appointed, more community activities (e.g., games, traditional singing and dancing, a village carnival), and ongoing activities for youth such as a Boys and Girls Club or Boy/Girl Scouts.

Substance abuse is a problem in Nondalton. The sale of alcohol is prohibited, although importation and possession are allowed. Bootlegging and drug dealing still happens. Community suggestions for addressing this issue include hiring VPSOs and offering substance abuse education. As one community member put it, “we need to explain to kids what alcohol is doing to our families and its effects on our communities.” Elder care was also noted as a concern, as many elders want to stay in the community instead of relocating to places like Anchorage in order to seek additional care.

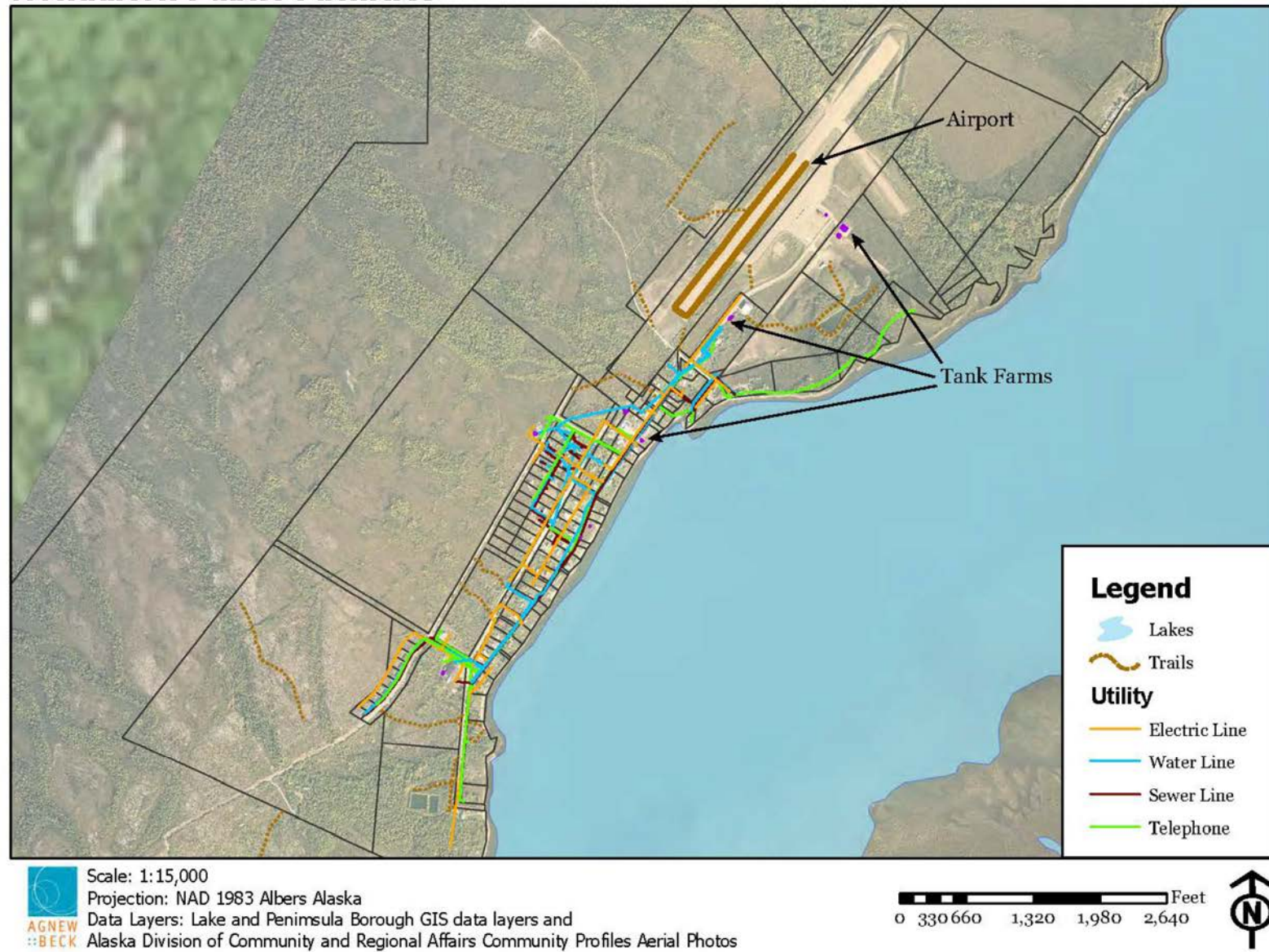
Local Governance and Leadership. Nondalton community members would like to do more to recognize community leaders who are doing good things in the community, as well as student leaders who are doing well. Residents noted that it is important to listen to students and suggested involving student council more with the city council and tribal council. Community members also suggested more joint meetings among the Tribe, City, and Kijik Village Corporation. Some have suggested creating a City Hall or community center that is separate from the Tribal facility.

Nondalton Public Facilities and Services Inventory

SERVICE/FACILITY	PROVIDER	CURRENT FACILITIES	ISSUES/NOTES/NEEDS
Transportation and Infrastructure			
Airport	State-owned	2,800 ft. runway	
Boat Landing	Village Council	Boat launch	
Maintenance Equipment	City	Grader, push dozer, loader	Landfill skid steer funded 2012 (DCRA)
Electricity	I-N-N Electric Cooperative	Diesel generator plant in Newhalen Tazimina Hydroelectric Plant (960kW). Serves Iliamna, Newhalen, Nondalton via electric distribution lines.	
Bulk Fuel		City 26,000 gal Village Council 1,000 gal LPSD 17,900 gal Private 15,000 gal Total capacity= 59,900 gal	
Water/Sewer	City	Infiltration gallery at Six Mile Lake for treated public water. 88,000-gallon water storage. Piped water distribution. Septic and central sewer system, sewage lagoon.	
Solid Waste	City	Class 3 unpermitted landfill	
Communications	Phone: ACS, AT&T, Alascom, GCI Internet: GCI		
Services and Facilities			
Fire & EMS	Clinic provides EMS		
Police	State Trooper (King Salmon)		
Postal Service	USPS	Post Office	
Community Center		Community Hall	
Village Council	Nondalton Village	Tribal Office	Kijik Corporation
City Council	City of Nondalton	City Office	
Health Clinic	Village owns, South Central Foundation operates	Clinic	
Youth Center		New recreation/teen center	
Recreation Facilities		New recreation/teen center, school gym	

School	LPSD	School Building	
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Nondalton Public Facilities



Pedro Bay Community Strategic Direction

Envisioned Future

“Our community is growing together in size and health while being independent and self-sustaining.”

Community Overview

Pedro Bay is located at the northeast end of Lake Iliamna in a wooded area between several mountains with birch, cottonwood, alders, willow, mountain ash and white spruce trees. Pedro Bay is located in one of the most attractive settings in southwest Alaska, first established as a Dena’ina Indian village with residents practicing a subsistence lifestyle. Now more culturally integrated, residents love its peaceful, scenic, quiet setting and the freedom to enjoy and live independently. The accessible wilderness makes it a great place for practicing the subsistence lifestyle. However, the remote setting means the community experiences reduced job availability, limited social opportunities, and a high cost of living; all of which has contributed to a decline in population.

Core Purpose: Provide freedom to choose

Core Values:

- ❖ Culture
- ❖ Privacy
- ❖ Subsistence lifestyle
- ❖ Independence

Table 1: Population and School Enrollment

Pedro Bay	1990	2000	2010	2018
Total population	42	50	42	33
School enrollment	-	12	12	0

Source: DCCED

Population and Housing. Pedro Bay’s year-round population has fluctuated over the last several decades. While the table above shows the population as staying fairly steady since 1990, the reality is the number of people who make the village their primary residence has continued to slowly decline. The community remains a desirable place to live, especially on a seasonal basis and summer and winter populations have slightly increased in the past two years. Residents have identified a lack of affordable housing for young families and elders. This is a key issue which is further complicated by unemployment and the high costs of building materials and freight. Census data shows available units, but many are seasonal, and some may be in disrepair.

The 2011 Bristol Bay Visioning project reported that only one in five people saw themselves staying in Pedro Bay. Residents felt that there are limited reasons for people to live in the community. Many locals do not have set plans; some that do plan to move to go to school and

return if they can find work. People come back and stay for seasonal jobs, but if they get a permanent job outside of the village they often choose to relocate. Some locals have indicated that for younger people or families Pedro Bay can be isolating, lacking entertainment, venues for social activities, and a critical mass of other younger people. With the high prices of airfare, social isolation is a deterrent to some people who would otherwise choose to live in Pedro Bay.

The community would like to expand available housing but is partly limited by land availability. Pedro Bay currently has limited empty lots available for development. Developable land is challenged by topography in the area. Another limiting factor is affordability; residents need jobs, in or outside the community, so that they can earn enough money to build their own homes. Affordable housing like small apartments or community-style homes are needed for young people, young families, and elders. With high energy costs, better insulation and more energy-efficient construction is also desired.

Education. In November 2010, Pedro Bay’s student count dropped below the minimum 10 students and the school was closed. LPSD ended maintenance and completely suspended all operations in Pedro Bay in June 2012. The school has been vacant since. The Pedro Bay Village Council would like to put the long-vacant facilities and property back into use for the community since it has now been nine years since the building has been used for any school purposes as required under the lease with the State of Alaska.

Economy. Several year-round residents in the community work for the local tribe, which continues to provide permanent full-time, part-time, and seasonal positions to run its programs. Programs include tribal operations, housing, public works, social services, education, environmental protection, and finance. Other seasonal residents in the community work summers in the Bristol Bay fishery or Iliamna Lake tourism industry. In 2012, three residents held commercial fishing permits; that number has fallen to one permit in 2018.

Table 2: Fishing Permits

Pedro Bay	2012	2018
Number of resident commercial fishing permit holders	3	1

Source: State of Alaska CFEC

Seasonal workers can find work on summer construction projects, but year-round sustainable jobs and housing are the biggest challenges. More job opportunities are needed during the winter off-season. One way of sustaining the village would be for residents to find jobs outside of the community that would still allow them to call Pedro Bay home. Alaskans are fortunate to have access to jobs that are well-paid, but that allow employees to live in other locations. Residents are interested in developing smaller, more sustainable businesses so that people can be self-employed and create jobs for themselves. The community would be interested in assistance for starting a business like learning how to access start-up funding, help with local community infrastructure, small business development training, networking and assessing local strengths and weaknesses.

Ecotourism is seen as a promising business opportunity and a chance to teach cultural traditions to young people. In contrast to many rural Alaskan communities with an interest in ecotourism,

Pedro Bay possesses a spectacular natural setting that could provide a genuine basis for attracting visitors. Attractions in town and the surrounding area include abundant opportunities for kayaking and hiking, as well as fishing and exploring the spectacular landscapes of the adjoining mountain range and National Park. With its scenic setting and vicinity to Lake Clark National Park, Pedro Bay could be marketed as a choice destination for artists, photographers, retreats, workshops, and courses. The village could also look into creating an elder hostel and market Pedro Bay as a destination for older travelers. There is one lodge in town and the potential for more.

While Pedro Bay is blessed with these natural attractions, translating these advantages into tourism jobs and businesses will require patience, significant cash investments, and sustained hard work. A critical first step will be ensuring residents support the goal of attracting visitors into the community and surrounding areas. This might best be done through preparation of a community tourism plan. In addition to clarifying community tourism goals, this plan could develop a marketing strategy, and identify specific priorities for improvements to accommodations and attractions. Developing a quality tourism website is one critical step in this process. Ideally, this could be done cooperatively with other Lake communities and the National Park Service with the goal of featuring the critical mass of attractions and services needed to draw visitors to the region.

Energy. Escalating fuel prices since the 1980s continue to drive up the cost of living in Alaska, including Pedro Bay. Electricity prices have risen in response to the increased cost of #1 diesel fuel and the cost of freighting and transporting it to the community.

The Pedro Bay Village Council is working on development of a hydroelectric facility on Knutson Creek. This project has gone through several required stages since 2012, utilizing the State’s renewable energy fund. A reconnaissance study has been completed as well as a feasibility study. Currently, the Village Council is finishing the permitting and design phase (2020), which will be used to secure construction funding to build the hydroelectric facility. The community is also interested in solar power options for specific local facilities, particularly the community solid waste transfer station. With recent improvements in solar technology this is a viable option for Pedro Bay and many other Borough communities.

Table 3: Energy Prices

Pedro Bay	2010	2018
Cost of fuel per gallon	\$4.50	\$3.73
Cost of electricity (per kWh)	\$0.91	\$0.82

Source: Alaska Energy Authority PCE calculations (Note: prices reflect prices paid by utilities)

Infrastructure and Capital Improvements. Pedro Bay has broadband internet and cellphone service via GCI fiber optic cables and local wireless. Costs are high and most services are not available with unlimited data and calling like those in urban areas. Local businesses could utilize internet-based training to better manage and market their enterprises online, and education opportunities might also assist residents in acquiring the skills or knowledge to start businesses or to get better jobs. Again, costs for internet services are unreasonably high, precluding some of

these opportunities. The tribe has internet at its library facility which is funded through e-rate grants and this has made internet available to those who might not have access due to cost.

Pedro Bay faces the challenge of limited population which can make accomplishing capital improvement projects difficult. Development must take rural constraints into account as a large increase in people could put too much pressure on the local resources and subsistence. Typically, community and economic development projects are in the form of a one-time grant driven economic boost for one to two seasons, but do not provide long-term jobs or ongoing investment. Identified community capital improvement priorities include:

- Knutson Creek hydroelectric project construction
- New landfill access road and bridge construction
- Public small boat dock/waterfront development
- Airport extension
- Update community heavy equipment

Subsistence. Subsistence remains important in the community, both to seasonal and year-round residents. The State’s hunting and fishing permits and licenses do not always correspond with subsistence seasonal needs, making it difficult for residents to practice traditional subsistence.

Community Health and Wellness. The Southcentral Foundation operates the Pedro Bay clinic which is housed in the community building and has two regularly scheduled itinerant health aides supported by first responder volunteers. There are no eldercare facilities in the region so older residents often move to Anchorage to receive appropriate care. Residents suggested that a retirement center, adult foster care or long-term care and assisted living facility located in the region would allow elders and adults to live closer to home and create much needed jobs. Similarly, the community has offered the idea of creating a regional recovery center to help address alcohol and drug abuse. Residents also believe that unemployment can be a major cause of addiction; if people are working there will be less alcohol and drug abuse. As noted in discussions in other village plans, operating costs for such facilities are high, external funding support is limited, and consequently, these facilities may pose a challenge to even larger hub communities such as Dillingham. More work is needed to determine the possible desirability and financial feasibility of an eldercare facility.

The Tribe provides limited social activities including potlucks, craft nights, and cultural learning projects. Recent projects of interest have included Qayak and paddle making, traditional plant gathering, and basket weaving.

Local Governance and Leadership. The community has had a good experience with joint Borough, SRC, and Fish and Game meetings in the past and would welcome more joint meetings in the future. Better communication and involvement of the Borough in the community would often be helpful.

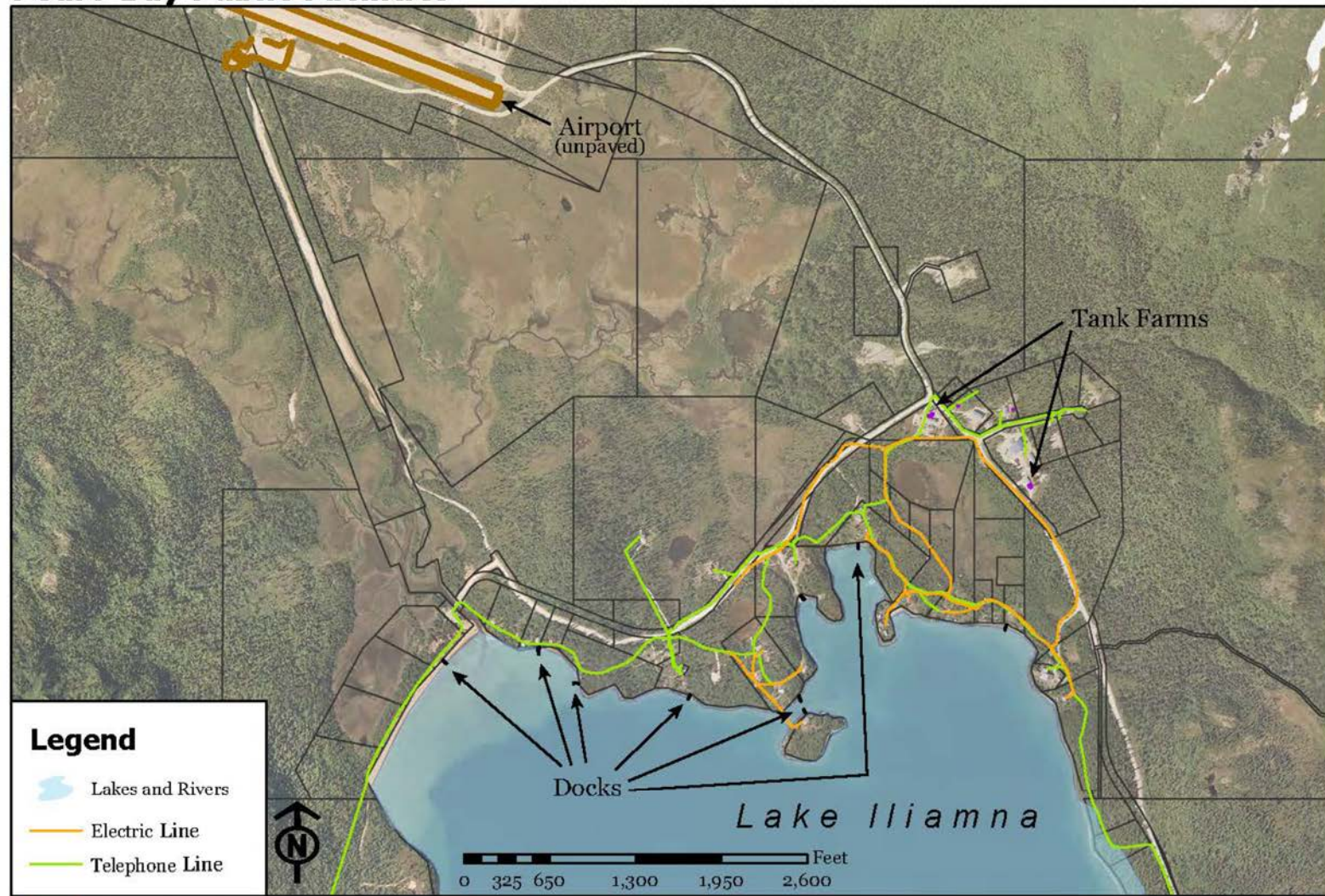
Priority Goals and Strategies. Priorities for Pedro Bay include addressing the high costs of energy via the Knutson Creek hydroelectric facility and access, improving the roads, bridges

and trails, re-use of the former school facilities for other community purposes (including housing), development of local firebreaks and defensible spaces for emergency management and lowering costs and improving connectivity for internet services.

Pedro Bay Public Facilities and Services Inventory

SERVICE/FACILITY	PROVIDER	CURRENT FACILITIES	ISSUES/NOTES/NEEDS
Transportation and Infrastructure			
Airport		3,000-foot gravel runway	
Boat Landing	Village Council	Barge landing area	
Maintenance Equipment		One grader and push dozer	
Electricity	Village Council	Three diesel generators (95kW, and two 58kW)	Hydroelectric Feasibility and Planning Study completed
Bulk Fuel		Village Council 64,000 gal LPSD 28,200 gal Total capacity- 92,200 gal	
Water/Sewer	Village Council	Septic pumping services, sewage lagoon, washeteria.	
Solid Waste	Village Council	Class 3 unpermitted landfill.	
Communications	Phone: ACS, AT&T, Alascom, GCI Internet: GCI		
Services and Facilities			
Fire & EMS	Clinic provides EMS	Code Red Unit	
Police	State Trooper (King Salmon)		
Postal Service	USPS	Post Office	
Community Center	Village Council	Community building	
Village Council	Pedro Bay Village	Tribal office	Village Corporation: Pedro Bay Corporation
Health Clinic	Village Council owns; South Central operates	Pedro Bay Clinic	
School	LPSD	School Building (closed in 2010)	

Pedro Bay Public Facilities



Scale: 1:12,000
 Projection: NAD 1983 Albers Alaska
 Data Layers: Lake and Peninsula Borough GIS data layers and
 Alaska Division of Community and Regional Affairs Community Profiles Aerial Photos

Iliamna Community Strategic Direction

Envisioned Future

“The school district, borough office, and regional vocational high school are located in the regional hub of Iliamna with a road connecting all villages around the lake.”

Community Overview

Iliamna is located on the north side of Lake Iliamna. Traditionally Athabascan, today the community is a mix of non-Natives, Tanaina Athabascans, and Alutiiq and Yup'ik Eskimos. The population has been increasing over the past twenty years, with Iliamna and Newhalen serving as a sub-regional hub. Iliamna is unusual in the Lake and Peninsula Borough in that it has a small local road system. An 8-mile paved road connects Iliamna to Newhalen, and a 14.5-mile road leads north to a proposed bridge site at the western end of Six Mile Lake. A bridge at this site would provide a road link to Nondalton.

Core Purpose: Intelligently improving and protecting subsistence and economic opportunities

Core Values:

- ❖ Connection to the land
- ❖ Freedom (to live, kids' exploration, subsistence)
- ❖ Thrive sustainably
- ❖ Strong healthy families

Table 1: Population and School Enrollment

Iliamna	1990	2000	2010	2018
Total population	94	102	109	102
School enrollment (Newhalen School)	-	83	75	67

Source: DCCED

Education. Enrollment at the school shared by Iliamna and Newhalen has been steady at nearly 70 students. There has been interest in creating a single, larger school that could serve Iliamna, Newhalen, and Nondalton. The construction of the Nondalton bridge as well as more discussions and study are needed to determine benefits and issues of this concept. Consolidation of education and other services can both reduce costs and raise quality. The proximity of these three communities, coupled with the potential for a road system and the current sharing of some services sets the stage of consideration of further service consolidation.

Community members want schools that help children better understand the practice native cultural traditions, and at the same time, prepare them for success in the competitive modern world. The community would like their children to receive instruction in their Native language and culture, as well as learn subsistence practices and how to protect and care for the land and

each other. At the same time, residents stressed the need for youth to develop working skills, suggesting that the school introduce career information earlier in their curricula. Residents noted that students tend to be ill-prepared for college and often don't have the basic tools needed to get jobs, including a driver's license and appropriate clothing.

Strategies to reach these goals include taking advantage of vocational education at SAVEC in King Salmon and for the school district to reinstitute discontinued programs such as vocational training and Native language instruction.

Economy. Iliamna's economy has historically been based on fishing and tourism. In 2010, 15 residents held commercial fishing permits, that number has fallen to two in 2018. High costs of permits, equipment, etc. keep many young people from entering the fishery. Local start-up opportunities might be able to take advantage of the fish supply.

Table 2: Fishing Permits

Iliamna	2010	2018
Number of resident commercial fishing permit holders	15	2

Source: State of Alaska CFEC

Lake Iliamna is the third largest lake in the United States, and visitors have been drawn to the area for fishing and other forms of recreation, going back to the 1930's when the first fishing lodges were established. The community would like to increase tourism opportunities focusing on cultural or eco-tourism. Iliamna is more costly to visit than fishing destinations on the Alaska road system, but less costly than many competing fly-out destinations due to the area's relative proximity to Anchorage, large airport, and regularly scheduled service. To expand tourism opportunities, work is needed, preferably with partner communities to build on tourism potential like a website, partnerships with tour companies and the park service, and more facilities like hiking trails and cabins.

There are other possible job opportunities in Iliamna. Work that can be done by residents often goes to people outside of the community. This comes at a higher cost than hiring a local. To be competitive, residents need additional training and education. Training necessary for entry level positions is likely possible within the region; more advanced positions will require out-of-region schooling and focused training. Training and job development are a big need in Iliamna.

Recently, mining exploration has provided locals with full or part-time jobs. If developed, the mine could provide a whole range of well-paying job opportunities. Development of the mine remains controversial and uncertain as it moves toward the permitting process.

Energy. Fuel prices are high, driving up the cost of living in Iliamna. Currently, the community's electricity is provided by INNEC Electric Cooperative, which serves Iliamna, Newhalen, and Nondalton. INNEC produced electricity with a diesel plant in Newhalen and the Tazimina Hydroelectric project. Electricity is distributed via 50 miles of power lines.

The community is seeking ways to reduce the cost of living. Reducing or stabilizing energy costs is a critical part of this objective. Possible strategies include:

- Bulk-fuel purchases- By sharing electrical generation, the three Iliamna area communities are already gaining the benefits of limited bulk fuel purchasing. More work is needed to see if this could be expanded to other lake communities.
- Expanded interties- Iliamna has expressed interest in pursuing additional energy interties among area communities (e.g., Kokhanok’s wind, hydro). Additionally, residents supported the installation of insulated power lines to reduce the frequent outages associated with running lines underground.
- Wind and education- Residents suggested incorporating an individual wind turbine installation project into the school curriculum to educate students about energy.

Table 3: Energy Prices

Iliamna	2010	2018
Cost of fuel per gallon	\$4.25	\$4.67
Cost of electricity (per kWh)	\$0.59	\$0.65

Source: Alaska Energy Authority PCE calculations (Note: prices above reflect price paid by utilities)

Subsistence. Subsistence is important to the local way of life in Iliamna. As is the case around rural Alaska, at times there is friction between resident subsistence activity and state and federal wildlife management. State permits and licenses don’t necessarily correspond to subsistence seasons. Residents note that complying with permit licensing requirements can be expensive and complicated, and not everyone knows the rules. The general sentiment expressed has been that subsistence shouldn’t require so much paperwork.

Capital Improvements. Iliamna’s capital improvement priorities include:

- Street lighting
- Breakwater/dock facility
- Senior living center
- Landfill equipment
- Community hall with commercial kitchen and transit building
- Fire department training and recruitment funds

Community Health and Wellness. Healthcare services in Iliamna are provided by the Nilavena sub-regional clinic. Residents would like to move toward local elder care and have an assisted living facility.

The community is also concerned about domestic violence, alcohol, and drug abuse. The sale of alcohol is prohibited in Iliamna, but importation and possession are allowed. Iliamna could use more local support for addressing these issues. Many people don't know how to talk about problems that they are having, and resources are located outside of the community. Other ways the community would like to address alcohol abuse include more family gatherings and activities for young children, including a place where children can go to feel safe, secure, and have fun instead of worrying about going home to intoxicated parents. More employment opportunities for adults are also desired to curb the need to drink so often.

Local Governance and Leadership. Iliamna residents have expressed a desire to have better relations with several other entities in the region, including:

- Better coordination and cooperation with Newhalen.
- Better working relationships with INNEC and the Borough.
- Explore potential regional partnerships on energy and tourism with other communities in the Borough. Explore the possibility of establishing a service area: local government that everyone can make decisions on.
- Increased attention from the Bristol Bay regional entities.

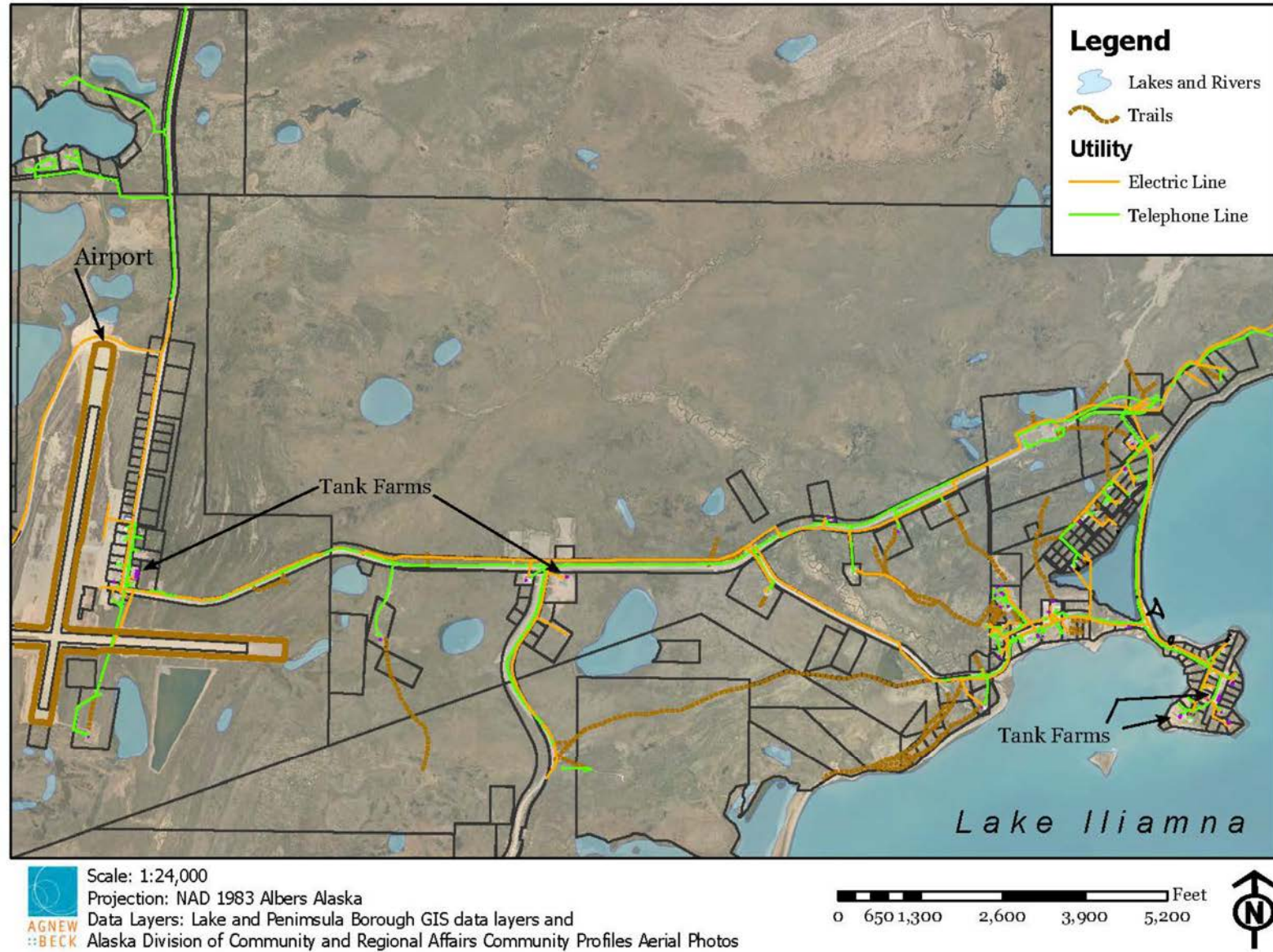
Priority Goals and Strategies. Iliamna residents have identified several community priorities including:

- Create stable jobs in the community.
- Increase opportunities and community spaces for youth to thrive.
- Become a hub for the lake region.
- Focus on community well-being and safety.
- Enhance ability to live a subsistence lifestyle.
- Explore and develop alternative energy infrastructure to help offset the high cost of living.

Iliamna Public Facilities and Services Inventory

SERVICE/FACILITY	PROVIDER	CURRENT FACILITIES	ISSUES/NOTES/NEEDS
Transportation and Infrastructure			
Airport	DOT	5,087 and 4,800-foot asphalt runway and floatplane base	
Boat Landing	Lake and Peninsula Borough	20 x 130-foot barge landing ramp	
Maintenance Equipment	Village		
Electricity	INN Electric Cooperative	Diesel generator plant in Newhalen, Tazimina Hydroelectric Plant(960kW)	
Bulk Fuel		Crowley Fuel 86,000 gal Village Council Clinic 2,000 gal DOT/Airport 5,000 gal US Postal Service 2,000 gal FAA 3,000 gal Private 84,255 gal Total capacity= 185,255 gal	
Water/Sewer	Village Council	Community well for community building, village office, washeteria. Septic pumping.	
Solid Waste	Village Council	Class 3 unpermitted landfill	
Communications	Phone: AT&T Alascom, GCI, Interior Telephone Co. /TelAlaska Internet: GCI, TelAlaska		
Services and Facilities			
Fire & EMS	Fire Department		
Police	State Trooper (King Salmon)		
Postal Service	USPS	Post Office	Shared with Newhalen (Located in Iliamna)
Community Center	Village council	Community Building	
Village Council	Village of Iliamna	Tribal Office	Village Corporation: Iliamna Natives Limited
Health Clinic	South Central Foundation	Nilavena Sub-regional Clinic	
Recreation Facilities		Recreation/Teen Center, school gym	
School	LPSD	School Building	

Iliamna Public Facilities



Newhalen Community Strategic Direction

Envisioned Future

“Two communities, Newhalen and Iliamna, work together to improve and strengthen community for our kids”

Community Overview

Newhalen is located on the north shore of Iliamna Lake at the mouth of the Newhalen River, 4.5 miles southwest of Iliamna. Newhalen and Iliamna share a post office and the Newhalen School. Newhalen’s population is mostly native, with Yup’ik Eskimo, Alutiiq, and Athabascan ancestry. The community has a subsistence and fishing lifestyle, and many families travel to Naknek to fish in the summer months. Newhalen is also strongly linked to the modern world.

Core Purpose: Future for our youth

Core Values:

- ❖ Desire to make Newhalen better
- ❖ Kids & Family
- ❖ Self-sufficiency
- ❖ Proactive & Progressive Eye to the Future
- ❖ Healthy Environment

Table 1: Population and School Enrollment

Newhalen	1990	2000	2010	2018
Total population	160	160	190	214
School enrollment	-	83	75	67

Source: DCCED

Housing. Newhalen’s population has increased over the past 20 years. Residents have long identified a lack of affordable, quality housing, particularly for young families and elders. Vacant lots are available but paying for land is still a financial and conceptual challenge for many residents. While the land price is already subsidized by the City, \$5,000 for a lot is unaffordable for many residents. This creates a significant hurdle for the construction of new homes. Programs that allow for “sweat equity”, in which the resident builds the house but still takes out a loan for building materials is one option but securing a loan can often be difficult.

Education. Newhalen School is attended by students from both Newhalen and Iliamna. Attendance has remained steady over the past 20 years. Although the school’s enrollment is well above the minimum needed to keep it open, residents have suggested consolidating schooling among multiple villages which would compile resources, potentially reduce per-student education costs, and increase the range and the quality of offerings. The community suggests exploring the possibility of a sub-regional high school like that in Mt. Edgecumbe in Sitka.

Many families dislike the Standards Based System (SBS) that replaced the LPSD's former grade level system, believing the programming does not align with the values of cooperation and instead puts attention on the student to perform on their own. There are also criticisms related to the possible non-alignment with other school systems like those in Anchorage.

Community members are concerned about how to give their children an education that is both culturally relevant and prepares them for jobs, college, etc. The community would like to ensure that their children receive instruction in their Native language and culture, as well as subsistence practices, and to know how to protect and care for the land and each other. At the same time, residents stressed the need for youth to develop working skills. Community members have suggested providing vocational education and encouraging youth to acquire more relevant experience. They propose that youth start training at a younger age to prevent local jobs from being outsourced, noting a lack of connection between service providers and residents.

Table 2: Fishing Permits

Newhalen	2010	2018
Number of resident commercial fishing permit holders	11	10

Source: State of Alaska CFEC

Economy. In the past, Newhalen's main industries have been commercial fishing and tourism. In 2010, 11 residents held commercial fishing permits. Since then, the number of permits has only dropped by one. According to residents, at one point there were as many as 40-50 permits in the community. Many young people cannot afford to enter the fishery due to the high cost of permits, vessels, and equipment. The community is also concerned that a regional CDQ entity, Bristol Bay Economic Development Corporation (BBEDC), does not reinvest in the communities that are active in the industry, but outside formal BBEDC boundaries.

In years past, thousands of sport fishermen would visit the area each summer for trophy rainbow trout fishing on Lake Iliamna. Locals note that tourism is declining; the area's 13 lodges are now down to one or two operating lodges. The sport-fishing limit of five fish per day was reduced to two fish per day which is causing a lack of business. Fewer people are willing to spend the money to charter a fishing boat or hire a guide to catch two fish a day.

Newhalen residents are committed to focusing economic development efforts on creating jobs and providing needed training that will allow families to stay in the community. Many residents say they are not interested in slope jobs, stressing the importance of maintaining healthy family units and two-parent households. While this is understandable, it is important to note that rural Alaska communities are unlikely to supply enough local jobs to support residents. Consequently, the option to work a well-paid job outside the village should be considered as an important, practical economic development strategy.

The community wants to keep everyone employed and earning money, not just receiving handouts. Local employers note that it is difficult to attract new employees, pay them, and house them. While this is improving, the training needed to transition locals into jobs is lacking. Residents are also interested in learning how to access financing to start new local businesses. For example, some residents wanted to start a daycare, but high insurance costs made it

problematic. Locals stated that this would be a very useful service and would also be a good job opportunity for younger community members.

Energy and Transportation. Fuel prices are high, driving up the cost of living. The community is seeking ways to reduce transportation barriers, energy costs, and the cost of living. For three to four months out of the year barges deliver bulk goods to Newhalen that are lightered to shore, but Iliamna Air is by far the largest freight carrier. However, the cost of air freight is so high the community would like to find ways to reduce their dependence on air transport.

Currently, Newhalen’s electricity is provided by the Iliamna-Newhalen-Nondalton Electric Cooperative (INNEC), which serves all three communities. INNEC produces power mainly through their run-of-the-river Tazimina hydroelectric power plant, with a back up diesel generator in Newhalen.

Newhalen is interested in wind energy and additional energy interties among area communities (e.g. Kokhanok’s wind). The Tazimina project was constructed before the current financial incentives for renewable projects were made available. Community members indicate that Newhalen, Iliamna, and Nondalton did not receive the financial subsidies that other recent comparable projects have received from the Alaska Energy Authority. Newhalen could use technical assistance when it comes to drafting these types of requests and resolutions.

Table 3: Energy Prices

Newhalen	2002	2018
Cost of fuel per gallon	\$1.48	\$4.67
Cost of electricity (per kWh)	\$0.49	\$0.65

Source: Alaska Energy Authority PCE calculations

Capital Improvements. Newhalen’s capital improvement priorities include:

- Water and sewer improvements
- Land planning/housing
- Road extension completion
- Newhalen dock
- Assisted living home
- Community playground
- City office/Inn renovation
- Recycle center
- Subsistence harvest building
- Community greenhouse

Local Governance and Leadership. Newhalen residents have expressed a desire to have better relations with several other entities in the region including:

- Better coordination and cooperation with Iliamna. This could involve more joint meetings, and/or establishing a common community vision and combining funds toward fulfilling that vision. Residents noted that by working more closely together to jointly serve the two communities, Newhalen and Iliamna could successfully implement projects that each of the individual communities might be too small to do on their own.
- Improved, more open communication between the Lake and Peninsula Borough and borough communities, including more thorough follow-up and better access to Borough information, particularly being able to access the mail and email list. Newhalen residents suggested moving the Borough headquarters to Iliamna or Newhalen so that Borough government could be located within the Borough. Residents are frustrated that the Borough employees do not live in and use the resources in the Borough and are therefore detached from the Borough's decisions.
- Increased attention or service from the Bristol Bay regional entities. Currently there is distrust of these institutions among some community members who feel that community goals and interests are not aligned with the BB entities and are not receiving appropriate levels of support.

Community Health and Wellness. Newhalen is experiencing several health and wellness issues that the community would like to address, including alcohol and drug abuse, obesity, cancer, diabetes, and other health issues. Residents stressed the importance of working together to meet the spiritual, mental, emotional, and physical needs of the community. They also stressed the importance of working together to meet the spiritual, mental, emotional, and physical needs of community members. Proposed actions to address health and wellness issues include:

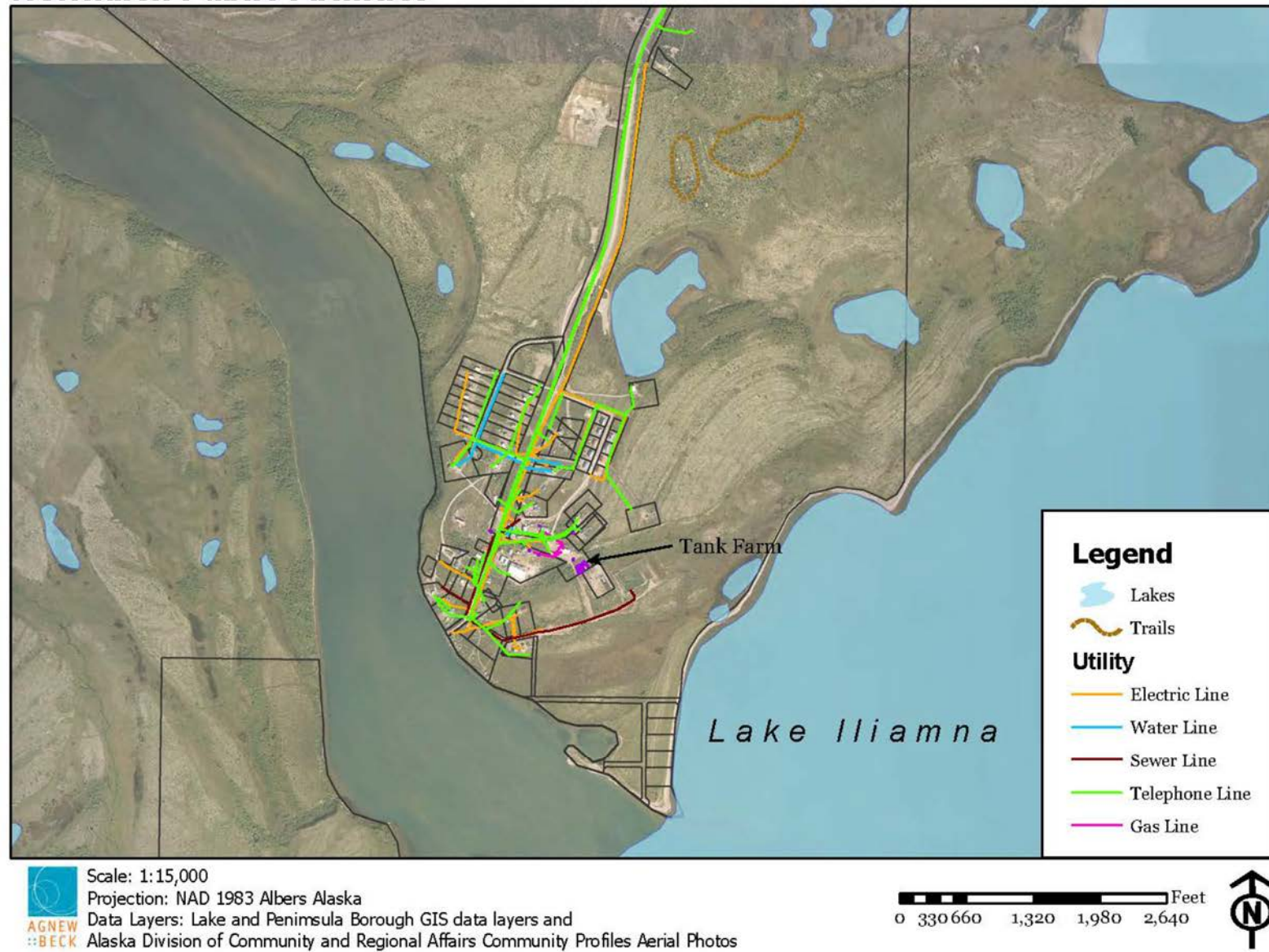
- The need for locals to volunteer and provide more family time, gatherings, and activities for people in the community.
- Alcohol problems should be addressed at a community level instead of an individual level. This also applies to dealing with deaths in the community (grief counseling).
- Many residents do not know how to talk about problems with alcohol. There is a wish that entities would step up in helping fulfill their role with this issue.
- Families in the community need to better understand the importance of values, traditions and beliefs in raising healthy, positive youth. Youth need to be educated that alcohol, drugs, and processed foods are unhealthy.
- Residents would like a bigger school, head start program, and school counselor to support healthy childhood development.
- A local training facility is needed for vocational programs. Domestic violence and drug abuse are believed to be tied to unemployment; if people have jobs, those problems should decline.

Newhalen residents would also like to move toward a local eldercare facility so that elders can stay in the community, or at the very least, in the Lakes region. As pointed out in other village plans this is a worthy goal but funding ongoing operations is very challenging.

Newhalen Public Facilities and Services Inventory

SERVICE/FACILITY	PROVIDER	CURRENT FACILITIES	ISSUES/NOTES/NEEDS
Transportation and Infrastructure			
Airport		None (located in Iliamna)	
Maintenance Equipment	City	Dump truck	
Electricity	INN Electric Cooperative	Diesel generator plant in Newhalen, Tazimina Hydroelectric Plant (960kW). Serves Iliamna, Newhalen, and Nondalton via electric distribution lines.	Alternative energy study completed.
Bulk Fuel		LPSD 5,000 gal City Buildings 3,500 City 191,700 Total capacity = 200,200	
Water/Sewer	City	Water treatment facility, piped public water, septic pumping services, central sewer system, sewage lagoon.	No water treatment.
Solid Waste	City	Class 3 permitted landfill	
Communications	Phone: Interiror Telephone Co./TelAlaska, At&T, Alascom, GCI Internet: GCI		
Services and Facilities			
Fire & EMS	Volunteer firefighters, volunteer EMS, 2 BB Health CHPs	South Central Foundation Ambulance	
Police	State Trooper (King Salmon)		
Postal Service	USPS	Post Office (located in Iliamna)	
Community Center	City	Community Center	
Village Council	Newhalen Village	Tribal Office	Village Corporation: Alaska Peninsula Corporation
City Council	City of Newhalen	City Hall	
Health Clinic		None (Use Sub regional Clinic in Iliamna)	
Recreation Facilities		New Recreation/Teen Center, School Gym	
School	LPSD	School Building	

Newhalen Public Facilities



Kokhanok Community Strategic Direction

Envisioned Future

“We are responsible for our own future with youth involvement, local jobs, and self-governance.”

Community Overview

Kokhanok is located on the south shore of Lake Iliamna. It has a mixed Native population of primarily Alutiiq and Yup'ik. Subsistence activities are the focal point of the culture and lifestyle. Population has remained fairly steady over the past 20 years.

Core Purpose: Culture, community, family, cooperation

Core Values:

- ❖ Subsistence (salmon, traditions)
- ❖ Positive Growth (jobs/training, keeping people home, all are united, youth/elders)
- ❖ Stewards of our land (clean environment)

Table 1: Population and School Enrollment

Kokhanok	1990	2000	2010	2018
Total population	152	174	170	168
School enrollment	-	60	35	35

Source: DCCED

Community Strengths and Successes

Residents have identified several community strengths and successes, including Kokhanok's beautiful location (with the trees, mountains, lakes, tundra, and fishing), successful school and preschool, and sense of community. Kokhanok has engaged in several successful projects, including the wind energy project, fuel farm, and better HUD homes. Residents attribute community success to meetings, local grant writing, community effort, and cooperation including bridging the gap between the school and the community. Other successes include building leadership capacity within the village and culture programs.

Housing. Locals have identified a lack of affordable, quality housing, particularly for young families, elders, and transient workers. Young people are struggling to find affordable housing, which often forces them to leave the village. The community also recognizes the need to provide law enforcement with adequate housing. Kokhanok is currently without a VPSO and the community believes that having suitable housing will help attract a VPSO to work in the village. Currently, there are no places for transient workers to stay while doing business in the village.

Bristol Bay Housing Authority (BBHA) continues to work to meet regional housing needs, but funding is limited. Consequently, communities and individuals who want more housing will have

to take on more responsibility to meet this objective. A promising option beginning to be used around rural Alaska is for individuals to purchase and own their own homes by using a combination of borrowed money, “sweat equity”, and funding from external sources. While community members have expressed some concerns about paying a share of the costs to buy or rent as well as covering ongoing maintenance costs, this is likely emerging as a necessity.

Education. Kokhanok’s school enrollment has stayed around 32 students since 2012. Currently, residents say the population is growing with many young families and children. The school is currently elementary heavy. Six students make up the middle school and high school population combined. Some older students have a tendency to move to bigger schools for more sports opportunities. However, the community feels that if students chose to stay in the village the school would be able to have a bigger team to participate in sports.

With increasing numbers of small children, the school needs continued sustainable funding for its preschool program. Currently, the preschool is funded by a grant. However, the current government would like to significantly cut funding for early childhood education which could be devastating for the program. Problems with teacher turnover has been improving; teachers feel more welcome and are staying longer.

The community would like to gear education towards community needs; setting the stage for college degrees in areas that will provide graduates with work in the community so instead of having to hire outside help, the community will have the capacity it needs. The school now offers advanced classes through BYU online classes to help make this possible. LPSD’s Career Technical Education (CTE) program provides a wide variety of courses to help expose and prepare students for different fields of work they may be interested in including small engine mechanics, carpentry, business, web design, welding, drivers education, first responder/ETT, heavy equipment, culinary arts and more. Vocational education has always been a priority in Kokhanok and the CTE program has helped make this a possibility.

Traditional cultural knowledge and skills in childhood education is also important to the community. To help students be successful, community members note the importance of parent involvement at school and access to financial resources for those seeking to further their education. An overhaul to the cultural awareness standards has taken place and now focuses on local knowledge. There are also cultural programs available in the summer for students to participate in.

Energy and Cost of Living. Fuel prices are high, driving up the cost of living to the point where people are moving away. Addressing these high energy costs starts with conservation. To use less energy, Kokhanok residents have suggested walking more, promoting energy efficient lighting, and constructing energy efficient homes. One community member has suggested not cutting all the trees near the village, because they are good for wind protection. The community would like to promote energy efficiency in future home construction and renovation and look into programs such as the Alaska Housing Finance Corporation’s (AHFC) Weatherization and Home Energy Rebate programs. The Bristol Bay Housing Authority (BBHA) is not very flexible

about construction and improvement guidelines and community recommendations are not always followed. This suggests the need for better communication between the community and BBHA.

Kokhanok has had supplies delivered by barge via the Kvichak River since 2010. Barges only run for certain months out of the year, requiring air freight for regular food and supplies. If barges don't show the community is forced to fly in fuel, which becomes extremely expensive. Residents are hoping to move toward energy and food independence.

With diesel prices continuing to climb, Kokhanok is pursuing renewable energy sources with the goal of moving entirely away from diesel. The community has two 90kW Vestas wind turbines that are in the process of being integrated and will generate a substantial portion of local electric needs when completed. This project will help the community decrease reliance on diesel significantly. The community has also completed a wood-fired boiler project that provides heat to the village offices. Community members are interested in exploring the feasibility of other renewables (e.g. geothermal, hydro, solar, and small wind turbines) and relying on wood stoves and steam baths. Residents would like to see increasing reliance on subsistence hunting and fishing as well and creating a local garden to address high grocery expenses. Kokhanok wants to work with other Lake Area villages to pursue regional efforts to reduce fuel costs.

Table 2: Energy Prices

Kokhanok	2002	2018
Cost of fuel per gallon	\$2.14	\$4.46
Cost of electricity (per kWh)	\$0.55	\$0.90

Source: Alaska Energy Authority PCE calculations

Economy. A desire for a variety of new education and social programs is one of Kokhanok's priorities. Currently, the school is Kokhanok's largest employer. The community would like to focus on generating a range of stable jobs within the village (not just office jobs), including community run-and owned- businesses that benefit the community as a whole. Community members have been concerned that some people are selling native allotments to outsiders in order to obtain cash instead of seeking employment. Another huge issue within the community is finding people to do the work within the village. There is a huge lack of motivation, and the community often finds that the same group of people are willing to work. This has started to cause others to become angry and feel left out when in reality, those who are feeling angry and left out are the ones who lack motivation to get the work done.

As is the case around rural Alaska, finding jobs for residents will require creating jobs in the community to help stop locals from leaving the village to seek employment. Alaska is fortunate to have the option for well-paid jobs in places like the North Slope that are tailored for workers who live in other locations. Some residents state that jobs outside the community are not ideal because it separates families. While this is true, given the option of no job or a well-paid job outside the village, the latter for many people is likely the better choice.

Residents would like increased training opportunities and small business development assistance such as on-the-job training and job shadowing opportunities or assistance obtaining start-up funding. Community members have also identified legal issues as obstacles to economic development. These include land use limitations, and challenges with land ownership (e.g. ecotourism-trespassing conflicts) that result in a community that is “land rich, and tax poor.”

Locals identified potential businesses that could be started in Kokhanok. One category is largely driven by residents spending money in the community; for example, a co-operative store, restaurant, daycare, or laundromat would help boost the economy. A second, more important category focuses on bringing new spending into the community such as visitor housing/accommodations for transient workers, selling local arts and crafts, grant writing, or a NOAA weather station which could potentially create several year-round jobs. The idea of a bottled water plant has long been suggested by the community, but the costs of bottling this product are likely prohibitive.

Tourism and ecotourism could draw visitors for fishing, recreation and hiking. Visitors already travel to the area for sport fishing, but there is currently little ecotourism in the area. The lack of lodging accommodations for tourists or for itinerant professionals and work crews likely hinders this. To attract more visitors, Kokhanok needs to invest in an air terminal, and market itself as a tourist destination. There will also be greater potential for online marketing and business development once there are better internet options for the village. The community could even provide a communication center and distribution services once better internet options are available.

Table 3: Fishing Permits

Kokhanok	2010	2018
Number of resident commercial fishing permit holders	9	11

Source: State of Alaska CFEC

In 2010, nine residents held commercial fishing permits; since then, two more have been acquired in the village. Incentive programs from BBEDC could be useful; however, Kokhanok only qualifies for a few of BBEDC’s grants and programs. If BBEDC would extend all programs to Kokhanok and the lake area, it would create a bigger incentive to own permits and vessels.

Subsistence. Subsistence is an important part of community life in Kokhanok. Many families in the village have a summer fish camp near the Gibraltar River. Children are encouraged to participate in subsistence hunting and fishing so they can learn about sustainable, seasonal practices and gun safety. Subsistence practices are becoming more encouraged due to changes in educational and school practices (e.g. cultural programs). The community notes that state fish and game management seem to cater more to sport hunters and fishers than subsistence. Seasons are set up to cater to those seeking to get a big bull moose that may be in rut rather than one that is actually good to eat. Residents would like to see more regulation of predator species such as bear and wolf in order to help moose and caribou numbers rebound. Moose populations are down, and although caribou numbers are rebounding, they are still low and are further out of town in the mountains. Bears are becoming a safety hazard around the village. The community

could take advantage of the large bear populations by attracting tourism and photography; some locals are already getting permits to hunt bear. Residents intend to improve local knowledge about existing state and federal hunting and fishing regulations, and if possible, they're hoping to modify the regulations to better serve local subsistence use.

Environment. Because the natural environment is so integral to Kokhanok's culture and economy, the community is taking steps to protect and maintain the natural quality of the local environment. Residents would like to see more regulation and higher standards for water quality and environmental protection. Kokhanok's new waste collection cans and incinerator means that the dump is now cleaner than in the past, air quality has improved in the village, and there are fewer nuisance animals. A Borough scrap metal and hazardous material removal program allowed for numerous washers, dryers, and other larger appliances along with a load of batteries to be removed from the village which helped clean up the landfill as well.

Infrastructure and Capital Improvements. Kokhanok's capital improvement priorities include:

- VPSO Housing/ Multi-purpose building
- Playground
- Garden
- Small floating dock

The community would also like to pursue several other infrastructure improvements including:

- Water & sewer upgrades. Plans are in development to overhaul the existing system.
- Electrical upgrades.
- Roads upgrade.

Community Health and Wellness. Kokhanok is served by the Kokhanok Clinic, which is run by the Southcentral Foundation and provides emergency services and health care from three health aides. Community health and wellness concerns include the desire to make sure itinerant doctors or nurses to have ample time to see all people as well as several suggestions for increased preventative care. These include:

- Boat safety, gun safety, and fire safety
- Education: talk to people about washing hands, blood pressure, heart health, tobacco, alcohol, depression, diabetes, and food processing
- Plan more social activities (e.g. potlaches, fish derbies, Sunday church, games etc.)

Kokhanok is a "damp" community. The sale of alcohol is banned, but alcohol and drug abuse still occur. Residents would like more awareness, education and counseling about alcohol and related problems.

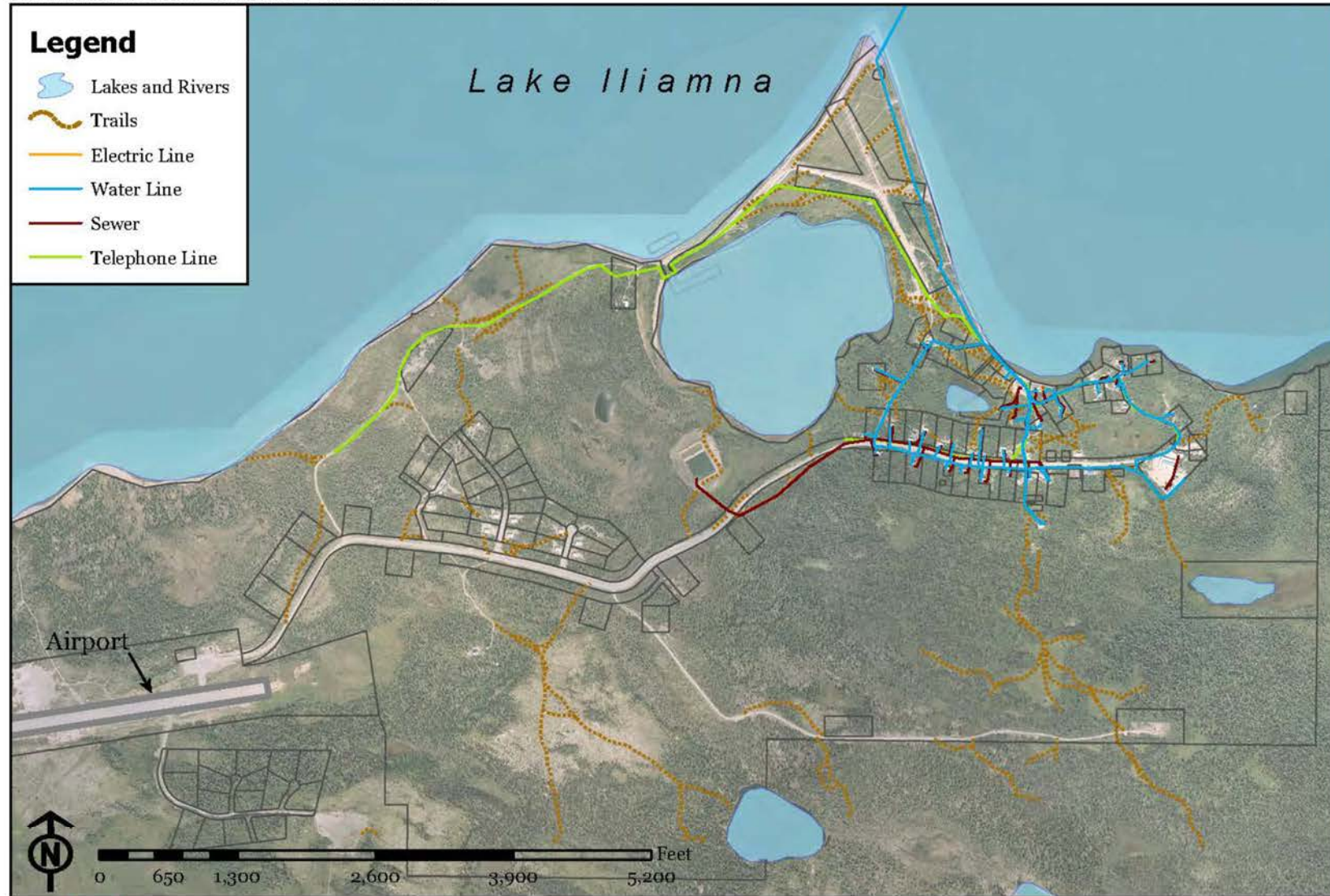
Local Governance and Leadership. Kokhanok residents suggested a variety of ways to further improve cooperation and governance within the village and with other entities. Many current residents are not enrolled in the tribal government and therefore do not have a voice in local governance. Some residents, including the tribal administrator, suggests that the village council proactively include them to avoid the costs and duplication of roles that would come with incorporation as a second-class city. Community members also suggest making the monthly meeting a social (not just political) event.

The community has good communication with the Borough and school district, although more outreach from the Borough (such as newsletters) would be helpful. Kokhanok would like to improve communication between the Alaska Peninsula Corporation and village. Locals also suggested that Kokhanok promote self-determination under Public Law 93-638, which would enable the tribe to operate its own program and produce jobs. With federal budget cuts happening, the community would like more technical assistance to improve local understanding of projects and funding opportunities on federal, state, and local levels. The community is also interested in grant writing assistance and training so they can more successfully pursue available funding opportunities.

Kokhanok Public Facilities and Services Inventory

SERVICE/FACILITY	PROVIDER	CURRENT FACILITIES	ISSUES/NOTES/NEEDS
Transportation and Infrastructure			
Airport	DOT+PF	3,300 foot gravel runway	Village would like to lengthen for bigger fuel planes
Barge Ramp	Village Council	Concrete boat ramp	Built summer 2013
Maintenance Equipment	Village Council	Dozer, Skidsteer, Loader, Grader, Snow plow, Backhoe	
Electricity	Village Council	4 (2 new) diesel generators; two 90-kW wind turbines	Wind turbines scheduled to be integrated by 2020
Bulk Fuel	Village Council	58,900 gallon fuel tank farm	
Water/Sewer	Village Council; Public Health Service	Public water well, piped water and sewer. Washeteria (in Community Hall)	
Solid Waste	Village Council	Class 3 landfill and incinerator	
Communications	Phone: ACS, AT&T, Alascom, GCI Internet: Hughesnet, GCI		
Services and Facilities			
Fire & EMS	Clinic provides EMS	Fire hall, Code Red Unit	
Police	State Trooper (King Salmon & Anchorage)		Need housing & office space for VPSO
Postal Service	USPS	Post Office	
Community Center	Village Council	Old School	Very old, needs to be repaired/replaced
Village Council	Kokhanok Village	Tribal Office	Village Corporation: Alaska Peninsula Corporation
Emergency Services	Volunteer Fire Squad		
Health Clinic	Village Council owns; Southcentral Foundation Operates	Kokhanok Clinic	Built in 2007
Recreation Facilities		Playground	
School	LPSD	School Building	

Kokhanok Public Facilities



Scale: 1:15,000
 Projection: NAD 1983 Albers Alaska
 Data Layers: Lake and Peninsula Borough GIS data layers and
 Alaska Division of Community and Regional Affairs Community Profiles Aerial Photos

Igiugig Community Strategic Direction

Envisioned Future

“Igiugig is locally driven and self-sustaining.”

Community Overview and Strengths

Igiugig is located on the south shore of the Kvichak River, which flows from Iliamna Lake. Residents of Igiugig have identified several community strengths and successes including the community greenhouse, potato garden, recycling program, and alternative energy projects. Igiugig attributes its’ successes to supportive relationships within the community and with outside agencies and believes that cooperation and governance are Igiugig’s biggest strengths. Igiugig has a Native Corporation and a Village Council who work together closely. One resident said “we get support from the entire community when we try to do something. We have good relationships with state and federal agencies, for the most part. Igiugig is unique in that people are self-motivated; they mind their own business.” This community parted ways with the regional Bristol Bay non-profit service organization in certain areas and believes working independently has been a key part of their success. Community members also note that having a documented community plan and a good track record of financial management as a community increases the chances of getting funding for public projects.

Core Purpose: Community, respect, advancing, independent

Core Values:

- ❖ Unity (pride, love for Igiugig, support, respect)
- ❖ Subsistence culture (culture indigeneity)
- ❖ Empowering generations (future generations, family values, honoring elders, strengthening our children, self-sufficient)

Table 1: Population and School Enrollment

Igiugig	1990	2000	2010	2018
Total population	33	53	55	52
School enrollment	-	14	13	21

Source: DCCED

Education. Another community priority is to strengthen community support for education to make sure the school stays open. School enrollment has increased recently to 21 students, well over the minimum for maintaining the school. Igiugig has been lucky in having good teachers who are involved in the community. The community would like to keep their teacher turnover rate as low as possible by actively supporting dedicated teachers, encouraging them to stay in the community and helping them to better understand and enjoy rural life. Residents would also like to encourage local people to become teachers since they have a vested interest in the community.

The community wants to define a clearer role for the Tribe in helping Native students that graduated from college with teaching degrees to get hired in their home districts and to explore the possibility of providing internships for locals to learn to become teachers. Some residents also suggested the need for supplemental itinerant teachers so that students have experiences with different teachers. Sometimes students graduate with

stronger areas that are reflective of teacher strengths, not necessarily the education they need. Community members agreed that local youth would greatly benefit from guidance counseling or other adult leaders with whom they can connect and learn.

Housing. One community priority is expanding housing stock. Affordable, multifamily housing is desired for young people, such as those who wish to return to the village after leaving for college or other education and training.

The Village Council currently owns seven houses. Igiugig has pursued diverse sources of housing funding, but the community recently built eight homes, six HUD homes, one THHP, and one locally funded home. Working with the housing authority, the partners used a competitive bidding process to maximize square footage and energy efficiency. Rather than make a profit on the homes, partners put the resources saved through the competitive bidding process into additional insulation. Homes are extremely well insulated, so they are low cost for the homeowners to live in compared to previous homes that went through more oil in a month. The community used a local construction company.

Community members would like to find a way to include money management training as part of receiving low-income housing so people who receive homes learn to become good money managers. The idea of subsidy vouchers to maintain things inside of homes has also been suggested.

Table 2: Fishing Permits

Igiugig	2010	2018
Number of resident commercial fishing permit holders	4	1

Source: State of Alaska CFEC

Economy. Fishing and tourism are important components of Igiugig’s economy. Community members see these industries as being dominated by outsiders and would like to increase local investment and participation in fishing and tourism as well as diversifying the local economy to include other types of economic activities. Several local businesses are owned by the Tribe instead of individuals, but there are also several sole proprietorships.

Many residents travel to Naknek during the summer months to work in the fishing industry. The number of residents holding commercial fishing permits has declined since 2010. Like other area communities, Igiugig’s residents face barriers to commercial fishing; the cost of gear, permits, and a boat are high, but the value of the product keeps changing due to fish prices fluctuating. Because not every year is a good fishing year, new fishers need a fallback plan, or they risk losing money and/or defaulting on loans.

Igiugig is an important gateway to sport hunting and sport fishing, including fishing on the Branch River that begins in Katmai National Park. There are seven commercial lodges that serve sports fishermen seasonally in the Igiugig area. In the summer visitors fish for trophy rainbow trout in Lake Iliamna and its tributaries. The community is interested in diversifying Igiugig’s existing tourism from sport fishing to include ecotourism and cultural tourism. Residents suggested a few key projects to support local tourism, including waterfront improvements and an airport runway extension. The community has already built a lodge support facility building for a future village lodge and cultural center.

Residents want to attract people and diversify the talent pool in the community, targeting people with needed skills to move to Igiugig. Community members also want to diversify their talent pool through training and education, particularly in trades, such as carpentry, electrical, plumbing and small engine repair. Fish plant

equipment is specialized; it is costly to bring out a technician and to ship parts out for maintenance. Training in small business operation would also be useful as these individuals could run their own businesses, serving the village where they live as well as other nearby communities.

The community identified several possible local businesses; these include a restaurant, daycare, arts and crafts, village-owned lodge with local hire (cultural and ecotourism, café' attached), airline service, greenhouse with capacity to sell product to lodges, and value-added food products like salmonberry jam. Currently, high electricity rates hinder people from opening businesses, so the community also views public investments toward reducing energy costs as an economic development strategy.

Job creation and development will also have to overcome the barriers that assistance programs may inadvertently present to families. Some lower income people initially might have more money if they rely on government assistance programs and chose not to undertake the risk and hard work of starting a business or taking an entry level job.

Community members also identified economic development strategies as an important way to promote community health and wellness, saying that “working has a lot to do with how wellness happens; when people have jobs, the community is healthier.” Residents would also like to continue helping elders through designated and organized elder care for the village, and organizing activities that involve families, e.g. family dinners.

Energy. Fuel prices are high, driving up the cost of living in Igiugig. The community is pursuing a number of ways to reduce energy costs. They are currently working on a river hydro project, solar collectors, a wood boiler project, and have done residential weatherization. Igiugig is also working on retrofitting the village with wind power, with the intention of training other communities on how to maintain them.

The Port Alsworth wind tower was moved to Igiugig. A year-long study is underway to determine the feasibility study of utility-scale wind production in the community.

Table 3: Energy Prices

Igiugig	2010	2018
Cost of fuel per gallon	\$5.16	\$5.85
Cost of electricity (per kWh)	\$0.80	\$0.92

Source: Alaska Energy Authority PCE calculations

Subsistence. Subsistence is an important part of village life in Igiugig. Residents want to strengthen local voices in natural resource management and protect subsistence in the area. The community has identified climate change as the biggest challenge to the stability of the subsistence resources and is developing a resiliency plan to address this issue. There is also concern coming from both locals and sport fishing lodges that the Kvichak River is being over fished.

Public Facilities and Services. The community would like to pursue several public service and facility improvements including:

- Community Cultural Center
- Extend the airport runway: the existing airport is owned and maintained by the State. It has a 3,000-foot runway, which is too small for commercial purposes. If lengthened, it will help make tourism and other economic development initiatives that depend upon air transportation more viable.

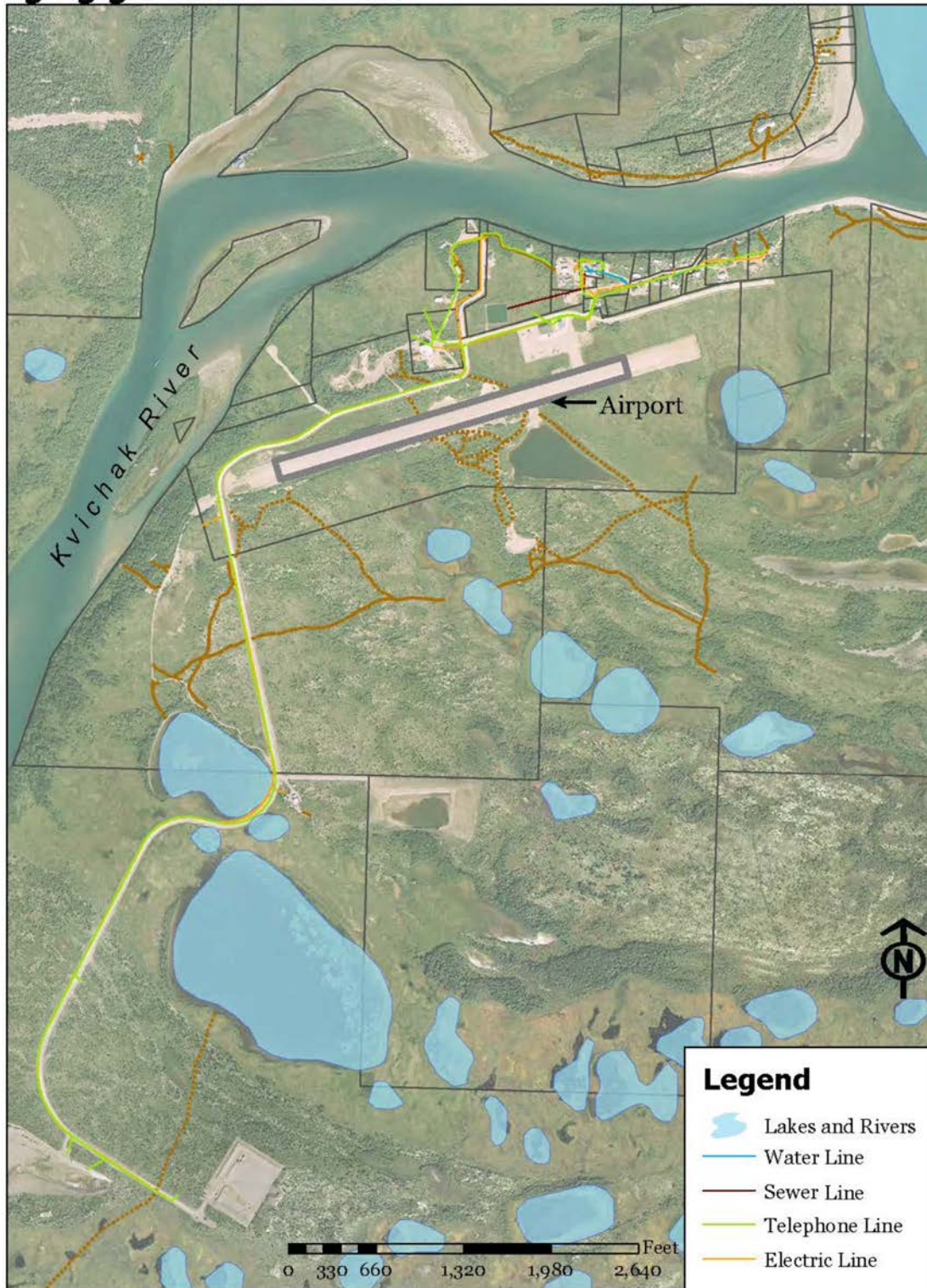
- Due to the high cost of freight and transportation, Igiugig is interested in exploring the possibility of coordinating with other villages to get more efficient barge service.
- Become 100% off dependence on diesel.
- Improve the waterfront for tourism.
- Install second RivGen Unit
- Expand the library.
- Create a childcare facility.
- Water line extension.

Igiugig Public Facilities and Services Inventory

SERVICE/FACILITY	PROVIDER	CURRENT FACILITIES	ISSUES/NOTES/NEEDS
Transportation and Infrastructure			
Airport	State-owned	3,300 foot gravel runway	Community would like to extend the runway to accommodate larger aircraft.
Boat Landing	Igiugig Village Council	New barge landing Boat landing	
Maintenance Equipment	Local contractor	One grader and snow plow, rock crusher, compactor, dozer, dump trucks, loader, excavators	
Electricity	Igiugig Electric Company	3 65kW generators, three wind turbines for greenhouse. Wood boiler.	Examining in-stream kinetic power systems upgrade (DCRA)
Bulk Fuel		Village Council 115,000 gal LPSD 5,000 gal Total Capacity= 120,000 gal	
Water/Sewer	Village Council	Water well and treatment plant, piped water and sewer, washeteria and sewer lagoon	
Solid Waste/Recycling	Village Council	Class 3 unpermitted landfill, glass crusher, cardboard bailer, bins for plastic and aluminum, battery collection, e-waste collection, white appliance collection	
Communications	Phone: Bristol Bay Telephone Internet: GCI		
Services and Facilities			
Fire & EMS	Volunteer Fire Department, Clinic and volunteers provide EMS	1 Fire truck, 1 patient transport vehicle, 1 emergency building	
Police	State Trooper (King Salmon)	BBNA Safety vehicle, boat	
Postal Service	USPS	Post Office	Community wants own zip code (currently shares with King Salmon)
Village Council	Igiugig Village	Tribal Office	Village Corporation: Igiugig Native Corporation
Health Clinic	Village Council owns; BBAHC and SCF operate	Igiugig Village Health Clinic	Built 2011

Recreation Facilities		Fitness Center, Community Greenhouse, Public Library, Agricultural Complex, Yup'ik Language House	
School	LPSD	School Building	

Igiugig Public Facilities



Scale: 1:12,000
 Projection: NAD 1983 Albers Alaska
 Data Layers: Lake and Peninsula Borough GIS data layers and
 Alaska Division of Community and Regional Affairs Community Profiles Aerial Photos

Lake and Peninsula Borough

Comprehensive Plan Update

APPENDICES

January 2020



Appendix 1: Case Studies

Introduction

Several of the issues currently experienced in Lake and Peninsula Borough communities are common to other parts of rural Alaska. The following examples and studies are included as a reference and reminder of potential opportunities and strategies that could be applied in the Lake and Peninsula Borough.

Economic Development

Resources: Bristol Bay Economic Development Corporation

The Western Alaska Community Development Quota (CDQ) Program began in 1992 with the goal of promoting fisheries related economic development in western Alaska. The National Marine Fisheries Service describes the purpose of the CDQ Program as 1) to provide eligible western Alaska villages with the opportunity to participate and invest in fisheries in the Bering Sea and Aleutian Islands Management Area; 2) to support economic development in western Alaska; 3) to alleviate poverty and provide economic and social benefits for residents of western Alaska; and 4) to achieve sustainable and diversified local economies in western Alaska. The program allocates roughly ten percent of all Bering Sea and Aleutian Islands quotas for groundfish, prohibited species, halibut, and crab to eligible communities. The CDQ groups generate revenue by leasing out quota shares or developing and running fishing fleets themselves.

The Bristol Bay Economic Development Corporation (BBEDC) is the CDQ group for the Bristol Bay Region, which includes the Lake and Peninsula Borough. BBEDC provides a number of programs and services to promote economic development in its member communities and the Bristol Bay region. BBEDC:

- Offers scholarships and student loan forgiveness for college-bound youth;
- Funds individuals and sponsors fisheries- and seafood-related education/training, as well as basic adult and vocational training;
- Sponsors employment and internships, mainly in fishery and seafood related industries;
- Offers grants to communities to support employment and educational activities for resident youth;
- Provides technical assistance for economic development, including tax assistance, a grant-notification e-list, grant writing assistance, and personal finance education;
- Awards grants such as block grants, fuel/electric assistance grants, and in-region processing grants;
- Administers three fishing permit assistance programs, including the Bristol Bay Permit Brokerage, Permit Loan Program, and Interest Rate Assistance.

Why Support Fisheries Training?

In May 2012, the McDowell Group prepared an Education and Training Gap Analysis for the Fisheries, Seafood, and Maritime (FSM) Workforce for the University of Alaska. The study revealed that current FSM workforce development efforts are localized, with no overall plan, priorities or coordination. Professional development in this industry sector is generally provided on an ad-hoc basis, without structured career ladders. Without strong coordination among businesses, educational institutions and relevant agencies, it is easy for education and workforce needs to go unfulfilled. The report indicated a number of potential training and workforce development opportunities that the Lake and Peninsula Borough could catalyze, working with area institutions, such as LPSD, SAVEC, BBEDC, the UA system.

With the aging of the maritime and fishing fleet, technical skills to repair and rebuild vessels are increasingly needed. Those providing shore-based support services are also aging, indicating new job opportunities in shore-based marine support services. The fishing industry is shifting from canned to frozen seafood products, indicating new opportunities in refrigeration technologies (all refrigeration work must be performed by certified technicians). Technical skills in short supply include: welding, electronics, fabrication, electrical generation, refrigeration engineers and technicians, and other plant and vessel support.

Seafood processing and marketing businesses are looking to attract and retain motivated workers who have the potential to advance into more highly skilled technical, supervisory and management positions. Companies need managers with a combination of basic management skills, and industry-specific knowledge and experience. Seafood processing plant managers, plant engineers, mechanics and quality-assurance technicians and managers are in short supply, as are environmental monitoring and compliance officers. Regulatory managers and technicians need a combination of technical, managerial and communication skills.

Training in business management relevant to FSM is needed, especially for seafood processing and marketing firms and fish hatcheries. The study notes that existing UA management programs do not directly address the business activities of FSM sector. Small-boat fishermen who want to self-market their catch may need training both in technical (vessel operations) and business (marketing and product quality) skills. Mariculture and hatchery personnel need training in fish biology and maintaining mechanical systems in remote locations.

There is a growing need for mariner licensure and technical certifications for vessel and marine engineers. Vessel engineers manage systems such as diesel engines, gas turbines, boilers, steam turbines, heat exchangers, pumps and compressors, electrical machinery, refrigeration machinery, steam, water, fuel oil, lubricating oil, compressed gas, equipment for automation and control, equipment for firefighting and other forms of damage control, and systems for cargo handling. Marine engineers are responsible for designing, outfitting, inspection and surveying, corrosion protection, and ship repair. The Alaska Marine Highway System needs United States Coast Guard approved emergency-trauma technicians.

The study recommends offering apprenticeships and internships to give students needed hands-on training; adapting class offerings to seasonal businesses and the geographic location of workers, e.g., short (three weeks or less), off-season, and online courses; and alternative forms of training materials, such as video and other online content that could help individuals perform tasks that formerly required trained technicians.

Case Study: Copper River Seafoods and the All Alaska Workforce Initiative

For the past year, Copper River Seafoods has participated in the All Alaska Workforce Initiative, a partnership with the state and federal Departments of Labor that provides apprentice skills and managerial training to grow the local labor force. Copper River Seafoods teamed up with the Department of Labor to develop a curriculum that would train applicants for a variety of seafood processing and marketing jobs. Training Alaskans for Alaskan jobs is the program's primary goal: apprentices work for Copper River Seafoods, but are gaining skills that are transferable and can be used anywhere else in the industry. Copper River Seafoods has supporting primary processing facilities in Cordova, Togiak, Unalaska, Kenai and a finished food processing facility in Anchorage, where it is headquartered. The company processes and markets wild Alaska seafood to national retail and food service accounts. It currently employs 435 workers, including 135 people year-round and 300 seasonal employees.

Case Study: Talkeetna Build-a-Plane Program

The Talkeetna Build-a-Plane Program is an all-volunteer aviation education program started by a local resident and airline pilot for local youth. The program includes classroom instruction, hands-on work rebuilding a donated airplane, and flight lessons. Students start with riveting, move to repair work, and then learn specialized skills (e.g., sheet metal and fiberglass) following strict safety standards. A local flight school gives students a free flight lesson for each 20 hours worked.

Energy

Case Study: Chaninik Wind Group

Four communities (Kipnuk, Kohngiganak, Kwigillingok, and Tuntatuliak) formed a utility, the Chaninik Wind Group and successfully obtained Federal Department of Energy Tribal Energy Fund grants to purchase and install five wind turbines in each community (a total of 20 turbines). Instead of having construction companies come to them, 14 individuals from member communities have been trained as wind technicians (working with Dennis Meiners at Intelligent Energy Designs in Anchorage). The turbines are expected to produce excess energy which can be routed to electro-thermal storage devices installed in homes to be used to heat the house, lowering diesel use. The utility is able to sell excess power, create jobs, and connect community members with job training that will allow them to contribute to the local economy in new ways.

Resources: Alaska Housing Finance Corporation (AHFC)

The AHFC offers several programs to assist renters and homeowners in making improvements to increase the energy efficiency of their homes, including the Weatherization Program, Home Energy Rebate Program, New Home Energy Rebate Program, low-interest loans for making energy improvements.

Resources: Alaska Energy Authority (AEA)

The AEA offers several programs to assist communities in improving the energy efficiency and reliability of their heating and electric systems, transition to renewable energy, and build their capacity to construct, operate, and maintain energy generation and distribution systems. These include:

- **Alternative Energy and Energy Efficiency Programs:** combination of state and federal initiatives that provide assistance for communities and institutions to perform energy audits, assess the viability of and subsidize projects that will conserve energy and increase the use of renewable energy generation systems (e.g., biomass, geothermal, hydroelectric, wind, tidal and river power). The Energy Efficiency and Conservation Program offers energy efficiency and conservation block grants, whole village retrofits, industrial energy audits, and assistance with regional energy efficiency planning and implementation.
- **Bulk Fuel Program:** replaces old leaking fuel tanks with new ones.
- **Bulk Fuel Revolving Loan Fund:** assists communities in purchasing emergency, semi-annual or annual bulk fuel supplies.
- **Emerging Energy Technology Fund:** provides grants for demonstration projects of emerging technologies or methods of conserving, producing or distributing energy that have a reasonable expectation of becoming commercially viable within five years.
- **Emergency Response:** provides on-call, as-needed emergency action response to mitigate extended power outages and electrical hazards that present imminent threat to life or property.
- **Power Cost Equalization Program:** directly subsidizes residential electricity bills.
- **Renewable Energy Fund Grant Recommendation Program:** provides grants for renewable energy generation projects.
- **Rural Power Systems Upgrade Program:** helps communities replace inefficient power generators with new technology to cut fuel consumption and increase reliability. Can be applied to replacement of diesel generation, hydroelectric turbines, distribution systems, integration with heat recovery systems and viable renewable energy projects. May include training and technical assistance for local construction and operation staff.
- **Technical Assistance Program:** provides training, consultation, on-site assistance with maintenance and minor repairs to help eligible utilities improve the efficiency, safety and reliability of power systems.

- **Training Programs:** AEA contracts with the Alaska Vocational Technical Center (AVTEC) in Seward to deliver utility operator courses (e.g., bulk fuel operator, advanced power plant operator, power plant operator, hydro power plant operator).

Case Study: Alaska Village Electric Cooperative (AVEC) Energy Monitors

Working with the Association of Village Council Presidents (AVCP) and the Alaska Native Tribal Health Consortium (ANTHC), AVEC bought and distributed energy use monitors (“The Energy Detective” or “TED monitors”) for their consumers. A small radio transmitter is installed in each home’s meter panel and sends a signal to the monitor, which is plugged into a wall outlet. The monitor shows what household items are currently using power and how much it is costing the homeowner in real time. Each device is programmed with community-specific information, and tied in with Power Cost Equalization (PCE) cycles to warn customers when they are getting close to the maximum allowable energy use for the PCE credit.

Housing

Case Study: Native Village of Kwinhagak (NVK) Build-to-Own Housing Model

The NVK is working to implement a build-to-own housing model in the community. Under this model, families participate in the USDA Self Help loan program to fund building materials, the tribe orders materials and acts as construction manager, and the families provide a large portion of the labor needed to build the homes. Families must commit to a mortgage to pay off the loan for building materials and other costs. Several families in Kwinhagak have already signed up for USDA mortgages and are making monthly payments. The build-to-own model in Kwinhagak provides families with the option to build small homes quickly without waiting for the regional housing authority to find funding to build homes in their community.

Appendix 2: Lake and Peninsula Borough Policy Related to Pebble Mine

Lake and Peninsula Borough Resolution 06-10

A Resolution of the Lake and Peninsula Borough Supporting the Continued Efforts to Explore And Develop A Mining Plan for the Pebble Project Mining Site.

Lake and Peninsula Borough Ordinance No. 09-03

Ordinance Amending the Borough Municipal Code by Adding Section 9.08 Entitled “Large Project Permits”

**LAKE AND PENINSULA BOROUGH
RESOLUTION 06-10**

A RESOLUTION OF THE LAKE AND PENINSULA BOROUGH SUPPORTING THE CONTINUED EFFORTS TO EXPLORE AND DEVELOP A MINING PLAN FOR THE PEBBLE PROJECT MINING SITE.

WHEREAS, the long term decline in salmon prices continues to adversely affect individuals, families and communities within the Lake and Peninsula Borough; and

WHEREAS, the steady decrease in students in many of the Lake and Peninsula Borough villages is an indicator of the loss of economic opportunities for local residents; and

WHEREAS, it is the desire of the Lake and Peninsula Borough Assembly for its communities to be economic producers for the region and State with good jobs and a diversity of economic opportunity for its citizens; and

WHEREAS, Northern Dynasty Mines is scheduled to continue its exploratory activities at the Pebble Prospect in 2006 and 2007. Furthermore, Northern Dynasty Mines anticipates submitting a mining development plan to the State of Alaska in 2008. Such a submittal is expected to begin an evaluation of the environmental effects of the proposed plan through a detailed multi-year Environmental Impact Statement process; and

WHEREAS, the Lake and Peninsula Borough recognizes a mining project would have significant long-term impacts to the region. Lake and Peninsula Borough believes that environmental protection and economic development can co-exist. They are not mutually exclusive; and

WHEREAS, the Lake and Peninsula Borough will not trade its pristine environment for a mine. If the project is not shown to adequately protect Borough fisheries, water quality, natural resources, and social and cultural values, we will oppose it.

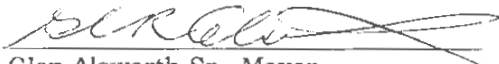
NOW THEREFORE BE IT RESOLVED that the Lake and Peninsula Borough Assembly continues its support of the Northern Dynasty Mines exploration and development planning including collecting of detailed information about the environment.

BE IT FURTHER RESOLVED the Lake and Peninsula Borough Assembly feels strongly that it has an obligation to the region to work with its citizens to objectively and thoroughly review the proposed Pebble Project once detailed, site specific, accurate project and environmental information is provided.

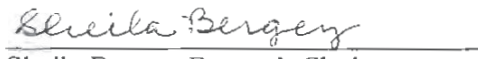
BE IT FURTHER RESOLVED the Lake and Peninsula Borough Assembly believes the acceptance or rejection of this project is a decision that should be carefully examined and principally decided upon locally after a detailed and thorough review. The Borough's well being and its future should be neither pre-determined by outside special interests, nor dictated by politicians in Juneau or Washington D.C.

PASSED AND APPROVED by a duly constituted quorum of the Lake and Peninsula Borough Assembly on this 16th day of May, 2006.

IN WITNESS THERETO:


Glen Alsworth Sr., Mayor

ATTEST:


Sheila Bergey, Borough Clerk



LAKE AND PENINSULA BOROUGH

ORDINANCE NO. 09-03

AN ORDINANCE AMENDING THE BOROUGH MUNICIPAL CODE BY ADDING SECTION 9.08 ENTITLED “LARGE PROJECT PERMITS”

Section 1. Classification:

This ordinance is of a permanent nature and shall, upon enactment, become part of the Lake and Peninsula Borough Municipal Code.

Section 2. Assembly Findings:

The Borough Assembly of the Lake and Peninsula Borough finds and determines that:

Findings

- A. The Lake and Peninsula Borough has and will continue to scrutinize the potential permitting of possible large scale mines within the Borough, including but not limited to the proposed mine at the Pebble Site. While no large scale mine permit has as yet been submitted to the Borough, or to State or Federal agencies for approval, such permits may be submitted in the future. The Borough cannot know today whether any mine project could receive approval from state and federal authorities and could be shown to be consistent with our resources.
- B. Large projects, such as that being discussed for the Pebble site, can cause immense socioeconomic and fiscal impacts for the communities in which that development occurs, or from which it is based, as happened in Fairbanks, Delta Junction and Valdez during construction of the Trans-Alaska Pipeline. These impacts may create uncompensated financial obligations for local governments. While some impacts are likely to be positive for the communities, others are likely to be negative. Careful planning and regulation can increase the positive impacts and minimize those that are negative, and protect local governments from uncompensated increased costs.
- C. A careful review of existing federal and state regulatory and permitting processes has demonstrated to the Borough Assembly that those processes are largely focused on environmental issues and do not adequately address the socioeconomic and fiscal impacts of larger scale development on the smaller population municipalities like the Borough.
- D. It is in the best interests of the Borough and its citizens to implement a process that fully and fairly evaluates the socioeconomic and fiscal impacts of a project on the

communities of the Borough well in advance of those impacts. Such an evaluation can help the Borough plan for growth and change resulting from proposed projects.

- E. As a home rule municipality, Lake and Peninsula Borough has all of the powers not prohibited by law or by the Borough's charter. The Borough's charter, in turn, authorizes the Borough to exercise all powers permitted by law.
- F. The Borough does not intend to duplicate the efforts of the federal or state regulatory or permitting processes, although the Borough intends to rely in part upon materials and evidence generated by those processes. Rather, the Borough intends to address the socioeconomic and fiscal impacts in greater and more careful detail than the largely environmental focus of existing state and federal processes.
- G. By this ordinance, to the greatest extent permitted by law and under its charter, the Borough intends to exercise its authority as a home rule municipality to carefully evaluate and mitigate the socioeconomic impacts of proposed resource development and extraction projects in the Borough through the use of a permitting system.

Section 3. General Provisions:

NOW, THEREFORE, the Borough Assembly of Lake and Peninsula Borough enacts the following ordinance:

Chapter 9.08 LARGE PROJECT PERMITS

Sections:

09.08.010 Purpose and Intent

09.08.020 Definitions

09.08.030 Applicability

09.08.040 Socioeconomic and Fiscal Impact Assessment Report

09.08.050 Application Procedure

09.08.060 Approval Criteria and Operational Conditions

09.08.070 Fees

09.08.080 Relationship of Required Payments to Borough Taxes

09.08.090 Compliance

09.08.100 Appeals

09.08.110 Savings Clause

09.08.010 Purpose and Intent

The purpose of this chapter is to foster the development of the Borough in a manner that increases the jobs, income, and quality of life of its citizens, and protects the financial resources of local government from uncompensated costs. It is intended that through compliance with this permit system, projects with the potential for significant socioeconomic change will take steps to mitigate negative socioeconomic impacts on the citizens of the Borough. It is also intended that compliance with this chapter will ensure payments by large projects that at least match the fiscal costs imposed on the Borough. The permit system established through this chapter will provide a record of development

and an opportunity for Borough residents to review and comment on the development. Payments made under this chapter do not replace or substitute for taxes otherwise required by the Borough.

This chapter is intended to regulate areas of local concern, reserving to the Borough all powers not expressly prohibited or preempted by state or federal law. This chapter is not intended to deny or prohibit new development in the Borough but to impose conditions on that development for the protection of the health, safety and welfare of the Borough and its citizens.

09.08.020 Definitions

The definitions in this section are specific to this chapter. Any word or term not defined shall be used with the meaning of common or standard usage as determined by a current edition of Webster's Unabridged Dictionary. In this chapter, the following definitions shall apply:

- A. **"Assembly"** means the Lake and Peninsula Borough Assembly.
- B. **"Borough"** means the Lake and Peninsula Borough.
- C. **"Manager"** means the Manager of the Lake and Peninsula Borough or the Manager's designee.
- D. **"Resource Extraction"** means any activity involving the removal for commercial purposes of native vegetation, timber, topsoil, fill, sand, gravel, rock, oil or other hydrocarbons, natural gas (including coal bed methane), coal, metal and metal ore, or any other mineral, fish, game, and other operations having similar characteristics. The Assembly may from time to time designate by resolution additional specific activities as Resource Extraction.
- E. **"Resource Extraction Project"** means a Resource Extraction activity for which a Permit is required under Section 9.08.030.
- F. **"Working Day"** means Monday through Friday, exclusive of Borough holidays.
- G. **"Direct and Indirect, Effect or Impact"** is the cost, effect, or impact to the Borough or to a Borough community caused by project activities, activities associated with the project, or by that portion of any change in population or economic activity that is due to the project.

09.08.030 Applicability

- A. **Permit Required.** No Project may begin without a permit issued under this chapter if that Project would also require a permit or revision to a permit from the borough under Chapter 09.07 of this code (Development Permit), or Chapter 09.05 (Borough Coastal Zone Plan) and indicates potential for material socio-economic impact, including but not limited to two or more of the following:

1. causes or may cause more than 100 acres of unreclaimed surface disturbance;
2. employs or may employ one hundred (100) or more personnel in the Borough; whether direct employees or employees of independent contractors, in any consecutive three-month period, in circumstances likely to have a material direct or indirect effect or impact on all or part of the borough; or
3. is a Resource Extraction activity that a federal agency has determined would involve a federal action significantly affecting the quality of the human environment so that the preparation of an environmental impact statement in accordance with the National Environmental Policy Act ("NEPA") is required.

In addition, no project may begin without a permit issued under this chapter if that project would also require a permit or revision to a permit from the Borough under Chapter 09.07 of this code, and, in the judgment of the Manager supported by written findings of fact, will have a material direct or indirect effect or impact socio-economic impact on all or part of the borough.

B. Exemptions. Notwithstanding A of this section, the following activities are exempt from the requirements of this chapter:

1. a project undertaken by the Borough itself or by one of its communities;
2. a state- or federally funded project previously requested and approved by the Borough;
3. an operation that is in existence or has a Development Permit under Chapter 09.07 of the Borough Code at the effective date of this ordinance; except that a material change or an expansion of such an operation must obtain a Permit issued under this chapter if the material change or expansion would require a Permit according to subsection A of this section; or
4. activities in response to a natural disaster for which the State of Alaska or the federal government has issued a disaster declaration.

09.08.040 Socioeconomic and Fiscal Impact Assessment Report; Contents

An application for a Permit may not be approved by the Borough until the Borough has approved a Socioeconomic and Fiscal Impact Report that describes the applicant's Project. The report must contain sufficient information so that the Assembly, after reviewing the application, may evaluate the positive and negative impacts described in this section that the proposed use would have on the Borough, in accordance with the standards of this section and Section 09.08.060. However, the socioeconomic and fiscal impacts to be studied must be reasonably foreseeable and demonstrable. Speculative impacts need not be studied or reported.

The Socioeconomic and Fiscal Impact Report must contain the following information, as applicable:

Project Description. A description of the proposed activity, including any alternatives being considered to mitigate direct and indirect socioeconomic effects on communities and citizens. The project description must be of adequate detail to support the assessments of socioeconomic and fiscal impacts described in this chapter.

A. Socioeconomic Impact Assessment. The report must forecast socioeconomic changes that will occur as a result of the project as indicated below. The project must include direct and indirect impacts, as appropriate.

1. General Forecast of Changes.

- a. Population Changes. The report must forecast expected populations by community within the Borough. Population changes should be forecast by village and demographic group adequate to support the forecast of change in education needs by school in part 2 of this section.
- b. Employment Changes. The report must forecast expected changes in jobs, and the match between Borough citizens' skills and the expected jobs available. Where mitigation is proposed to increase citizens' abilities to acquire or keep those jobs, that information should be included.
- c. Income Changes. The report must forecast changes in income for citizens of the Borough. Where income effects are different for different identifiable groups within the Borough, the groups should be treated separately.

2. Detailed Forecast of Effects. For each of the subjects below, the report should forecast the changes for each village of the Lake and Peninsula Borough. The detailed description of changes should include direct and indirect impacts.

- a. Education. If the project is likely to cause a change in school population for individual schools of the Lake and Peninsula Borough School District, a forecast should be prepared for the schools in each village likely to experience changes. Where the applicant proposes activities to mitigate effects on education or to alter Borough citizens' academic or vocational education, these mitigation activities should be identified.
- b. Housing. The report should forecast expected changes in housing prices, housing stock, and the cost of housing for Borough residents. Forecasts should be specific to individual villages within the Region affected by the project. Where the applicant proposes activities to mitigate negative effects or improve housing within the borough, those activities should be described.
- c. Fuel and Energy. If the project will raise or lower electricity, fuel, or other energy costs within a part of the Lake and Peninsula Borough, those changes should be described.
- d. Health Care. If the project will change the demand for health care or the quality of health care, or change residents' access to health care for any part of the Lake and Peninsula Borough, those changes should be described.
- e. Competition for Subsistence Resources. Regulation of activities that cause a change in fish and wildlife populations and habitat is completed through the state and federal permitting process. However, the report should describe the likely effect of the project on residents' competition for subsistence resources.

- f. Post-closure impacts. If the project is not permanent, the report should forecast, in general, likely impacts that may occur once the project closes, including but not limited to topics (a) through (e) and (g) of this subsection; provided, however, that the assessment is not required to forecast in detail impacts that may occur decades in the future and which are speculative at the time of preparation of the assessment.
- g. Other. Other socioeconomic changes not discussed above should be described in adequate detail to understand the effect on individual villages within the borough. To the extent that the project will have an impact, these may include but are not limited to: transportation and traffic, solid waste, fire protection, or Native history and culture.

B. Fiscal Impact Assessment. The report must provide a schedule of expected costs to the Lake and Peninsula Borough and any local government within the Borough resulting from the socioeconomic impacts outlined in subsections 1 and 2 of this section. Expected costs include direct and indirect cost. The schedule of expected costs must be compared with expected direct and indirect revenue from taxes or other sources to the Lake and Peninsula Borough and any local government within the Borough resulting from the Project. The result will include a schedule of expected net fiscal impacts by year to the Lake and Peninsula Borough and any local government within the Borough.

Section 09.08.050 Application Procedure

- A. Selecting a Contractor to Prepare the Socioeconomic and Fiscal Impact Assessment Report.** The Socioeconomic and Fiscal Impact Assessment Report may be prepared by (1) a contractor to the Borough paid by applicant; (2) a contractor to a state or federal agency, or (3) a third-party contractor to the applicant approved by the Borough. The applicant may propose to the Borough which of the three methods to use. If the Borough approves the use of a Borough contractor paid by the applicant, the applicant will prepare a draft scope of work for use by the Borough. If Borough approves the use of a third-party contractor to the applicant, the Borough must approve the contractor, must approve the non-financial portion of contract between the contractor and the applicant, and must be named as the client in the contract between the contractor and the applicant.
- B. Pre-application Meeting; Waiver of Requirements.** Before a Socioeconomic and Fiscal Impact Report is prepared or submitted to the Borough, an applicant may meet with the Manager to discuss the scope of the Assessment. The Manager shall waive the requirement that an applicant submit particular information concerning impacts required by Section 40 when the Manager determines that: (1) such information is not essential to evaluate the what impact the proposed activity will have on the Borough, or the activity will not affect a subject, such as housing, for which information is required under this subsection; (2) such information has been previously provided; or (3) such information is adequately presented in another report previously submitted to

the Assembly or is being prepared for a federal or state agency which has agreed to make the report available to the Assembly. Any waiver of requirements by the Manager must be in writing and must set forth the reasons for the waiver. The Manager may outline all issues not included, or included in a general way, in Section 40 that the applicant will be required to address. The Manager may solicit comments from the public on this decision.

C. Coordination with State and Federal Agency Processes; Coordinated Review

Process. To minimize duplicative studies, avoid premature decision making, and to develop an application review process that is easy for the applicant and the public to understand and use, the applicant and the Manager may develop a schedule for review by the Assembly that complements other state or federal permit processes that exist for the project. The schedule may be different than that given in this section.

However, this coordinated review process must be consistent with the following: if an environmental impact statement ("EIS") or environmental assessment ("EA") is required to be completed on the proposed activity pursuant to the federal National Environmental Policy Act (NEPA), then the application will not be considered to be complete until the draft EIS or draft EA is published. The Assembly will begin its review under this chapter upon the issuance of the draft EIS or draft EA and acceptance of the Report by the Manager. The draft EIS or draft EA, the final EIS or the final EA, and all comments and testimony related thereto will be considered as part of the application. The Assembly shall not approve or deny an application made under this chapter until the Record of Decision has been issued by the appropriate federal agency following a final EIS or EA. The Assembly may also delay its approval until key state or federal agency permits are issued, if the federal or state agency permits are integral to the design of the project. Finally, any coordinated review process must require payment of application fees as required by Section 70.

D. Assembly and Public Review of the Application. If a coordinated review schedule is not developed under B of this section, the following schedule and procedures apply.

1. **Completeness Review.** An application is complete if the Socioeconomic and Fiscal Impact Report addresses the subjects required by this chapter in a manner that allows the Manager to understand the socioeconomic impacts and to predict the fiscal impacts, and the fee requirements of Section 09.08.070 have been met. Within thirty days following submission of a Report, the Manager shall determine whether the Report is complete. If the Report is complete, the Manager shall accept the Report for review by the Assembly. If the Report is not complete, the Manager shall reject the Report and provide a written list of all deficiencies to the applicant, which must be addressed before the Report is re-submitted.
2. **Assembly Review and Public Comment.** Once the Manager has determined that the Report is complete, the Manager shall advance the Report to the Assembly for review. As part of its review, the Assembly shall ask for the public for comments on the Report. To do so, the Assembly shall provide public notice of the Report to Borough residents. The notice shall inform

Borough residents of their right to provide testimony at a public hearing and to submit written comments. The public hearing may be held in the community or communities nearest the proposed use and the date of the hearing shall be publicized not less than fourteen (14) days before the hearing. The Assembly shall also accept written comments regarding the Report received before a deadline set by the Assembly and publicized to Borough residents. If after considering public comment, the Assembly decides that the application is deficient in one or more areas, the Assembly may explain the deficiency in writing and return the Report to the applicant to correct the deficiency.

2. **Timing of Assembly Decision.** Unless the applicant agrees to an extension, within sixty (60) days of the close of public comments in paragraph 2 of this section, or within sixty (60) days following a resubmittal of the Report after correction of a deficiency, the Assembly shall complete its review of the Report and make a decision on the Report according to the criteria in Section 60 of this chapter.

Section 09.08.060. Approval Criteria and Operational Conditions.

- A. **General Approval Criteria.** The Assembly shall approve an application made under this Chapter if the Assembly finds, after the review outlined in Section 50, that a project is consistent with other applicable provisions of the Borough Code, and with the socioeconomic impact criteria and the fiscal impact criteria outlined in B and C of this section.
- B. **Socioeconomic Impact Criteria.** The purpose of the socioeconomic impact criteria is to ensure that a Project within the Borough has taken reasonable efforts to minimize adverse socioeconomic impacts. The Assembly shall approve the project under the socioeconomic impact criteria if the Report shows that the Project has taken all reasonable efforts to minimize adverse socioeconomic impacts of the Project on the Borough, its residents, and communities. In this subsection, all reasonable efforts means those efforts which are reasonable taking into account economic, technical, environmental, and safety factors. The Assembly may impose one or more conditions on the Project that would make the Project consistent with this criteria, as long as it finds that the condition to be imposed does not cause environmental, social, or economic problems, including those to the Applicant, that outweigh the benefit to be derived from the stipulation. Any such condition imposed by the Assembly shall be incorporated into the terms of the Permit, and should, if practical, be coordinated with state and federal agencies to avoid contradictory requirements.
- C. **Fiscal Impact Criteria.** The purpose of the fiscal impact criteria is to ensure that citizens of the Borough and existing taxpayers will not have to bear increased local government costs as a result of the Project. The Assembly shall approve the Project under the fiscal impact criteria if the Report shows that the expected project revenues from taxes or other sources to the Borough, including direct and indirect revenues, exceed the expected fiscal costs to the Borough including direct and indirect costs.

The Borough may impose an obligation on the Project to make payments to the Borough to make up the difference between expected costs and revenue for any year in which expected revenues do not equal or exceed costs.

- D. Monitoring.** As part of an approval under this Chapter, the Assembly may require the Project to monitor socioeconomic or fiscal impacts. With respect to fiscal impacts, the Assembly may require periodic evaluation of actual fiscal impacts to ensure that uncompensated costs are not imposed upon the Borough. Should the Borough find that fiscal impacts are greater or less than expected, the Borough may revise the financial obligations of the project for subsequent fiscal years to make up the difference or compensate the project for overpayment. With respect to socioeconomic impacts, the Assembly may require the Project to monitor actual socioeconomic impacts where such monitoring is reasonably related to actions that the project or Borough could take to mitigate unexpected adverse impacts.
- E. Performance Guarantee.** Where the Project assumes or the Assembly requires an activity to mitigate an adverse socioeconomic or fiscal impact, and non-performance of that activity would impose a cost on the Borough, the Borough may impose a performance guarantee to ensure that the required activity is accomplished. The performance guaranty must be reasonably related to the potential cost of non-performance on the Borough. Examples of activities that may require performance guarantees include building a new school, new road, or extending an airport.
- F. Post Project Closure Socioeconomic Impact Fund.** Where a significant fiscal or socioeconomic impact is likely upon the closure of a Project, such as an impact caused by a declining population once a mine closes, the Project and the Borough will negotiate a schedule of payments to be made toward a post-closure fund to help the Borough and its residents make the economic transition after the loss of income, employment, or tax revenues. The timing and amount of payments to such a fund would be determined through discussion between the Borough and the Project.

Section 09.08.070 Fees

Before beginning review of an application, the Manager will require as a condition of Borough review of the application, that the Applicant enter into an agreement to pay the Borough's actual and reasonable cost of reviewing the application.

The Borough's actual cost includes any of the following: actual staff cost to review the application; if, in the Manager's discretion, proper review of the application requires the Manager to retain outside professional assistance, then the cost of that assistance; any required staff or consultant travel; publication or duplication costs; and other necessary costs. As part of the agreement to pay reasonable and actual costs of the review, the Manager will provide the applicant with an estimate of costs, and notify the applicant as soon as possible, if that estimate will be exceeded. The agreement shall specify that the Applicant may request and pay for an audit of any charges made under the agreement.

Section 09.08.080 Relationship of Required Payments to Borough Taxes

Unless otherwise agreed to in writing by the Borough, an Applicant's payment required under this chapter does not replace any taxes or other payments otherwise required by the Borough or another local government including any local community or the school district.

Section 09.08.090 Compliance.

Subsequent to the issuance of a Permit, the applicant's compliance shall be measured against the requirements contained in the Permit. In the event that the proposed use violates or threatens to violate this chapter, the Borough Code, or the requirements, stipulations, or conditions of the Permit, the Applicant shall immediately notify the Manager of such fact and of the steps taken to return to compliance or prevent the potential noncompliance.

09.08.100 Appeals

Any person aggrieved by a decision of the Manager under this chapter may appeal that decision to the Assembly. Such an appeal must be brought within thirty (30) days of the Manager's decision, and shall be heard by the Assembly at its next regularly scheduled meeting occurring twenty (20) or more days after the date of the appeal.

Any person aggrieved by a decision of the Assembly may appeal that decision to the Superior Court for the State of Alaska. Venue shall be at the Superior Court in Dillingham, Alaska. Such an appeal must be taken within thirty (30) days of the Assembly decision. In the event of a timely appeal, no Permit shall be issued except upon conclusion of the appeal proceedings.

09.08.110 Savings Clause

If any provision of this Chapter or the application thereof to any person, applicant, or circumstance is held unlawful or otherwise invalid, the remainder of this Chapter and the application to other persons, applicants or circumstances shall not be affected thereby. Notwithstanding the foregoing, any applicant under this Chapter must identify the socioeconomic impacts of its proposed activities, as described in this chapter.

Section 4. Effective Date:

This ordinance shall become effective upon its adoption.

ADOPTED by a duly constituted quorum of the Lake and Peninsula Borough Assembly on this 19th day of May, 2009.

IN WITNESS THERETO:

Glen Alsworth, Sr., Mayor

ATTEST:

Kate Conley, Borough Clerk

Introduced: September 16, 2008
Public Hearing: October 21, 2008
Public Hearing: November 18, 2008
Adopted: * Ordinance failed for lack of a motion*
Introduced & Renumbered: April 21, 2009
Public Hearing: May 19, 2009
Adopted: May 19, 2009

Ayes: 5 – Alsworth, Alvarez, Anelon, Carlson, Lind
Nays: 0
Not voting: 0
Absent: 2 – Olsen, Wilder

Appendix 3: Community Meeting Notes, Surveys, etc.

Chignik Bay

Chignik Lagoon

Chignik Lake

Perryville

Egegik

Levelock

Pilot Point

Port Heiden

Port Alsworth

Nondalton

Pedro Bay

Igiugig

Iliamna

Newhalen

Kokhanok

Chignik Community Meeting Notes, 04/17/2012

Community Priorities

- Build a small outdoor recreation park.
- 8 HUD funded homes in the next year.
- Need a public dock; will require a public dock and expanded water supply and affordable electricity.
- Ensure continued ferry service.
- Tribe, City, Village Corporation will work together to finalize the recommendations coming from this planning process for Chignik.

Issues + Opportunities

Strengths + successes

- Deep water, 4 season port – gateway to the rich waters of the Pacific
- Chignik Bay dock and ferry serves the surrounding communities – Lagoon, Lake & Perryville. All freight and fuel comes in through the bay. This means a larger group of communities have the incentive to work together to support
- Successful completed projects:
 - village water and sewer project just completed
 - New electric poles
 - Small boat harbor has been completed and is functioning. (ice issues?)

Health + wellness

- Elder care is hard to address in such a rural area.
- Used to have more potlatches; now it seems like everyone is too busy.
- No AA program. Some drinking but not excessive.
- Need to exercise more.
- We have a new subregional clinic.
- Have a well-used community center – pool table, foosball, soda and fruit juice for sale, television.

Actions:

- Would be good to have a senior center, a boys and girls club – eventually would be great to have a public swimming pool
- “We need more options for our kids”
- School district cut back on options to use the school after school hours. In past school was available 24 hours, then reduced to 2 hours, currently only one hour per day. Any use beyond that requires local community to provide insurance.
- Build a small outdoor recreation park – with a basketball court, maybe a volley ball court. This would be great for kids, also for cannery workers. An earlier effort to do this got lost in local controversy; BBNC could be a partner. This is a modest project that would show practical outcomes in the short term.

Education

- school population dropping; odds are good that enrollment will drop below 10 by beginning of the 2013 school
- Community year-round population was 150, now down to 40-60 in winter. School enrollment – likely to fall below 10 for the 2013-14 school year, school would close.
- year and the school will be forced to close. “Got to do something or town will die”
- How can schools teach locally relevant skills/materials and prepare students for success outside villages?
 - o Want Alutiiq classes
 - o Developing skills for living and working anywhere
 - o How can school schedule fit with subsistence (+ other) activities?
- Possible for the State to provide specific, locally relevant materials for homeschooling?
- School district not willing to come out to Chignik and listen to concerns, work with the community to understand issues and options. This is very frustrating. “They don’t have the “fortitude” to come talk with us.” “Where is the superintendent?!”
- We get good teachers, but then they leave.
- Would you consider supporting a school shared between the local communities, or regional school?
 - o “If the school closes then I’ll have to leave”

Housing

- Housing is a real challenge in the community.

- One of the constraints on growth is the fact there aren't many open houses
- The community is scheduled to get 8 HUD funded homes in the next year. "We've been waiting 30 years, watching communities all around us get homes, and we've not had any."
- City recently sold a number of residential parcels on the ridge immediately above the town. The plan was to use the revenues generated from the sales to bring water service and electricity to the homes, but that hasn't happened, in part because of unexpected costs in installing the needed utilities.

Economy

- No jobs or store in winter. People left because they couldn't get year-round jobs.
- Core solution is building jobs in the community – fishing is the best option, requires a series of interrelated actions: build public dock, improve utilities, expand housing, attract a year round processor.
- Relationship with Trident is major sore point , need a new processor in town
- Trident operates a store in summer when town is busy; in winter there is a small "mom and pop" store. People who sell fish to Moody's (the one alternative to Trident) are not allowed to shop at the Trident store.
- Some people want to move away in winter; stay for summers.
- Economic base not sufficient to nurture a growing community.
- Fishing:
 - o Local community needs more control of their economic base (salmon)
 - o Protect fish stocks and improve quality of our fish
 - o Small business education
 - o Improve access to airport so we can fly fish to fresh market: build a bigger airstrip (unlikely; not much room) or road to Port Heiden.
 - o Increase access to limited entry permits. People cannot afford to hold a permit and get boat + equipment.
 - o Need a year-round processing facility
- Need a public dock
 - o Dock would be key to creating a more diverse local economy - would set the stage for a year round processing facility; could also be catalyst for secondary jobs, a repair shop, welding...

- Dock is critical to keep the ferry coming to town (ferry is way less expensive than flying, and a means for bringing freight)
- Dock supports more than just the Bay – dock is what brings freight, food, fuel, for surrounding communities
- PND has completed a 35% study of the proposed public dock. First phase of project estimated to cost \$7.7 million. Borough will work with legislature next session to secure funding for this project.
- Community currently beholden to Trident, who owns the two available docks. Trident requires City to pay for insurance costs for hours that ferry is in town.
- Note: BBNC may be interested in a role in this project, in part because they have gravel resources in town that could be exported.
- Need to maximize local hire whenever public projects take place, e.g., dock
- Option to work elsewhere and live in Chignik is key to community's future. Need to help locals develop skills that allow employment where there are jobs – e.g., heavy equipment, construction, welding. Work with SAVEC, with the schools.
- Need to provide infrastructure so commercial fishing is not limited to/beholden to Trident, in addition to the dock, for example:
 - Simple metal building by new small boat harbor where commercial fishing folks could work on gear
- Need a skiff launching ramp – important for subsistence
- Need year round processing capacity; best way to keep people working through the year
 - Tanner crab – January
 - Cod – March
 - Halibut – open year round, most fishing in spring or after salmon
 - Salmon – summer
- Tourism is a possibility, one option to diversify economy
 - Costs to travel to region are significant hurdle (\$1300 round trip from Anchorage)
 - Tourism is difficult, doesn't pay well; market is competitive – but, tourism does provide one of the few options besides fishing to bring money into the community.
 - Working with in cooperation with other local communities – as proposed in the recent Port Heiden Tourism Conference – is one of the most promising options

- Oysters? – Norm Anderson of BBNA has suggested the region might be able to get into the oyster business. State of Alaska has resources to help community explore the feasibility of this option – check with Christi Bell.

Energy

- Reduce energy costs:
 - o Wind – need better data to determine viability; the one study that was done concluded wind was too inconsistent to be promising. But there may be better locations for testing wind than the ones previously studied.
 - o Hydro would generate employment for a number of communities. In a deadlock with Trident regarding Indian Creek Hydro Feasibility study.

Subsistence + Environment

- Subsistence works; should be as important 25 years from now as it is today.
- Steaming important for hunting/fishing and teaching youth traditional knowledge.
 - o New housing could be planned to include rooms for subsistence activities (e.g., steams).
- Important to participate in the public process to protect resources for subsistence harvest as opposed to sport harvest. How can regulations be made more appropriate for local people?
- Cost of fuel impacting ability to hunt/fish.
- Less game than there used to be. No more caribou; their harvest is prohibited. Changes family lives; subsistence is sharing the meat, etc. Kids out here learn how to live in the wilderness.
 - o Should be killing more wolves; they are taking a lot of the meat.
 - o Fish very important; kids engaged in commercial and subsistence fishing.
- Erosion – hillsides slumping, rocks falling off cliffs cut to build roads
- Roads at risk
- Avalanche hazards – several serious avalanches in town this winter, buildings damaged, road closed
- Protect prime berry-picking area near airport

Transportation + Infrastructure (also see matrix)

- Would like to have a complete boat harbor, city dock and a subsistence shelter.

- Intertie road(s) between Chigniks (determined to be too costly).
- Better maintained roads would be good; one benefit – more options for kids to get out walk, ride bikes
- State of Alaska is responsible for a portion of the main road leading from the airstrip into town (put in \$15,000/year towards maintenance, but the city had to spend way more than that in recent years)
- City water system is over 100 years old, and needs significant investment to continue to work well.
- To attract a fishing processing plant, which is very important to the community's future, will require a public dock and expanded water supply and affordable electricity. One option for water would be to dredge an older reservoir above the dock site.
- Avalanche is a real problem. City hired specialist, few options exist. Danger means community could easily be cut off from airstrip for days. Some alternative boat-based system needs to be in place as a back-up.
- Need to extend runway (likely away vs. towards town) to get more reliable and more affordable service. Bigger airplanes could then land.
- Phone is out in half the village
- Internet service is spotty, frustrating
- GCI is a problem around the region – need to work with them to improve service
- Possible new projects: boat harbor, cemetery, additional road maintenance
- 2009-2010 CIP: Regional dock, airport (extension-lighting-resurfacing), hydro energy, wind energy, emergency (tsunami) shelter, community hall, cable, subsistence building.
- Ensure continued ferry service. – **Strong agreement**

Cooperation + governance

- Not much interaction among Tribe, City, Village Corporation:
 - While cooperation between these entities could improve, relationships are better than in the past, and there is more openness to working together.
 - Health clinic is an example of a successful joint effort
 - Agreement: these three entities will work together to finalize the recommendations coming from this planning process for Chignik. This was agreed to by representatives of the three organizations attending the meeting:
 - Majority of Far West Village Corporation Board members live away from the village

- (only one lives in Chignik).
- o Haven't had elections in 2 years; need elections more often.
- o Over a year since last village council meeting; most members are gone.
- o Each entity has its own agenda.

Questions from Community

- Why do this plan?
- How will this process help carry out priorities?
- What is the best way to get things done, to get support from state and borough?
 - o "Leverage" – community commits a portion of resources needed for projects
 - o Solid community support (e.g. joint resolutions, jointly adopted plan)

Sources:

- Bristol Bay Regional Vision Project Vision and Community Discussion Summaries
- 1996 Lake and Peninsula Borough Comprehensive Plan
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- 2008 Lake and Peninsula Borough Regional Energy Plan
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Chignik Lagoon Community Meeting Notes, 04/18/2012

Community Priorities

- Hydro power plant
- A general need for investment to simply keep up aging utilities: water, sewer, power.
- Road to dump.

Issues + Opportunities

Strengths + successes

- Deep water, 4 season port – gateway to the Pacific
- Many long time, hardworking residents
- Hydro project has been funded with an effective date of July 1, 2012. Council, LPB, contractor and AEA are working to move project ahead.

Health + wellness

- When weather is bad, can't get med-evacs out; airstrip cannot handle the med-evac plane.
- No VPSO. No housing for one.
- Physical fitness: Swimming pool would be nice. Ski club years ago; start that up again? Swimming pool costly to build, to maintain. Community has small playground and outdoor basketball
- Community wellness: help out families, talk with them, sharing. Potlucks.
- Recently completed clinic/emergency health care building
- Do not have a tsunami shelter
- "Subsistence Building" serves as community center – games, TV (Building was constructed by unskilled labor, costly & slow; building very costly to operate (in floor heating). Consider replacing with simple toyo stoves

Education

- Need to ensure continuation of the school. School population dropping; odds are good that enrollment will drop below 10 by beginning of the 2013 school year and the school will be forced to close
- Should teach fisheries, small engine repair, diesel mechanics, wood working, welding. Fisheries would teach how to mend, hang seine, go on the boat and pull pots, make pots.

Fisheries management, biology.

- SAVEC and school district offer fishing and other voc. ed. courses, not school
- Want Alutiiq classes

Housing

- Not a significant issue; population dropped, have vacant homes
- While homes are vacant, not clear which are available for use

Economy

- School and post office closures.
- Sense that there are plenty of jobs here; just not getting paid for what they do.
- Fishing issues:
 - A bigger runway would allow fishermen to fly fish directly to markets, provide a better quality product and charge a higher price for it. (e.g., Copper River salmon is frozen and flown directly to Seattle).
 - More markets; Trident is the only processor purchasing fish right now; sets the price. “Is borough going to help us go up against Trident?!” Trident punishes anyone who sells fish to other processors.
 - Very few local fishermen; lot of summer “birds” - not a fair statement; more permit holders live in Lagoon than in other local communities.
 - Best strategy to create new options to Trident is a series of linked actions:
 - Create new dock in Chignik Bay.
 - Provide water and electric
 - Set stage for new processor to come into town
- New dock in Chignik Bay – regional priority
 - For freight, food and fuel for Bay, Lagoon, Lake, Perryville
 - Critical for keeping ferry coming to town (currently City has to pay insurance costs for ferry use of Trident)
 - Needs political support from all benefited communities, but responsibility for project specifics remains with Chignik Bay
- Need a new dock/landing area/bulkhead (near old pilings)

- Consider developing a new hanger – could provide catalyst for a series of local jobs, primarily related to airplane maintenance. Igiugig is good example – hanger has store, restrooms as well as indoor maintenance – visitors spend money. A good example of a regional economic development strategy.
- Small business opportunities
 - o Can do diesel repair at canneries, otherwise fend for yourself. Many people have taken diesel mechanic schooling and gotten degree, but to start a business is hard.
 - o Would need airport and equipment to build a fish processing facility. Ground at old cannery is probably so contaminated that it's a huge liability now.
- Local hire – any project should rely on local labor to maximum degree possible
- Training
 - o One strategy for providing jobs – if jobs don't come to village, take people to jobs
 - o May require training, so local folks are in position to get work that may exist regionally, or in some cases, in Chignik Lagoon or other Chigniks
 - o Need a carpenter to work on clinic; no one is available in town
- Tourism
 - o Existing activity in Lagoon: two B&B's, 4 sportfishing guides.
 - o “Crab in the bucket problem” – bunch of crabs in the crab pot, stirring around, one starts to get away, the other crabs pull it down
 - o Take advantage of ferry – option for combined air and ferry; or ferry alone
- Possible energy and mineral resource development
 - o Energy: coal and coal methane (see above)
 - o Copper, gold...

Energy

- Reduce energy use within the home. Take advantage of weatherization programs (not all income based).
- Some private wind turbines. Have a test tower for wind at the landfill.
- Wind systems require solving both production and distribution issues. For wind power contribution above a level of about 10% of local power production (“low penetration”) no special adjustments needed; but above that level requires a more complex system for integrating wind (or hydro?) and diesel. In general, as the percentage of non-diesel

power grows, so do technical challenges.

- Hydro – legislature recently approved \$1.7 M; matches contribution locally and by Borough. Next step – summer 2012 fish study; hope for fall 2012 construction start. Special exception to normal FERC process granted for this project.
- Methane – explore possibilities for extracting methane locally and using to generate electricity. Some past evidence of both methane and coal

Subsistence + Environment

- Most common subsistence resources: berries, fish, moose, shellfish.
- Steaming important for hunting/fishing and teaching youth traditional knowledge.
- Don't like that subsistence fishing requires a sport fish license.
- Costs more in fuel to hunt than to ship store food in.
- How can federal and state fish and game management regulations + permitting be more appropriate for local people?
- Game population going down due to modernization of hunting.
 - Too many bears, wolves; not enough caribou. When fishing was slow, people would hunt caribou; now they could go to jail for that.

Transportation + Infrastructure (also see matrix)

- Overarching theme: town infrastructure is aging – water, sewer, power. A general need for investment to simply keep up existing utilities
- Sewer system is not in good shape – problems developed after airport was constructed, may have affected sewer lines. Backups and overflows in areas on lake side of runway. Work with ANTHC?
- Phone system: ACS for land lines; GCI for cell. Like most of Bristol Bay, cell and internet is sporadic, frustrating. Entire region needs to band together and press for better service. One possible lever: BB Health Corp buys big service from GCI, could threaten to change vendors. No cell service at PO; at Village office. GCI claims that need for “shovel ready” stimulus \$ projects pushed them to put in systems that they knew were flawed, but that they'll will incrementally, over next 7 years, come back to all villages and do a proper fix
- *See matrix for details on other infrastructure issues*
- Intertie road(s) between Chigniks (determined to be too costly).
 - Desirable, but costly. So work in increments, aim to develop connection slowly over time

- o Priority for Lagoon – road to dump. Current access is along the beach, only available at right tides. Road would provide multiple benefits: access to dump; to possible new land for housing; to sewer treatment lagoons, to gravel sites
- Extend airport – project completed.
- Consider establishing “shuttle ferry” – link between Lagoon and Bay
- Would love to see more freight competition.
- Sewer
- CIP priorities (2009-2010):
 - o road to landfill – short, but costly, remains a priority
 - o clinic/emergency building – project completed (confirm)
 - o clinic truck - ?
 - o tsunami shelter – still needed, lesser priority?
 - o new airport construction – project completed
- Possible new projects: expanded road maintenance, new landfill (option that needs to be kept as needed, if road to current landfill proves to be impractical in near term)
- Gravel pit is needed. – check status
- Intertie road(s) between Chigniks (determined to be too costly).

Cooperation + governance

- Village Corporation and Tribal Council often work together; corporation is in Anchorage (not local). Not here to see what the village problems are and push for those things. Not many local shareholders here anymore.
- Need cooperation between year-round residents and summer residents about local projects.
- Continue working with the military (used road surveying as a training exercise for their personnel).

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- 2007 Lake and Peninsula Borough Comprehensive Plan
- 2008 Lake and Peninsula Borough Regional Energy Plan

- 2011 Lake and Peninsula Borough Coastal Management Plan
- Lake and Peninsula Borough Assembly Meeting Minutes: April 2010, September 2010, February 2011, March 2011, April 2011, May 2011, September 2011, October 2011

Chignik Lake Community Meeting Notes, 04/19/2012

Community Priorities

- Build houses as incentives for families considering moving to the community for work (similar to Egegik).
- Upgrade power system for using wind, other alternative sources
- Upgrade airstrip: remove small mound at northern end; extend and widen
- Fix up fuel barge
- More/better interaction among council, school, Borough, among community members, and among Lake and surrounding villages. Take advantage of chances for saving money, creating jobs by working together. Work to create a “unified voice” on issues needing political support.

Issues + Opportunities

Strengths + successes

- Ocean access/commercial fishing
- Potential visitor attractions & services – natural landscapes, ferry (in Chignik Bay), history, current services, sportfishing and sport hunting
- Option for economies of scale in creating jobs, providing services between 4-5 lower peninsula villages (e.g., share cost of bringing first provider certification trainer; train and then share a carpenter, shared tourism marketing)
- Chance to strengthen/re-establish spirit of self reliance
- Successful projects:
 - o Housing coming with HUD. Health corporation put in water and sewer system.
 - o NAHASDA funds used for weatherization of houses.
 - o Now have a fuel tanker that can haul fuel to the tank farms. Road to landing pad at mouth of river: expanded trail to accommodate equipment for upgrading the runway. Not year round.

Health + wellness

- Family night: parents playing right along with the kids. Not doing it anymore because nobody participates.
- Some people drink but it's not a big problem.

- Used to have wellness conferences; don't have them anymore.
- Church needs more support –from some source – to continue. Pastor is former grant writer; willing to help
- BBNA changed rules regarding Village First Responder/Provider – previously BBNA would pay for trainer to come to the community and do necessary recertification (required every two years), now the community is responsible. An opportunity for region to coordinate and share costs.
- Need “positive programs” – a way to improve community health, e.g. family wellness warriors

Education

- All the schools in the Chigniks are in jeopardy. School population dropping; odds are good that enrollment will drop below 10 by beginning of the 2013 school year and the school will be forced to close
- Increase opportunities for vocational education.
- School calendar: work with teachers ahead of time so students don't have to go to school during Russian Orthodox holidays.
- Want Alutiiq classes. They teach foreign languages; why not Native language? District says it's not an option (standards); teacher certification can be a barrier.
- Could invite artists to come back and teach, but need money to pay for their travel.

Housing

- Need to train local residents to work as carpenters, so they can help renovate and build local homes
- Consider getting out of BBNA/BBH housing compact
- Improved housing is a good way to lure people back to village, and can be basis for filling unfilled positions (such as vacant health aid position)
- Need help from village corporation
- A number of empty houses in the community
- Egegik example- tribe built houses and offered them to people considering working in the community, if those people had children (to keep school open)

Economy

- Lower the cost of living and create real jobs (jobs that bring money into community, not just circulate money).

- Fishing:
 - If kids want in, they don't have access to loans (don't have boats, gear, experience points).
 - People go somewhere else (Chignik Lagoon, Chignik Bay) to work on someone else's boat.
 - Want a business of fishing program (e.g. BBEDC program, British Columbia program that made their permits unsellable though permits could be inherited)
 - Education: let people know they are responsible for their taxes (recent change in tax law surprised people)
- Planting own food; one garden in the community; need education and seeds; could be a low cost investment that offsets costly imported food. Previous IGAP program was successful – distributed seeds
- Ecotourism: marine highway coming to Chigniks, good entry point. If people had a reason to come or could market it better, visitors could experience the culture, go hiking, kayaking, pick berries, photograph. Community is interested, need advice on what to do next; but need to be sensitive about potential for conflicts, e.g. between subsistence and sportfishing
- Other job options:
 - Store? (not likely to create real economic health, requires more money in circulation in the community)
 - Hanger? (potential to become a regional air service/maintenance center)
 - Job training – good if tied to certain jobs; would be helpful to get local residents trained to provide weatherization services

Energy

- High cost of living; fuel is expensive and keeps going up.
 - Airfare, airfreight and freight are increasingly expensive.
 - Have to wait for thaw to use a barge. Many using same barge; takes 6-8 months to receive goods. Currently flying fuel into community – incredibly expensive, not sustainable
 - Ferry fills up right away; have to reserve space at least 8 months in advance.
 - PenAir is the only air carrier.
- Need to reduce energy costs.

- Doing wind/hydro studies. Both studies have promise but need financing to be completed. L&P borough study suggests location is “borderline”
- Hope wind generator can be an opportunity for kids to be trained how to maintain the equipment.
- Recent weatherization program - successful, good program
- Look into solar – for power, for heat (check in with Perryville)
- Need to upgrade power system - starting point for using wind, other alternative sources
- Biggest village costs: energy for two community buildings

Subsistence + Environment

- Not a luxury, not a choice. Most important subsistence resources: fish, wood, berries, geese. Caribou were staple; population crashed, hunting caribou not legal
- Have to be at the Board of Fish and Game meetings because if you are missing, they can take stuff away from you. Borough sends rep to Board meetings, can represent local needs
- Steaming important for hunting/fishing and teaching youth traditional knowledge.

Transportation + Infrastructure (also see matrix)

- Need to upgrade airstrip (remove small mound at northern end; extend and widen
- Intertie road(s) between Chigniks (determined to be too costly).
 - Roads could help reduce energy costs
 - Need to improve road system to reduce chance of fuel spills
- Fix up fuel barge – priority; requires finding funding to upgrade barge; also requires sorting issues of operational costs, insurance, etc.
- Dock in Chignik Bay would be helpful for regional villages; Bay can provide political support
- Need a grader/loader
- CIP priorities (2009-2010): emergency services building/fire truck, community building, community water storage tank
- Intertie road(s) between Chigniks (determined to be too costly).

Cooperation + governance

- Many village corporation and village council members are the same; works well.
- Need more/better interaction among council, school, Borough; plus interaction with community members, and between Lake and surrounding villages. Take advantage of chances for saving money, creating jobs by working together. Work to create a “unified voice” on issues needing political support.
- Can Borough provide a staff person in every village? No, but Borough has hired four contract workers who can provide support to villages on specific issues.

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- 2007 Lake and Peninsula Borough Comprehensive Plan
- 2008 Lake and Peninsula Borough Regional Energy Plan
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Perryville Community Meeting Notes, 04/18/2012

Community Priorities

- Purchase “shares” in CQE program; lacks money, though.
- Wants ferry service; would require a dock.

Issues + Opportunities

Strengths + successes

- Gateway to the rich waters of the Pacific
- Traditional Native values
- Rich subsistence resources
- Natural beauty of setting and surroundings
- Distance from rest of Bristol Bay has created a tradition of self sufficiency
- Successful projects:
 - o Village council used profits from airport/BIA road project to purchase 10 windmills (2-3 years ago). Company came, installed one, showed them how to maintain it. They constructed the other 9 windmills and maintain all of them. Customers don't see cost reduction, but the utility saved 18,000 gallons of diesel fuel per year. Business and offices do see the savings.
 - o Insulated and replaced the siding on every old house in the village. Company (ACDC) did the weatherization.

Health + wellness

- Healthiest food in Perryville is halibut, salmon and berries.
- Need a VPSO. State can't afford to put one in every village; no housing for one.
- Might be good to discuss alcohol again (in what way?)

Education

- Would like to see higher education (post secondary) closer to home
- Need to keep kids in school. “Should be a law making school mandatory through age 18”
- Desire for parents to be more involved/supportive of their kids in school; help them be successful and get them interested in going to college.
- Kids need the skills to live here and elsewhere (Native + white lifestyle)

- o Want Alutiiq classes
- o Laptops/internet at school: Children spend a lot of time on the internet. Some say it is a pathway to their future success. Others say many are failing tests (too much internet, seeing too much of the outside).
- Recent change from grade level to leveling system:
 - o Some students started doing better on their standards based levels; others are dropping out.
 - o Leveling and grading system between Anchorage and Lake and Pen very different (8 Lake + Pen credits = 2.5 Anchorage credits).

Housing

Economy

- Lack of job opportunities a problem; more jobs to encourage families to stay.
- Community has several gardens. School is taking lead and production has been impressive. Weather in Perryville generally better than Chigniks; lettuce, cabbage, potatoes all do well. Plans for expanded gardens in the works, including greenhouses.
- Teach the business of fishing.
- Problem going into commercial fishing: can't get a loan unless you have a job.
- Major difference in fishery between Perryville and Bristol Bay: not gillnet in Perryville, which means you pay a lot more for gear. "Fish are here" -diverse fish resources: salmon, halibut, cod (jig fishery) and rockfish (and Sand Point pays \$.25/lb for skate.
- Most Perryville people who fish are working for a permit holder. If you have a permit you are your own boss and you have a stronger sense of being able to make decisions and affect what happens in your area.
- Perryville not included in BBEDC/CDQ program; do have option to participate in CQE program. One model – Chignik Lagoon? – purchased 4 "shares" in program which generates local jobs. Perryville would like to do the same; lacks money.
- Overriding problems in making money from fishing
 - o Distance to processors, and processor monopoly power. Chignik Bay and Sand Point equally distant.
 - o Boat size – Perryville uses 42' boats; competition using 58' boats can fish in rougher weather; fishery is quota based, first come first serve. So bigger boats, e.g. from Kodiak, often get lion's share of quota.

- A new independent processor in Chignik Bay – someone other than Trident – would help, although best would be if Perryville had its own processor (Glenn – consider smaller scale processing capability, small volume, high value)
- Tourism is interesting, but hard to get started. Access costs high; energy costs high
- Need to educate community about tourism benefits and costs; train locals to on how to start a business, e.g., B&Bs, sport fishing (because you can fish for salmon and halibut right off the beach). SAVEC could help.

Energy

- High energy costs; cost of heating homes a problem.
- Have existing low penetration wind system – generally been working well; locals trained to do necessary maintenance. Need to better understand options to expand generation capacity, and implications for ongoing operations, need for new equipment.
- About to get new bulk fuel storage. Terms of receiving this investment is the requirement for a local resident to take a training course in maintenance. Local person (name) just completed.

Subsistence + Environment

- Need to participate in advisory fish and game meetings; can't depend on state regulations to preserve resources.
 - No caribou anymore (last 15 years)
 - Effects of Exxon Valdez spill: had a run of pink salmon but coho barely showed. No more seal, resources diminishing yearly.
- Desire to teach the younger generation not to abuse the land with their vehicles, four-wheelers, snow machines.

Transportation + Infrastructure (also see matrix)

- Need a dock to serve multiple communities New public dock, new fish processor in Chignik Bay would be helpful (although Chignik Bay is about as far by boat – 7 hours – as Sand Point, so Perryville would benefit less from this than Chignik villages)
- Wants ferry service. This would require a dock. Considering constructing a sheetpile, backfilled dock on south side beach.
- Fish processor (Trident) in Chignik has the only dock that ship owners can use to make boat repairs. If a fisherman does not fish for Trident, they cannot use their facilities; Trident pays \$0.25 per pound less than other processors. Chignik boat harbor can be used by Perryville fishermen.
- CIP priorities (2009-2010):

- public dock/feasibility and design study – status?
- alternative energy – explore options for expanded wind generation; requires upgrade of electrical system
- public bulk fuel tank farm – project complete?
- new (HUD + BIA) housing – project complete (X homes)
- emergency transport vehicle - ?
- landfill incinerator - ?
- ice machine for local fisheries
- fuel truck, compactor - ?
- front end loader - ?
- alternative water supply - ?
- Boat launch expected to be completed Fall 2012.

Cooperation + governance

- Very proactive village council. Native Corporation doesn't meet very often. The two sometimes work on projects together.
- Community building/clinic was a successful partnership. Combined sources of money to meet community needs: clinic on one end, used NAHASDA money for multipurpose space on the other, eight offices between.

Sources:

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What would keep people, particularly young adults and families, in your community or the region?

1. INCREASED AVAILABILITY OF AFFORDABLE ENERGY.
2. INCREASED AVAILABILITY OF REASONABLY PRICED FOOD.
3. INCREASED CULTURAL OPPORTUNITIES.
4. OTHER YOUNG ADULTS!

What can be done to create stable jobs in your community or the region? What kind of jobs might these be?

1. BARGE RAMP.
2. DUCK.
3. These would make some of the items from the previous item possible. Some jobs could be in tourism and maybe also at a larger store.

What specific actions would help reduce the cost of living in your community?

1. SHUT OFF LIGHTS when not in use.
2. Keep Heat no higher than 70°F.
3. A competitor to pen air!

What would improve community health and wellness in your community and the region?

1. A ~~Hand~~ SA A MANDATORY HANDS SAFETY course.
2. A LEGAL OBLIGATION TO wear helmets while riding.
3. A Smoking cessation program.
4. A SURCHARGE OR TAX on ALL CARBONATED BEVERAGES (in an effort to curtail their use.)

What is the one most important project your community could do to improve community life?

Find A way to Get Alutia cultural trainers here regularly. There are few cultural opportunities here.

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Email: menseskie@gmail.com

Perayville

Please bring to the meeting or mail to: **Lake and Peninsula Borough PO Box 495 King Salmon, AK 99613**

Note: The meeting was last week. I just received this over the weekend.

For Ivanof Bay Village

What would keep people, particularly young adults and families, in your community or the region?

Mail Service

Jobs - seasonal

- get the village council office back to the local level to administer grants/jobs.

What can be done to create stable jobs in your community or the region? What kind of jobs might these be?

Encourage & assist in people developing business plans,

Tourism & sport fishing

Fish Processing

What specific actions would help reduce the cost of living in your community?

Solar & wind power for power

Greenhouses/composting for fresh vegetables

mail service (at least once a month)

Freight service (Food & fuel)

What would improve community health and wellness in your community and the region?

Encourage healthy living & eating subsistence
Good food choices & preparation Foods,

Communication with the L&P Borough and
local village council & corporations, (Hi-speed
internet)
and vendors to place orders.

What is the one most important project your community could do to improve community life?

Get the water system repaired (200 feet)

No water available in homes

Roads - Clearing boulders & rocks from mountain

Name: Lori Kalmakoff Re-route creek from mud
water source. slides.

Telephone Number: 853-4020 Needs to be assessed,

Email: lori.kalmakoff@yahoo.com

Please bring to the meeting or mail to: Lake and Peninsula Borough PO Box 495 King Salmon, AK 99613

What would keep people, particularly young adults and families, in your community or the region?

Jobs
Training (Kingⁱⁿ Salmon)
CQES

What can be done to create stable jobs in your community or the region? What kind of jobs might these be?

Grant writer in the village. Make use of
Pebble grants.
~~Amateur~~ Gardening year around.
Raise chickens for the eggs

What specific actions would help reduce the cost of living in your community?

Wood heat, Wind gen., solar & hydro
More Winturization for homes.

What would improve community health and wellness in your community and the region?

Health fairs in schools and Wellness

What is the one most important project your community could do to improve community life?

Native Language and our culture
Teach in schools

Name: Johnny Lind

Telephone Number: 907-845-4050 (cell)

Email: aleutsistersjk@hotmail.com

Please bring to the meeting or mail to: **Lake and Peninsula Borough PO Box 495 King Salmon, AK 99613**

What would keep people, particularly young adults and families, in your community or the region?

For me it would be housing. Not enough updated housing.

What can be done to create stable jobs in your community or the region? What kind of jobs might these be?

Another Store - offering All jobs instead of hiring within and offer to community.

What specific actions would help reduce the cost of living in your community?

Are not so expensive foods sold at store.

What would improve community health and wellness in your community and the region?

I think they are doing pretty well.

What is the one most important project your community could do to improve community life?

There was a School plan to do a green house

Name: Monica Anderson

Telephone Number: 907-749-4017

Email: Manderson@bbahc.org

Please bring to the meeting or mail to: **Lake and Peninsula Borough PO Box 495 King Salmon, AK 99613**

What would keep people, particularly young adults and families, in your community or the region?

Jobs, Youth groups, Active Church, Mall?
Housing.

What can be done to create stable jobs in your community or the region? What kind of jobs might these be?

Structural building City Dock, Substance building
Extend Runway

What specific actions would help reduce the cost of living in your community?

Cost efficient airlines to compete with current
airline. mini-mart

What would improve community health and wellness in your community and the region?

Weekly get together with everyone
have potlucks

What is the one most important project your community could do to improve community life?

City Dock for ferry & housing

Name: Ilane Ashby

Telephone Number: 747-2450

Email: Ilane.Ashby

Please bring to the meeting or mail to: **Lake and Peninsula Borough PO Box 495 King Salmon, AK 99613**

What would keep people, particularly young adults and families, in your community or the region?

A new cannery and higher wages For existing Jobs

What can be done to create stable jobs in your community or the region? What kind of jobs might these be?

A new Cannery and, City dock, water Treatment Plant, Utilities To hillside

What specific actions would help reduce the cost of living in your community?

A new City Dock, New water plant

What would improve community health and wellness in your community and the region?

Utilities To New Properties on hillside, new water Treatment Plant

What is the one most important project your community could do to improve community life?

City Dock!

Name: Shane McCawley

Telephone Number: 907-748-4015

Email: SMcCawley2009@yahoo.com

Please bring to the meeting or mail to: **Lake and Peninsula Borough PO Box 495 King Salmon, AK 99613**

What would keep people, particularly young adults and families, in your community or the region?

Jobs, more housing

What can be done to create stable jobs in your community or the region? What kind of jobs might these be?

Better pay / city jobs / cab service / Restaurant

What specific actions would help reduce the cost of living in your community?

have more ways to get things here @ cost.

What would improve community health and wellness in your community and the region?

New water plant / have outdoor park for kids
like basketball

What is the one most important project your community could do to improve community life?

city dock

Name: Casey Barnett

Telephone Number: 907 444-1858

Email: Caseybarnett2011@gmail.com

Please bring to the meeting or mail to: **Lake and Peninsula Borough PO Box 495 King Salmon, AK 99613**

What would keep people, particularly young adults and families, in your community or the region?

Jobs, School

What can be done to create stable jobs in your community or the region? What kind of jobs might these be?

Road construction, Airport construction

What specific actions would help reduce the cost of living in your community?

Bigger Air port for more airlines to come in
to reduce Airfare more jobs

What would improve community health and wellness in your community and the region?

More Jobs, PA here all the time

What is the one most important project your community could do to improve community life?

More Jobs, ~~Keep~~ Keeping the School open

Name: Minnie Skomberg

Telephone Number: 749-4090

Email: _____

Please bring to the meeting or mail to: **Lake and Peninsula Borough PO Box 495 King Salmon, AK 99613**

Egegik Community Meeting Notes, 05/03/2012

Community Priorities

- Economic growth, jobs.

Issues + Opportunities

Strengths + successes

- Fisherman's Hall
- Dock rehab.
- Landfill.
- LED streetlight.
- Power company.
- City House.
- Greenhouse and Chickens.

Health + wellness

- More events, activities, games to bring the community together.
- Emotional health – engage BBHC and school district on this issue?

Education

- Concern about student count.
- Concern about unqualified teachers.
- Conflict between religious holidays and school schedule.
- Community spirit is no longer in the school. Winterfest and community dances used to be very popular with the kids but doesn't happen anymore.
- Youth concerns
 - Fishing is a good thing, but that is all there is.
 - Socially isolated.
 - High cost of living.
 - No teenage girls.
 - Transportation costs are high.
 - Would like to see classes in music, art, ETT/Medical (BBAHC online), photography.
 - Internet at school gets shut down in May. Satellite internet the best option.

Housing

- Self-help approach should include the concept that our kids and grandkids would help to provide labor for their elders' houses.
- Abandoned houses that need to be torn down.
- Need health aides/city staff housing.
- City building has two houses: one with family with four kids and one for a teacher.

- Big shortage of housing.

Economy

- Jobs and opportunities for income are inadequate. People will stay or leave depending on jobs.
- Need higher fish prices.
- Training – all sorts; people need training locally (e.g., for developing grantwriters, technical assistance).
- Fisheries decline leading to brain drain.
- Grants or government funded jobs, little to no industry.
- People show up for jobs when they want to.
- Issues with people having GEDs. Older guys could work on the slope.

Energy

- Not much steaming anymore; would require a wood supply or less expensive oil.
- Possible to drill shallow gas wells (like in Barrow) for local use?
- New wind turbine doesn't function, compatibility issue. (180 – 200kW).
- School getting new windows.
- Need energy retrofits for residences, business, and public facilities.

Subsistence + environment

- Need local Fish and Game enforcement more enforcement with local residents than with Outsiders. Would like to see local people that have the ability to police the visitors (both sides do a little illegal stuff).
- Caribou are gone. Moose hunting at King Salmon is all we have left. Two lodges take 8-9 moose apiece and the moose are getting wiped out. Too much competition.
- Sport hunting on land in the National Refuge; we don't want hunters flying in there.

Transportation + infrastructure (also see matrix)

- CIP priorities (2009-2010): erosion control (mainly on upriverside church/hill), housing.
- Air freight is double King Salmon prices.
- Bulk purchase = better rates

Cooperation + governance

- Nobody can agree on key things to move the community forward; lack of focus on a particular project
 - Lack of enough professional personnel or employees to carry out a project
- More talk and meetings; socializing helps people to cooperate.
- What would draw people to attend Council meetings: what topics? Food?
- Suggest kids participate in these planning/visioning processes.

- So many monopolies (every service/one provider), lazy, lack of care.

Sources:

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Levelock Community Meeting Notes, 05/02/2012

Community Priorities

- Jobs, Housing, Energy

Issues + Opportunities

Strengths + successes

- Successful project: HUD homes.
- New fish plant started as a combined effort between the Tribe, Corporation, and City. On the back burner for past 20 years, partners created the plans together and worked together to get grant funding. [Expected to create about 20 new jobs.](#)

Health + wellness

- To attract more people to Levelock, have more community resources available: youth activities, sports, daycare.
- Studies on the health and quality of life of people (e.g., heavy metals used in fishing)
- [Dust control – water truck?](#)
- Wellness programs: maybe at church, working on a wellness conference.
- Alcohol [and drug use](#) are big problems.
- [Need health aide \(job is open\).](#)
- [Expand water quality testing \(IGAP\).](#)

Education

- How can Native cultural education be incorporated into curriculum? (e.g., instruction in Native language, dance, arts and crafts, traditional knowledge)
- Attend parent teacher meetings/parents take an active role in children's education.
- [Would like school to have better separation between younger and older students and more activities for youth.](#)
- [Have a shop, need a teacher so youth can use it. Could SAVEC train/certify LPSD teachers so they can teach shop? An after school “club” to teach skills.](#)
- [Vocational education – heavy equipment, CDL, flight school training.](#)

Housing

- [Refurbish run down houses.](#)

- Lack of housing.
- Visitor housing/B&B.

Economy

- Commercial fishing:
 - o Costs of getting a permit, boat, gear are barriers.
 - o New fish plant will be processing fish and adding industry.
 - o Improve quality of fish products through refrigeration.
 - o fish plant.
- More and more fishing lodges:
 - o More people coming in. Too many skiffs in hot spots, too many sports people.
 - o Problem of erosion due to boats (large motors). River etiquette?
 - o Represent Levelock at meetings to request/enforce no trespass.
 - o No job opportunities for people in Levelock at lodges.
 - o Local hire relatively expensive for lodges/canneries because cost of living so high. Locals cannot make enough to make working there worth it.
- Potentially successful small businesses: selling parts, garage, big game guiding, local arts and crafts (beading, basketware, quilts), skin sewing.
- Farming (root veggies, potatoes, turnips?).
- Concession stand.
- Permit buy back.
- VISTA for youth.

Subsistence + Environment

- Preserve Bristol Bay's watershed and land resources; look at whole ecosystem that supports the fishery.
 - o Need to make sure waste disposal won't harm subsistence. Is recycling a regional possibility?
 - o Protect fish stocks through education and pollution control.
 - o Address trespass by tourists and outsiders (the corporation polices this)

- o Monitor water quality at lodges.

Energy

- Reduce energy costs:
 - o renewable energy (hydro, wind, solar), natural gas exploration
 - o Interested in doing renewable energy study.

Transportation + Infrastructure (also see matrix)

- CIP priorities (2009-2010): all tide dock, new heavy equipment, riverbank erosion control, new Laundromat, heated heavy equipment storage building
- Have plans to build a dock, boat storage, boat service area.
- GCI coming in to create fiber optic internet center from Anchorage.
- Request for new dock, boatyard, and storage.
- Road upgrades 2012/2013 with BIA funds (regarding, alignment)
- Study for new runway. Add a wind anemometer?

Cooperation + governance

- Support fishery with Board of Fish.

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Pilot Point Community Meeting Notes, 05/18/2012

Community Priorities

- Runway Expansion
- More road(s)
- Job training
- Transportation costs
- Energy costs

Issues + Opportunities

Strengths + successes

- Successful projects: wind energy, water and wastewater (wells, septic, landfill rather than municipal delivery).
 - o City has a 10kW capacity wind turbine and has a grant to install new 100kW wind turbines. Awarded \$1.4 million for a wind turbine. Two wind generators now and another 100kw one coming online. Local utility received funding via the renewable energy fund.
- New DEC permit Class III
- New clinic
- Kids raised \$38k for a trip to Hawaii
- CDBG bulkhead upgrade
- Pilot Point corporation → gravel pit
- Road upgrade
 - o Had to move a piece of the road → 1-mile major project

Health + wellness

- Send more people to wellness conferences.
- Organize more community events (e.g., bingo, potlucks, school activity nights, carnival, craft nights, picnics)
- Culture + heritage: Native language, preserve interesting things from the cannery, hire a

priest, regional conferences/celebrations, get Elders involved.

- [Would like airport expansion for medivacs](#)

Education

- Need community to be active on school board, communicate with teachers, be involved with after-hours activities.
 - o Village Council or City could help students with homework (hire tutors and use community hall)
- Desire for vocational education.
 - o [Boiler operator](#)
 - o [Carpentry](#)
 - o [Utility-related operators](#)
 - o [Refrigeration people](#)
- Kids need more than existing school and local cultural activities; more Native games and cultural activities.
- Kids need to be job-ready when they graduate.
- [Job counseling for residents to bridge distance + put faces to names](#)
- [Link people with skills to open jobs](#)
- [Once you train someone, how do you keep them?](#)

Housing

- Lack of viable housing prevents families from moving or staying in Pilot Point. Current houses need a lot of work to make them livable. Too many empty houses in Pilot Point; HUD won't construct new ones.
 - o → [lack of housing still a problem for younger families](#)
- Land ownership is one challenge: land shortage for development (a church owns most of the land).
- New homes need to be built well and with energy efficient methods.
- [6 or 7 houses that need work](#)
- [New duplex 2008](#)
- [Start rental program to rehab empty houses?](#)

- Tri-authority housing program to rehab housing
- Abandoned homes with absentee owners
- Ugashik:
 - o land is available (North road)
 - o HUD will only build 4 min.

Economy

- Cost of living in general is high and can't easily get quality fresh food shipped in.
 - o Cost of travel between communities is so expensive, people can't visit each other. Some give up and move to town.
 - o High energy cost preventing new business (businesses not eligible for PCE).
- Expand eco-tourism: sightseeing, bear viewing, fly fishing, [bird-viewing](#)
- Training needed for business planning.
 - o → [help with navigating paperwork + system](#)
- Commercial fishing: far fewer setnets on the beaches now, far fewer boats than there used to be.
 - o Need more information about limited entry permit financing, buy-backs, etc.
 - o If kids don't have good credit, can't qualify for loans.
 - o **yes** Training program desired: general business, marketing, accounting, navigation, basic electronics, etc. that would include working on a boat and after completion, the person qualifies for a loan.
 - [BOAT STORAGE = leads to support services](#)
 - o Can't expand fishing unless we improve runways.
- [Need infrastructure to open up economy](#)
- [Possible gravel export: min \\$20/hr to \(???\) UCX](#)
- [How do we keep younger people in the community – steady employment](#)
- [Local hire by regional entities](#)
- [In-region skilled employees to lower costs for residents](#)
- [Some seasonal jobs](#)
- [High costs of transport hinders development of community store](#)

Subsistence + Environment

- Less game than in the past
 - o Too many predators
 - o Requires planes to get to game
- Nikki – IGAP 797-2208

Energy

- Reduce cost of heat:
 - o Weatherization and energy efficiency for homes and other buildings.
- 2008 power plant upgrade/fuel farm
- Grid upgrade 2012
- AEA wind grant 2011
- Plans for electric boiler
- Dump excess wind power

Transportation + Infrastructure (also see matrix)

- **New landfill + burn box**
- CIP priorities (2009-2010): new fuel truck, replace/upgrade all power lines (2013), Ugashik River Road Access, airport extension (3,200 ft now → 5,000 ft), lower Bristol Bay test fisheries study/fisheries infrastructure development, address safety + environmental structural issues of old cannery buildings (in progress), community ball field/athletic park, wind-powered community greenhouse; bulkhead → CDBG; want cross-peninsula road to Pacific side (Wide Bay); tie 2 projects together (BH and RR access)
 - o Ugashik – Pilot Point road would make it easier for Ugashik residents to access the fuel farm in Pilot Point. Plan to construct a dirt trail, show usage to become a recognized road.
 - Access to health care + fish buying to supply plant in Ugashik
 - o *yes* Airport extension: allow larger planes to land and enable fisherman access to out-of-town processors (fly the fish out).
 - o Water/sewer: upgraded
 - o Telephone service (ACS) needs improvements
 - Dead spots in cell service

Comment [HS1]: Want a new one or have a new one?

- [Hard line?](#)

Cooperation + governance

- City and Tribe have held joint meetings and have common ground. Work well together.

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Port Heiden Community Meeting Notes, 05/18/2012

Community Priorities

- Gym/Rec Center
- Documenting Subsistence
- Roads
- Energy
- Housing
- Tourism

Issues + Opportunities

Strengths + successes

- Successes: community building, remediation program and contract
- ICVUA program keeps kids local
- Strong schools + grad rate

Health + wellness

- ~~Need a VPSO in Port Heiden. Barrier to getting one is housing. City doesn't have money to put up for the housing. Interested people go for higher-paying, seasonal jobs. Usually someone from outside the community takes the VPSO job.~~ Obtained VPSO
- Closest AA program is in Dillingham.
- BFA training: if enough interest could have one in Port Heiden, but community is small: difficulty getting a group going; difficult to share openly. Hosting men's and women's groups separately might work.
- More community/cultural get-togethers.
- Daycare facility, recreational facility, gym. More centralized trails. Playground. School gym is only available 3 nights/week during school, not during summer – possible to open it up for more community use?
- Year-round gym/multi-purpose facility → place to work out; not just basketball at gym night, but more inclusive activities
- Bring back mental health services (BBAHC)
- New clinic

- PA or doctor – we’re a hub
- Funding for specialized classes like woodshop/pottery

Education

- Lacking in people certified in the trades (bring back vocational tec?)
 - o Training for value-added processing
 - o EMT-specific training from BBAHC
 - o Increase in online education
 - o Heavy equipment training
- Try to bring cultural activities into the school so kids whose parents grew up elsewhere can still participate and learn. Levels in school now for Native culture classes.
 - o Teach Alutiiq.
- Going from small school to college is a problem. Classes don’t necessarily meet the standards at college; students are not necessarily prepared with the math or reading comprehension skills needed at college.
- Have good teachers; makes a huge difference. What does it take to retain good teachers?

Housing

- Not enough housing. Many families have one or more additional families in their home. HUD built five or six houses, but that did not alleviate the problem.
 - o Need 25 housing units
 - o B+B's, cabins rented out to itinerant workers
- There are HUD and NAHASDA programs but problems with how it’s done. Inconsistency in what is promised and what is delivered; not adequately serving low-income, elders, disabled.
 - o Assistance and education should include home maintenance, not just purchasing.
 - o Multi-unit housing is desired / young people are having trouble

Economy

- Reclamation project is putting a lot of people to work (80 residents in 2011) and will continue for years. Children have returned to the village. Employees work from April to November; many people are choosing to stay in the village over the winter.
- Need training in how to start a business.

- Businesses that might work: daycare, restaurant, beauty parlor/haircutting, Native crafts/giftshop, tourism (especially ecotourists).
- Ecotourism: about 2,000 people come to see the Aniakchak volcano each year, but only about 60 pass through Port Heiden. How to get more to stop in Port Heiden?
 - Possibly hiking or four-wheeling tours (too many bears and wolves?).
 - Bird-related and other types of wildlife to bring in visitors
 - People would come for natural history (dinosaur tracks, hike on old trails)
 - Cabins for visitors to use
- Commercial fishing:
 - Increase access to ownership of limited entry permits. Permits lost when people passed on and kids did not want to fish (during time when prices were very low). Many kids have their own set net sites, but there is no market for their fish because the quality of the fish is low.
 - Fish processing plant would help economic development.
 - Used to have salmon flown fresh directly out from Port Heiden; now fish are being intercepted offshore by Area M fishing boats, reducing the local run. Tried to make this area super exclusive and lost at the Board of Fish by one vote.
 - The City does not have a fish tax; villagers are not benefiting from Area M fishery.
- Could develop a washeteria (bath, shower, rest area) for visitors while commuting to destination. Have an airport facility, sign at the airport, visitor guide or kiosk telling people they can rest and learn about the people here.
- Need to get permits + licenses
- Seasonal vs. year-round dilemma

Subsistence + Environment

- Tried to influence ADF&G; need to continue to participate. Live in a critical habitat area; land management regulations coming down from ADF&G.
 - Protect fish stocks: want to do our own escapement count, manage our own fishing (more or less). Have to do habitat control – big beaver dam problem.
 - Subsistence fishing wiped out (blamed on Area M fishery + failure to report subsistence).
- Concerns about pollution/contamination in drinking water, soil, fish and caribou.

- Marine debris clean-up
- Teach children to hunt and fish.
- Better trails to access subsistence sites
- Back-haul of haz-mat

Energy

- Reduce energy costs
- Renewable resources (e.g., burning Peat moss, wind turbines, [geothermal \(training through AEA\)](#), tidal energy).
 - o → IGAP \$11, \$100K
- Whole system upgrade in 2012
- Bulk fuel purchases with other communities

Transportation + Infrastructure (also see matrix)

- CIP priorities (2009-2010): upgrade + redistribution power system, road work, new housing, lower Alaska Peninsula road, fish processing/fisheries related projects, clinic or office building, fire hall renovation, remove old vehicles, hub status; [build up roads](#),
- Electrical grid needs to be updated prior to completing an alternative energy project. Grid upgrade to be considered for fall 2012 funding cycle.
 - o Old electric lines need to be replaced (energy lost from old lines).
- Trans-Peninsula highway to Pacific side from Port Heiden for freight.
- Railroad to King Salmon. Rail would have less impact on wildlife.
- [Runway needs to be paved – hub community](#)
- [Terminal \(multiple airlines\)](#)
- [Road to Pacific Port + other communities on Peninsula](#)

Cooperation + governance

- [Public safety/NUSC/public goods housing](#)→ have LPB manage the grant
- Reasonably good cooperation within community and region [and school district, teachers](#)
- Priorities: update community plan, build fish processing plant.
- Village corporation has a cooperative agreement with the Air Force that is working well.

- Need to work with APC

Sources:

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PLEASE COMMENT!

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You can fold and seal this piece of paper and mail it to us at:

Lake and Peninsula Borough
ATTN: Lake + Peninsula Borough Comprehensive Plan
PO Box 495
King Salmon, Alaska 99613

We can also accept your comments by fax or email:

Jordan Keeler
Lake and Peninsula Borough
Phone: 907-246-3421 (toll free: 800-764-3421)
Fax: 907-246-6602
Email: jordankeeler@lakeandpen.com

Heather Stewart
Agnew::Beck Consulting
Phone: 907-222-5424
Fax: 907-222-5426
Email: heather@agnewbeck.com

Name: MICHAEL PETRA

Phone: (907) 217-4485

Address:

What would keep people, particularly young adults and families, in your community or the region?

JOBS, A RECREATION CENTER (INDOOR BASKETBALL COURT, BILLIARDS, POSSIBLY A SWIMMING POOL)

What can be done to create stable jobs in your community or the region? What kind of jobs might these be?

What specific actions would help reduce the cost of living in your community?

What would improve community health and wellness in your community and the region?

What is the one most important project your community could do to improve community life?

PLEASE COMMENT!

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Phone: 907-246-3421 (toll free: 800-764-3421)
Fax: 907-246-6602
Email: jordankeeler@lakeandpen.com

Heather Stewart
Agnew::Beck Consulting
Phone: 907-222-5424
Fax: 907-222-5426
Email: heather@agnewbeck.com

Name:

Amber Christensen Fox

Phone:

907-777-3919

Address:

1001 Trapper Hill Road
P.O. Box 49064
Port Heiden, AK 99549

What would keep people, particularly young adults and families, in your community or the region?

A rec center (court, workout section)
daycare
year around jobs
Train system! connect the peninsula!

What can be done to create stable jobs in your community or the region? What kind of jobs might these be?

provide something like that and it will become a huge community thing that will keep everyone busy and more involved in the school
building more houses can improve jobs. tourism can also help.

What specific actions would help reduce the cost of living in your community?

provide windmills for everyone
geothermal energy
gas prices lowered. \$5.79 a gal is ridiculous
New city clerk
gas & fuel responsibilities passed to another section in the village
Native council?

What would improve community health and wellness in your community and the region?

AA weekly meetings.
churches!
teaching young kids the hazards of alcohol and drugs.

What is the one most important project your community could do to improve community life?

build more houses.
make more jobs.

#1: Having the borough communicate more with communities.
an annual meeting isn't enough. things in the village change rapidly.

PLEASE COMMENT!

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We can also accept your comments by fax or email:

Jordan Keeler
Lake and Peninsula Borough
Phone: 907-246-3421 (toll free: 800-764-3421)
Fax: 907-246-6602
Email: jordankeeler@lakeandpen.com

Heather Stewart
Agnew::Beck Consulting
Phone: 907-222-5424
Fax: 907-222-5426
Email: heather@agnewbeck.com

Name: *Pat Manning*

Phone: *837-4002*

Address: *General Delivery
100 School Rd
Port Heiden, AK 99549*

What would keep people, particularly young adults and families, in your community or the region?

*Employment opportunities, housing, and cheaper access
to hubs - Anchorage,*

What can be done to create stable jobs in your community or the region? What kind of jobs might these be?

Tourism

What specific actions would help reduce the cost of living in your community?

Reduction in airfare. Cost of utilities.

What would improve community health and wellness in your community and the region?

Continued funding for night gym (LPSD + BBHC).

What is the one most important project your community could do to improve community life?

Prevention education.

What would keep people, particularly young adults and families, in your community or the region?

Use resources to support those who want to be here year-round.
Provide first choice of jobs to them.

What can be done to create stable jobs in your community or the region? What kind of jobs might these be?

Strong encouragement and support for vocational training.
Research highest demands and opportunities for job-placement.
Communication & Collaboration among borough communities

What specific actions would help reduce the cost of living in your community?

Renewable Energy → Windmills
Gas Restrictions Year Round

What would improve community health and wellness in your community and the region?

Organize more events related to health & wellness that
appeal to broader range of residents.

What is the one most important project your community could do to improve community life?

Clean up and take care of Old Village.

Name: Jeff Bringham

Telephone Number: 907-837-2210 (School)

Email: jbringham@lpsd.com

Please bring to the meeting or mail to: **Lake and Peninsula Borough PO Box 495 King Salmon, AK 99613**

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Email: jordankeeler@lakeandpen.com

Heather Stewart
Agnew::Beck Consulting
Phone: 907-222-5424
Fax: 907-222-5426
Email: heather@agnewbeck.com

Name:	Breanna Grieehen
Phone:	797-4034
Address:	Box 49042 Port Heiden AK 99549

What would keep people, particularly young adults and families, in your community or the region?

Jobs, Housing.

What can be done to create stable jobs in your community or the region? What kind of jobs might these be?

Office jobs.

What specific actions would help reduce the cost of living in your community?

Lower Freight charges

What would improve community health and wellness in your community and the region?

something to keep everyone busy
all year round jobs & Places for the kids
to go after school - summertime.

What is the one most important project your community could do to improve community life?

More Roads.

What would keep people, particularly young adults and families, in your community or the region?

Work, housing, assistance, ~~with~~ (information about how to get food, supplies, housing)

What can be done to create stable jobs in your community or the region? What kind of jobs might these be?

Construction, Taxi, law enforcement, maintenance of buildings, vehicles, Roads ect.

What specific actions would help reduce the cost of living in your community?

affordable grocery's and utilities

What would improve community health and wellness in your community and the region?

working trails, street lights



What is the one most important project your community could do to improve community life?

⊙ a central Play ground

Name: Tisha L.C. Lind

Telephone Number: (907) 444-8591

Email: spikedlady@gmail.com

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Email: jordankeeler@lakeandpen.com

Heather Stewart
Agnew::Beck Consulting
Phone: 907-222-5424
Fax: 907-222-5426
Email: heather@agnewbeck.com

Name: Diane Christensen

Phone: (907) 843-1740

Address: P.O. Box 49009
Port Heiden, AK 99549.

What would keep people, particularly young adults and families, in your community or the region?

Jobs, housing, recreation for our kids, community get togethers

What can be done to create stable jobs in your community or the region? What kind of jobs might these be?

More Grant Monies

What specific actions would help reduce the cost of living in your community?

Cheaper Fuel & Gas

What would improve community health and wellness in your community and the region?

V.P.S.O.

What is the one most important project your community could do to improve community life?

Housing

What would keep people, particularly young adults and families, in your community or the region?

work, and Housing

What can be done to create stable jobs in your community or the region? What kind of jobs might these be?

Construction Jobs
law enforcement

What specific actions would help reduce the cost of living in your community?

affordable groceries
affordable utilities

What would improve community health and wellness in your community and the region?

street lights
rec center

What is the one most important project your community could do to improve community life?

play ground closer in town

Name: ANDREW LIND SR

Telephone Number: (907) 444-8546

Email: alapaq-1@hotmail.com

Please bring to the meeting or mail to: **Lake and Peninsula Borough PO Box 495 King Salmon, AK 99613**

What would keep people, particularly young adults and families, in your community or the region?

Jobs, Housing, Recreational facilities
Daycare,

What can be done to create stable jobs in your community or the region? What kind of jobs might these be?

Tourism, Fishing, Construction

What specific actions would help reduce the cost of living in your community?

Fuel subsidy, Cheaper freight. ~~the~~ railroad-road,
wind & geothermal electricity

What would improve community health and wellness in your community and the region?

Police to reduce DWI, helmet laws (enforcement)
New clinic with PA or Doctor

What is the one most important project your community could do to improve community life?

Housing

Name: Emil Christensen

Telephone Number: 717-3940

Email: emilc@portheidenalaska.com

Please bring to the meeting or mail to: **Lake and Peninsula Borough PO Box 495 King Salmon, AK 99613**

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Email: jordankeeler@lakeandpen.com

Heather Stewart
Agnew::Beck Consulting
Phone: 907-222-5424
Fax: 907-222-5426
Email: heather@agnewbeck.com

Name: Wanda Kalmakoff

Phone: 907-717-4472

Address: P.O. Box 49048
Port Heiden, AK
- 99549

What would keep people, particularly young adults and families, in your community or the region?

more jobs, and community activities. Teen Center, Gym,
etc

What can be done to create stable jobs in your community or the region? What kind of jobs might these be? more money \$

What specific actions would help reduce the cost of living in your community?

windmills, lower gas, fuel, & food prices

What would improve community health and wellness in your community and the region?

lower smoking, start a health fitness club

What is the one most important project your community could do to improve community life?

more friendly people ☺

What would keep people, particularly young adults and families, in your community or the region?

housing & jobs

We have a shortage of housing

What can be done to create stable jobs in your community or the region? What kind of jobs might these be?

any kind of paying job

What specific actions would help reduce the cost of living in your community?

Geotherma to lower elec than we can get
Elec. heat etc.

What would improve community health and wellness in your community and the region?

have wellness conferences in village
programs to do thing in the evenings
for the kids and adults

What is the one most important project your community could do to improve community life?

Geothermal

Name: Annie Christensen

Telephone Number: 444 5473

Email: annie-christensen@hotmail.com

Please bring to the meeting or mail to: **Lake and Peninsula Borough PO Box 495 King Salmon, AK 99613**

What would keep people, particularly young adults and families, in your community or the region?

To have more employment opportunities
More available housing

What can be done to create stable jobs in your community or the region? What kind of jobs might these be?

Find funding to build infrastructure
for the community.

What specific actions would help reduce the cost of living in your community?

Bulk fuel
A central power source also with
the use of renewable energy.

What would improve community health and wellness in your community and the region?

Provide available help with drug
and alcohol issues in our young
culture.

What is the one most important project your community could do to improve community life?

Build a dock > will provide jobs for construction
and also use for processing facility + buying station
Setup

Name: Lisa Albecker / Ugashik

Telephone Number: 907-799-2280

Email: glycerine_00@yahoo.com

Please bring to the meeting or mail to: **Lake and Peninsula Borough PO Box 495 King Salmon, AK 99613**

What would keep people, particularly young adults and families, in your community or the region?

Employment opportunities
Housing

What can be done to create stable jobs in your community or the region? What kind of jobs might these be?

The governing entity needs to be focused on the survival of our community as well as network with in region communities. Bring the admin of local government to the community. — Jobs — start = building infrastructure

What specific actions would help reduce the cost of living in your community?

Road to Pacific side
Bulk fuel
Central Power = the use of renewable energy as in a hybrid system.

What would improve community health and wellness in your community and the region?

Address the alcohol + drug problem amongst our youth

What is the one most important project your community could do to improve community life?

Build a dock / jobs will be created in the Processing facility / construction as well as once the buy station Processing facility / buying station is set up

Name: HATTIE ARBECKER / Ugashuk

Telephone Number: (907) 497-4055

Email: aleutgal2004@yahoo.com

Please bring to the meeting or mail to: **Lake and Peninsula Borough PO Box 495 King Salmon, AK 99613**

What would keep people, particularly young adults and families, in your community or the region?

having job oppertunities in winter and more housing

What can be done to create stable jobs in your community or the region? What kind of jobs might these be?

Constant houses/buildings being put up

What specific actions would help reduce the cost of living in your community?

maybe have windmills

What would improve community health and wellness in your community and the region?

having a comunitie gym for everyone

What is the one most important project your community could do to improve community life?

have activities like a gym and just thing to keep

Name:

Celeste Christensen's entertainment

Telephone Number:

907-843-1836

Email:

celeste.christensen@hotmail.com

Please bring to the meeting or mail to: **Lake and Peninsula Borough PO Box 495 King Salmon, AK 99613**

What would keep people, particularly young adults and families, in your community or the region?

Housing. We have many young adults that want to live here and work, but there is not enough housing.

What can be done to create stable jobs in your community or the region? What kind of jobs might these be?

We feel that our community has done a good job creating stable jobs in our community.

What specific actions would help reduce the cost of living in your community?

Cheaper airfare, fuel and electric cost.

What would improve community health and wellness in your community and the region?

Longer Dr visits, ^{every 3 months} 1 1/2 days is not enough.

What is the one most important project your community could do to improve community life?

Having a UPSO.

Name: Billie Schraffenberger

Telephone Number: 444-4779

Email: billies@portheidenalaska.com

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What would keep people, particularly young adults and families, in your community or the region?

Lower cost of electricity and heating fuel,
A geothermal electric system

What can be done to create stable jobs in your community or the region? What kind of jobs might these be?

Large power generator that supplies power
To the surrounding communities

What specific actions would help reduce the cost of living in your community?

Keep bypass mail around
Geothermal power

What would improve community health and wellness in your community and the region?

Rec center with game room, learning center,
small snack store,

What is the one most important project your community could do to improve community life?

Rec center

Name: John Christensen JR

Telephone Number: 444 5976

Email: johnivan2@gmail.com

Please bring to the meeting or mail to: **Lake and Peninsula Borough PO Box 495 King Salmon, AK 99613**

What would keep people, particularly young adults and families, in your community or the region?

Small business loans easy get

What can be done to create stable jobs in your community or the region? What kind of jobs might these be?

start up loans for businesses

What specific actions would help reduce the cost of living in your community?

New power lines

What would improve community health and wellness in your community and the region?

Rec center

What is the one most important project your community could do to improve community life?

Geothermal power

Name: John Christensen III

Telephone Number: 444 5976

Email: john1002@hotmail.com

Please bring to the meeting or mail to: **Lake and Peninsula Borough PO Box 495 King Salmon, AK 99613**

What would keep people, particularly young adults and families, in your community or the region?

Rec Center w/ wood floor basketball court.

What can be done to create stable jobs in your community or the region? What kind of jobs might these be?

What specific actions would help reduce the cost of living in your community?

New source of power.

What would improve community health and wellness in your community and the region?

Better equipped clinics

What is the one most important project your community could do to improve community life?

Name: Corey Lind

Telephone Number: 907-444-6590

Email: bollinger04@hotmail.com

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What would keep people, particularly young adults and families, in your community or the region?

Housing & Employment

What can be done to create stable jobs in your community or the region? What kind of jobs might these be?

Road Projects - Environmental Jobs which are
continual year around - esp. for recycling.

What specific actions would help reduce the cost of living in your community?

Lower fuel prices & food cost

What would improve community health and wellness in your community and the region?

Less drugs & Alcohol

Stricter Enforcement of Abuse to
the users

What is the one most important project your community could do to improve community life?

More things to do...

Get Rid of PCB - Clean water

Name: Charles O'Domin SR.

Telephone Number: 717-4139

Email: cgodomin@hotmail.com

Please bring to the meeting or mail to: **Lake and Peninsula Borough PO Box 495 King Salmon, AK 99613**

What would keep people, particularly young adults and families, in your community or the region?

Jobs

What can be done to create stable jobs in your community or the region? What kind of jobs might these be?

Projects clean up

What specific actions would help reduce the cost of living in your community?

another store

What would improve community health and wellness in your community and the region?

reduce alcohol

What is the one most important project your community could do to improve community life?

more jobs

Name: Refat Orloff

Telephone Number: 837-4030

Email: _____

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What would keep people, particularly young adults and families, in your community or the region?

Jobs

What can be done to create stable jobs in your community or the region? What kind of jobs might these be?

projects clean up

What specific actions would help reduce the cost of living in your community?

another store

What would improve community health and wellness in your community and the region?

~~stop the Alcohol~~
~~people~~ people stop Drinking

What is the one most important project your community could do to improve community life?

stop alcohol + Drug abuse

Name: Ruth Orloff

Telephone Number: 444-8023

Email: _____

Please bring to the meeting or mail to: **Lake and Peninsula Borough PO Box 495 King Salmon, AK 99613**

What would keep people, particularly young adults and families, in your community or the region?

Work

What can be done to create stable jobs in your community or the region? What kind of jobs might these be?

Communication / working together, Construction

What specific actions would help reduce the cost of living in your community?

Conserve what resources we have.

What would improve community health and wellness in your community and the region?

More Outside Activities as a Community

What is the one most important project your community could do to improve community life?

Build a REC Center. Gym / weight room

Name: KOWAN LIMP

Telephone Number: 907 469-0610

Email: nothingtattoo@yahoo.com

Please bring to the meeting or mail to: **Lake and Peninsula Borough PO Box 495 King Salmon, AK 99613**

What would keep people, particularly young adults and families, in your community or the region?

Something to do such as steady
Jobs - not just seasonal.

What can be done to create stable jobs in your community or the region? What kind of jobs might these be?

What specific actions would help reduce the cost of living in your community?

less\$ for mail in groceries & freight.

What would improve community health and wellness in your community and the region?

Ø tolerance alcohol & drugs,
stop pushing it aside. its here.

What is the one most important project your community could do to improve community life?

Clean up PCB's

Name: Bj O'Domin

Telephone Number: 717-4149

Email: bjodomin@hotmail.com

Please bring to the meeting or mail to: **Lake and Peninsula Borough PO Box 495 King Salmon, AK 99613**

What would keep people, particularly young adults and families, in your community or the region?

a good house and a good year round job.

What can be done to create stable jobs in your community or the region? What kind of jobs might these be?

What specific actions would help reduce the cost of living in your community?

alternative energy - wind turbines

What would improve community health and wellness in your community and the region?

less Alcohol and drug consumption
by the young people.

What is the one most important project your community could do to improve community life?

Build a community gym.

Name: Toni Christensen

Telephone Number: 727 3722

Email: toni-christensen@msn.com.

Please bring to the meeting or mail to: **Lake and Peninsula Borough PO Box 495 King Salmon, AK 99613**

What would keep people, particularly young adults and families, in your community or the region?

Tourism

What can be done to create stable jobs in your community or the region? What kind of jobs might these be?

Roads / Port / Roads To Park and ferries

What specific actions would help reduce the cost of living in your community?

Geo Power

What would improve community health and wellness in your community and the region?

military clean up the mess they left

What is the one most important project your community could do to improve community life?

Geo Power

Name: James Christensen

Telephone Number: 907 837 4013

Email: James Chris_PTH@hotmail.com

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What would keep people, particularly young adults and families, in your community or the region?

more housing, more jobs

What can be done to create stable jobs in your community or the region? What kind of jobs might these be?

building houses, or putting up other buildings

What specific actions would help reduce the cost of living in your community?

lower gas prices.

More windmills, bigger airport. we should be a major stopping place

What would improve community health and wellness in your community and the region?

a place for teens to go.

fresh veggies / fruit. most we get are rotten.

a rec center complete with gym and work out room.

What is the one most important project your community could do to improve community life?

build more houses. there are people who hop couches because they don't have a permanent home.

Name: Maxine Christensen

Telephone Number: 907-444-3520

Email: maxine.chew@hotmail.com

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Lake and Peninsula Borough
Phone: 907-246-3421 (toll free: 800-764-3421)
Fax: 907-246-6602
Email: jordankeeler@lakeandpen.com

Heather Stewart
Agnew::Beck Consulting
Phone: 907-222-5424
Fax: 907-222-5426
Email: heather@agnewbeck.com

Name: Gerda Kosbrut

Phone: 717-3981

Address: PO Box 49066
Port Heiden

What would keep people, particularly young adults and families, in your community or the region?

- Employment
- Lower cost of living
- housing
- Schooling

What can be done to create stable jobs in your community or the region? What kind of jobs might these be?

- Small business
- Good community govt to actively seek funding
- education, vocational
- Service jobs like, store, guiding, eco tourism

What specific actions would help reduce the cost of living in your community?

- bulk fuel buying
- newer equipment
- More services for airlines

What would improve community health and wellness in your community and the region?

- provide jobs to focus on wellness
- up grade & pay for fire fighter, EMT,

What is the one most important project your community could do to improve community life?

- Lower cost of living
- ~~fast plan~~
- put planning into actions

1. Deepwater barge access
 The Waste Management
 Computer lab + science lab for the kids
 Cultural tourism
 Eco tourism
 Tourism
 Airport Terminal
 Visitors Bureau
 Salmon Camp
 Seal camp
 Sea Otter Camp
 Camping Tours / Field trips for kids
 Library open to the Community
 Museum of the Native Culture
 Specific to our Community
 Start
 Clean villages
 Food bank
 LIHEAP /
 BIA #

Better
 Work ethics
 MORE INFLUENCE from
 ANC/B BANC, Corporations
 Contractor
 Services
 Social Services
 Elderly Services
 Grants \$
 Federal \$
 State \$
 Bureau \$
 Shared fish tax
 Revenue Sharing

At Village Connected Roads, Harbor/Duck
small business development, restaurant, Day Care
recreation center, health center indoor/outdoor

What would keep people, particularly young adults and families, in your community or the region?

VPSO, Teachers, health Aids, Fuel, Electricity,
schools, Village office, City office, Airport, land fill, roads

The freedom and safety of our small communities (PTA)

What can be done to create stable jobs in your community or the region? What kind of jobs might these be?

Long Term Jobs: State & Federal Seasonal Jobs:
Small business partnered business Tourism, camps, etc
Services/ services Wellness

Short Term Jobs: labor work Kids! Contracted Jobs: Amiakchuk

What specific actions would help reduce the cost of living in your community?

People stop bickering about one-another & focus
on being a community no one is better or above an
other person! Be realistic rural life is expensive!

What would improve community health and wellness in your community and the region?

Bristol Bay Area Health Corp New Clinic Food!
BBNA Family Wellness mandatory participation Fuel!
Tight control of alcohol/drugs into the utilities.
Village VPSO program fully staffed

What is the one most important project your community could do to improve community life?

Give God all the Glory, to be in fellowship, good
relationship, good standing, integral, self sufficient

Name: Jaclyn C.

Telephone Number: 9444247

Email: jaclyn.reamey.christensen@gmail.com

→ reliable
people

Please bring to the meeting or mail to: Lake and Peninsula Borough PO Box 495 King Salmon, AK 99613

PTA Village connected roads, Harbor/Dock
small business development, restaurant, Day Care
recreation center, health center indoor/outdoor

What would keep people, particularly young adults and families, in your community or the region?

VPSO, Teachers, health AIDS, FUEL, Electricity,
Schools, Village office, City office, Airport, land fill, roads

The freedom and safety of our small communities (PTA)

What can be done to create stable jobs in your community or the region? What kind of jobs might these be?

Long Term Jobs: State & Federal Seasonal Jobs:
Small business partnered business Tourism, camps, etc
Services/ Services Wellness

Short Term Jobs: labor work Kids! Contracted Jobs: Aniakduk

What specific actions would help reduce the cost of living in your community?

Better Utility management
People stop bickering about one-another & focus
on being a community no one is better or above an
other person! Be realistic rural life is expensive!

What would improve community health and wellness in your community and the region?

travel!
Bristol Bay Area Health Corp New Clinic Food!
BBNA Family Wellness mandatory participation Fuel!
Tight control of alcohol/drugs into the utilities.
Village VPSO program fully staffed

What is the one most important project your community could do to improve community life?

Give God all the Glory, to be in fellowship, good
relationship, good standing, integral, self sufficient

Name: Jaclyn C.

Telephone Number: 9444247

Email: jaclyn.reamey.christensen@gmail.com

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PTA ①

1. Deepwater barge access
 The Waste Management
 Computer lab & Science lab for the kids
 Cultural tourism
 Eco tourism
 Tourism
 Airport Terminal
 Visitors Bureau
 Salmon Camp
 Seal camp
 Sea Otter Camp
 Camping Tours / Field trips for kids
 Library open to the Community
 Museum of the Native Culture
 Specific to our Community
 Start
 Clean villages
 Food bank
 LIHEAP /
 BIA #
 Revenue Sharing

Better
 Work Ethics
 MORE INFLUENCE from
 AHC/B BNC, Corporations
 Contractor
 Services
 Social Services
 Elderly Services
 Grants \$
 Federal \$
 State \$
 Bureau \$
 Shared fish tax
 (2)

PORT
HIDE

What would keep people, particularly young adults and families, in your community or the region?

Store, Rec-Center, More Job Opportunities, Decent Pay,
Friendly Work Environment, etc.

What can be done to create stable jobs in your community or the region? What kind of jobs might these be?

Physically Demanding Jobs & Office work, Different
Job opportunities, etc.

What specific actions would help reduce the cost of living in your community?

Having a local store would make it less expensive to
have food shipped down, having a local garden to get
fresher products, etc.

What would improve community health and wellness in your community and the region?

More experienced Health-aids, does more for the
community, Social Health-aids, so the community can know
& trust them better, have both male & Female Health-
Aids.

What is the one most important project your community could do to improve community life?

Start a garden, plan on opening a store, & rec-center.

Name: Nathen D. Matson

Telephone Number: 907.797.4024

Email: nathan-matson@hotmail.com

Please bring to the meeting or mail to: **Lake and Peninsula Borough PO Box 495 King Salmon, AK 99613**

Igiugig Community Meeting Notes, 05/02/2012

Community Priorities

- heated garage
- fix waterfront for tourism
- new fuel truck
- runway improvements
- barge landing

Issues + Opportunities

Strengths + successes

- Successful projects: greenhouse, potato garden, recycling, alternative energy (wind power, new power plant upgrade, water turbines/hydro).
- Why successful: support from the entire community when we try to do something. Good relationships with state and federal agencies (for the most part). Having a documented community plan (increases chances of being funded). Having a good track record of financial management as a community (easier to get grants and loans).
- Village is unique in that people are self-motivated; mind their own business. Everyone is non-judgmental of one another.
- Cooperation and governance is Igiugig's biggest strength.

Health + wellness

- Continue helping our elders.
- Another tribal clerk (help in the office), water and sewer maintenance people.
- Family dinners/anything where the whole family is involved.
- Anything where the whole community participates.
- Working has a lot to do with how wellness happens; when people have jobs, the community is healthier.
- Designated and organized elder care for village.

Education

- Support education to make sure our school stays open, strengthen community support for education.

- Possible to have bilingual classes (have fluent Yup'ik speakers in the community)?
 - Scholarship program for bilingual classes.
- Reduce the high teacher turnover rate: encourage dedicated teachers to stay, better equip teachers to understand rural life.
- Encourage local people to become teachers; they have a vested interest in the community.
 - How to help Native students that graduated from college with teaching degrees get hired in their home districts? [Figure out tribal role in answering this.](#)
 - Provide internships for local people to learn to become teachers.
- Also need supplemental itinerant teachers so that students have experiences with different teachers. Sometimes students graduate with stronger areas that are reflective of teacher strengths, not necessarily the education they need.
- [Training for small engine repair, guidance counseling or other adult leaders to connect with youth.](#)
- Lucky in having good teachers.
- Would like to have spirit camps.
- [Keep kids active and engaged with elders.](#)
- Doing photo digitalization project to preserve old pictures gives kids opportunity to ask questions; opens conversation about how things were and how to do things.

Housing

- A lot of kids going to college want to come home, but don't have somewhere to live.
- 6 HUD homes: Got the housing authority to put out an RFP; most of the money went into making the best houses we could create.
 - Got more square footage in our homes because of competition with the RFP process.
 - Homes are extremely well insulated, so they are low cost for the home owners to live in (compared to previous homes that went through several drums of oil a month). Did not make a profit; put the resources into additional insulation.
 - Had our own tribal company build the homes so they had to be accountable to the community.
- If people help build it, they appreciate it more and helps give them some job skills they may not have had before (could use a carpenter and electrician, plumbers).

- Include money management training as part of receiving low-income housing so that people who get homes will know how to use/save money.
- Have looked outside of HUD funding to support housing projects. Need diverse sources of housing funding.
- VPSO/Public safety housing.
- Construct duplex/triplex.
- Village council owns seven houses.
- Subsidy vouchers to maintain things inside home.

Economy

- Want to attract people and diversify the talent pool in the community, not just grow our numbers. Should target people with needed skills to move here (need better housing first).
- Cost of living/doing business:
 - Have to balance with family income levels and how that affects eligibility for assistance programs. If you're not eligible, everything is really expensive. You can make just barely over the maximum amount and barely make enough to survive on.
 - Cost of freight, transportation very expensive
 - High electricity rates hinders people from opening businesses.
 - Possible to coordinate with other villages to get more efficient barge service?
- Barriers to commercial fishing:
 - kids go in thinking it's going to be easy (expect hard work);
 - need to sustain the resource (not every year is a good fishing year);
 - need a fallback plan if it's a bad fishing year;
 - value of the product keeps changing (get lower prices for fish but costs associated with fishing are higher now).
- Fish plant equipment is pretty specialized; it is costly to bring out a technician and to ship parts out for maintenance.
- Lot of businesses owned by the tribe instead of individuals.
- Possible businesses: restaurant, daycare, arts and crafts, village owned lodge with local hire (cultural and ecotourism, café attached), airline service, greenhouse project (hoping

to sell produce to lodges), value-added food products (e.g., Salmonberry jam), arts and crafts.

- Tourism: built a lodge support facility building for future village lodge/historical museum. Need to secure more funding.
 - Airport is too small for commercial purposes. If lengthened, will help make tourism more viable.
 - Diversify fishing and tourism: nobody is doing ecotourism, cultural tourism, focus is on salmon.
- People spread thin because there are only so many people but many things to do.
- Increase local investment and participation: fishing and tourism are dominated by outsiders.
- Need general training for residents – it is limiting to focus narrowly on one skill or topic (ie bulk fuel training).
- School's water is particularly bad.
- Expand the library.
- Childcare facility.
- Increase fish tax.

Subsistence + Environment

- What can we do to strengthen local voices in the management of natural resources and promotion of subsistence?
- Protect subsistence: don't drive on the tundra with 4-wheelers (rips up the roots), don't use berry picker tools because it harms the plants, no big fires while camping because it can harm the underbrush. Watch so sport fishers don't overfish, make sure they take their trash out.
- Need more predator control (bears + wolves); they are making subsistence more dangerous and eating subsistence resources. Bears are eating dry fish in the smokehouse. Tourists are getting closer and feeding the bears, which makes them more curious and less fearful.
 - Restrict number of clients lodges bring in. Make sure visitors use proper restroom facilities. Give residents the right to kill a bear without going through Fish and Game rules.
- AK Native Commission has an integrated approach to sustainable communities and traveling specialists that may be useful.

Energy

- Cost of energy has to go down: working on a river hydro project, solar collectors, wind turbines, and have done weatherization.
- Wood boiler project.
- Port Alsworth wind met tower moved to Igiugig.
- Build four wind turbines.
- Outside person doing about 10 wind energy/renewable energy courses.
- Retrofit with wind power; train other communities on how to maintain.
- Environmental company to do permitting.
- Sustainable Agriculture project (USDA Rural Development).

Transportation + Infrastructure (also see matrix)

- CIP priorities (2009-2010): rural power systems upgrade with hydrokinetic integration, gravel source access road, new primary health clinic facility, public barge landing and access road, runway extension
- Need a better water system.
- Working towards a cultural center (working on funding)
- New roads should go: Igiugig to Pile Bay, Igiugig to King Salmon, down to the flats to haul the boats inland.
- Complete phase two of road project to float plane landing.
- Apply for 11 mile road project past the flats – priority for fuel deliveries.
- Get new VPSO vehicle.
- Emergency transport vehicle
- Legislative request for two mini Japanese trucks.
- runway improvements (Regulations require the runway to be at least 3,000ft to use (for...))

Cooperation + governance

- Only have a Native corporation and village council; they work together pretty closely.
- Need reliable sources of energy, housing, health and sanitation.

Sources:

- Bristol Bay Regional Vision Project Vision and Community Discussion Summaries
- 1996 Lake and Peninsula Borough Comprehensive Plan
- 2007 Lake and Peninsula Borough Comprehensive Plan
- 2008 Lake and Peninsula Borough Regional Energy Plan
- 2011 Lake and Peninsula Borough Coastal Management Plan
- Lake and Peninsula Borough Assembly Meeting Minutes: April 2010, September 2010, February 2011, March 2011, April 2011, May 2011, September 2011, October 2011

Iliamna Community Meeting Notes, 05/15/2012

Community Priorities

- Merging could consolidate resources (Iliamna/Newhalen/Nondalton)
- Build new homes, especially for younger families
- Better coordination/working relationship between INNEC and the Borough
- Assisted living center for elders
- Nondalton Road

Issues + Opportunities

Strengths + successes

- Many things to like about the community: the view, land, mountains, water
- Airport, paved road – one of the most reliable rural airports in the state
- Sub-regional clinic: took regional cooperation to build
- Many jobs here, recent job growth
- 96% of power needs are covered by hydro (lowers electricity costs)
- Fiber optic cable

Health + wellness

- Would like to move toward local eldercare - federally funded?
- If people have jobs, domestic violence and drug abuse problems decline (yes, still relevant)
- More family time, gatherings; many don't know how to talk about alcohol problems.
 - How to break cycles of alcohol use
 - Nearest resource center is in Dillingham; community could use more local support – working with Dillingham is costly and not very successful (travel costs)
- BBAHC clinics are facing financial troubles due to high fuel costs

Education

- How to keep the schools open?
 - Merging could consolidate resources (Iliamna/Newhalen/Nondalton)

- Easier for Iliamna than other locations
- How to give children education that is both culturally relevant and prepares them for jobs, college, etc.?
 - Many programs and priorities were neglected during the recession (schools used to provide vocational training, Native languages, etc)
- Vocational education
 - Project underway in King Salmon → successful so far (for both Bristol Bay *and* Lake + Pen Boroughs)
- Native language and culture instruction.
- Teach children subsistence: teach them to be protectors, caretakers.
- Students coming from rural areas to the city have a difficult time adjusting to urban life. How to ease that transition?
 - Newhalen House: kids live together for 3 weeks, put together a budget, do shopping. Spend a week in Anchorage together.
 - Reading, writing, math, etc. is one thing, but knowing how to apply it is another. Develop working skills.
 - Students don't have driver's licenses, appropriate clothing necessary to acquire desired jobs
 - Introduce career information earlier in school curriculums

Housing

- Iliamna is going down on the priority list for BBHA
- Serious lack of housing – people want to return but can't afford to build new homes
 - Especially an issue for younger families
- Hut homes intended for Iliamna went to Newhalen
- Potential for a new program: materials loan, community can help provide land?
 - Need to be mindful of fuel-efficient options
 - Challenges associated with making monthly payments
- Opportunities of state-funded weatherization programs
 - Could be more widely used

- o Possibility of having locally-trained auditors visit multiple homes in the area per visit

Economy

- How to keep everyone employed? Tourism is declining, fish stocks declining. Have to earn money, not just receiving handouts. How to create jobs that will allow families to stay in the community?
 - o Partnering with other communities for ecotourism
 - o Bulk fuel purchases – a good idea, but many logistical issues
- Human resources lacking: hard to get employees, pay them, house them, etc.
- Reduce transportation barriers, energy costs, cost of living. How to make services more affordable?
- Price of fish and costs of permits/equipment, etc. keep young people from going into commercial fishing. How to pay for permits?
- Sport-fishing limit of 5 fish/day reduced to 2 fish/day; fewer people willing to spend \$ on water taxi just to catch 2 fish (this number is questionable). If you raise the limit, have to compete with commercial fishing.
 - o Maybe the community can participant in meetings with the Board of Fisheries
 - o Sport fisherman catch more than commercial fisherman?
 - Loss of sport fishermen may have been a good thing for the community
- Business opportunities: new fishery (Kvichak), cultural tourism
 - o Local start-up opportunities might be able to take advantage of the fish supply
 - o Commercial fishing probably not allowed by Fish + Game
 - o Ecotourism: Iliamna is expensive but convenient for Anchorage visitors

Energy

- Reduce energy costs
- Wind energy?
- Hydro is working and brings costs down
 - o Provides 96% of the energy in the area
- Energy interties between communities (Kokhanok wind, hydro, etc.)
 - o INNEC priorities are sometimes disregarded by the Borough

- Wind mills: individual installation project could be applied to school to educate students about energy
- Underground power lines → results in more outages and is expensive: replace current infrastructure with insulated lines could help?

Subsistence + Environment

- Subsistence shouldn't require so much paperwork
- Subsistence hunting + fishing are done according to season; state permits and licenses don't necessarily correspond to subsistence seasons.
 - Expensive process, and not everyone knows that they need them

Transportation + Infrastructure (also see matrix)

- CIP priorities (2009-2010): community/multi-purpose center, fire hall/EMS-communications center, Iliamna dock, sub-regional high school/vo-tech school, assisted living center for elders, recreation (park, picnic area, playground, outdoor basketball court, baseball field)
- Regional landfill is needed
- Iliamna Lake barge landings + dock repair: Denali Commission will help with the barge landings but not the roads. Dock is destroyed due to lack of maintenance. To rebuild the dock would cost \$4million; the goal is to do repairs for less. Borough received funds for dock repair, but nothing is set in stone yet
- Nondalton Road
 - funding is there, EIS permit is complete
 - acknowledged that it is not very popular in Nondalton
- Williamsport-Pile Bay road?
 - Definitely an asset, but it's narrow (1-lane), narrow bridge, busy, its use is limited by seasons, tides; room for improvement (e.g. dredging)
 - Barge services reduce freight costs
 - bridge improvements est. completion date is June 15th
- Kvichak to the ocean
- Possible to put in a railroad?
- Too small to have successful projects: if user fees exceed the cost local people can pay, then it is not a viable project.

Cooperation + governance

- Considering annexation of Iliamna by Newhalen
 - o Long process
 - o Not interested
 - o Questions about the tax implications?
- Distrust with BBs. Concerns that they are not aligned with local needs.
 - o Tax revenues don't come back
 - o CDQ governance: Iliamna is not included
- Possibility of establishing a rural service area around the proposed Pebble Mine?
- More joint meetings.
 - o Possibility for regional partnerships on energy, tourism

Sources:

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ILIAMNA

What would keep people, particularly young adults and families, in your community or the region?

More opportunities for young adults. A better education is a big problem as well. Students are barely getting by and aren't usually prepared for college.

What can be done to create stable jobs in your community or the region? What kind of jobs might these be?

Rural development jobs. Young adults getting a better education to go back to their communities to improve the way of living for the members. Young adults getting training to do a job such as driving heavy equipment or becoming a geologist.

What specific actions would help reduce the cost of living in your community?

Instead of driving a vehicle each day take a bike or walk, but for most people in my community that's pretty impossible. Cutting down on junk food and pop each day. Just living a healthier lifestyle would reduce the cost of living in my community.

What would improve community health and wellness in your community and the region?

More activities for young children. A place they could go to feel safe and secure where they can go to have fun without being worried about going home to drunk parents. Parents needing jobs so they don't feel the need to drink days on end.

What is the one most important project your community could do to improve community life?

Become an actual community and work together to make a better future for the children. Start up after school programs to begin children's thoughts about a more successful future.

Name: Deanne Anelon

Telephone Number: (907) 444-7728

Email: deanne.anelon@iliamna.corp.com

Please bring to the meeting or mail to: **Lake and Peninsula Borough PO Box 495 King Salmon, AK 99613**

ILIAMNA

What would keep people, particularly young adults and families, in your community or the region?

Homes, jobs, local training, restaurants, fitness Center, and high quality school for the region.

What can be done to create stable jobs in your community or the region? What kind of jobs might these be?

Increase tourism opportunities
Finance training / educational opportunities for tourism, heavy equipment, carpentry etc.

What specific actions would help reduce the cost of living in your community?

Provide jobs to local residents instead of bringing in out-of-state teachers, workers and pilots!

What would improve community health and wellness in your community and the region?

God has been pushed out of our schools and many youth do not practice spirituality. This could be why we have so much violence, bullying and

What is the one most important project your community could do to improve community life?

Vandalism
Build a new Gymnasium @ Neihalen School.

Name: Reno Naranalook

Telephone Number: 571-3130

Email: rgnaranalook@yahoo.com

Please bring to the meeting or mail to: **Lake and Peninsula Borough PO Box 495 King Salmon, AK 99613**

What would keep people, particularly young adults and families, in your community or the region?

Improve our electric grid to solve all the power outages.

What can be done to create stable jobs in your community or the region? What kind of jobs might these be?

What specific actions would help reduce the cost of living in your community?

Our electric debt paid so we can have reasonable power bills

What would improve community health and wellness in your community and the region?

a service area - local government that everyone can make decisions on

What is the one most important project your community could do to improve community life?

Electric

Name: Diana Almstrong

Telephone Number: 907-571-1225

Email: diana.iliamaa@hotmail.com

Please bring to the meeting or mail to: **Lake and Peninsula Borough PO Box 495 King Salmon, AK 99613**

Kokhanok Community Meeting Notes, 05/17/2012

Community Priorities

- Wind generator project

Issues + Opportunities

Strengths + successes

- VPSO in the community, she's played a really supportive role
- No strangers, many leaders
- Beautiful location: trees, mountains, lakes, tundra, fishing
- Really successful school + preschool
- Successful projects: alternative wind energy, fuel farm, better HUD homes.
- Why successful: meetings, grants/grantwriter, community effort, cooperation

Health + wellness

- Community already has clinic
- Awareness and education about alcohol and drug abuse; counseling
- Eldercare: move to Anchorage when family cannot provide.
- Parenting classes in the high school.
- Plan more social activities (e.g., potlatches and games).

Education

- Sub-regional high school: no, community wants to keep students at home; much of a student's education happens in the home + community -at-large
- Needs continued, sustainable funding for preschool program
- Has good enrollment and the population is growing with many young people and children. Had a dip in enrollment but numbers will soon be up.
- Teacher turnover a problem: get to know teachers so they'll stay longer. Incentives for teachers to stay in the community. Clarity about education goals. This has been improving; teachers feel more welcome and are staying
- More parent involvement at school.
- Access to financial resources to further education. There is a GED program now available

- Gear education towards community needs: college degrees in areas that will provide graduates with work in the community so that instead of people coming in to help us, we can help ourselves.
 - o Provide better education locally.
 - o More distance education?
 - o Vocational education.
 - School life program and opportunities to learn in SAVEC + Anchorage (funding is limited)
 - Driver's Ed should be taught to make adults + students eligible for more jobs (a class is currently being put together)
 - o Teach technology, computers
 - o Internet in homes would help open up opportunities. Maybe the school's internet resources could be open to the community?
- For students who go on to higher education, need more college prep and advance classes in the schools.
- Some kind of immersion program for students when they are in high school, so when they move to the city they are equipped for life in a larger town.
- Culture camp opportunities: baskets, beading, learning to skin and use fur, cooking, survival skills, hunting + fishing –recent culture week was a success
- Native language instruction -recent Yupik classes were a success

Housing

- Housing: concern about accounting for mortgage/rent and maintenance costs. Education about maintaining houses would be helpful.
 - o Housing Authority is actively helping to address this → Kokhanok is currently ranked a #9 priority?
- The next generation is struggling to find housing
- VPSO housing process could be improved (right now it is slow + tedious)
- Promote energy efficiency in home construction. Possible to take advantage of AHFC home energy rebate? Housing is currently being upgraded
 - o Generally, the Housing Authority is not very flexible re: construction + improvement guidelines, and community recommendations are not followed

- o Enrollment in Title 6 (more HUD houses?)
- Need to provide law enforcement with adequate housing.

Economy

- More jobs are needed; stable funding sources are up
 - o Slope/outside jobs not ideal because of the separation of families
- Grantwriting workshop is coming up
- Commercial fishing:
 - o State doesn't offer incentives to have locally-owned permits. Outsiders come in, no tax, take money out of the state.
 - BBEDC incentive programs could be very useful here
 - o BBEDC communities can apply for loans, have other resources. Possible to provide these to lake area communities? Might encourage ownership.
 - o Possibility to develop a salmon run in Kokhanok Lake? Fish and Game don't want to introduce salmon into Kokhanok Lake; want to keep it natural. Villages need a better price, not more fish.
- Access to startup funding (banks, BBEDC programs, loans)
 - o Seems to all go to Dillingham
- Desire to legalize gambling for regional economic development.
- People selling Native allotments to outsiders rather than locals to obtain cash.
- Potential businesses: arts and crafts, co-op store, tourism + ecotourism (need an air terminal, trade shows, advertisement. Sport fishing but not a lot of ecotourism right now.), recreation + hiking, fishing, day care, Laundromat
 - o Money and paperwork are prohibitive to getting projects off the ground
 - o Possibility for a local garden? Grants/funding might be available
 - o Potential for online businesses once fiber optic cable line is complete
 - Marketing for local businesses, crafts
 - Community has an etsy site managed by a local high school student
 - Could even provide communication center/distribution services?
- No housing for visitors (e.g. dentists, work crews, tourists)

- o → potential for a business?
- Borough could use a funding commission or a capitol development fund – planning is great, but there’s no financial follow-through
 - o Alternatively, provide training to help residents research funding sources on their own
 - o Borough has helped with regional grant writing projects elsewhere (and for local projects, some grants have been successfully written locally)
- Legal issues: land + zoning limitations, challenges with land ownership (ecotourism/trespassing conflicts)
 - o “land rich, tax poor”
- Cost of living, grocery expenses are very high

Energy

- Wind generator project benefits school because of waste heat
 - o Pilot project, goal is to be totally off diesel, this is still in progress/improving
- Diesel is no longer reliable: flying in fuel = high costs, what happens if barges don’t come?
 - o Consolidate purchases into bulk orders with other towns?
- Wood-fired boiler is in progress
- Solar energy?
- Conserve energy: promote energy efficient lighting, construct energy efficient homes.
- People moving away because of the high cost of energy.
 - o This is still a critical piece of community survival

Subsistence + Environment

- New incinerator means dump is more clean, air quality has improved, there are fewer nuisance animals; collection cans are also an improvement
- Upcoming Borough scrap metal + haz-mat removal program is being developed
- Improve local knowledge about existing hunting/fishing regulations (state + federal); work to change regulations to better serve local subsistence use.
- More regulation/higher standards for water quality and environmental protection.

- Hunt + fish with children. Teach children seasonal hunting + gun safety; children participate in subsistence hunts.
- Fish and Game management seems to cater more to sport hunters and fishers than subsistence.
 - o Seasons are set up so that people get a big bull almost in a rut rather than one that is actually good to eat.
 - o More regulation of predator species (bear, wolf) to help moose and caribou rebound
 - Moose populations are down, no caribou
 - Bear are becoming a safety hazard
 - Take advantage of bear populations – tourism, photography, hunting? (some locals are already getting permits)

Transportation + Infrastructure (also see matrix)

- CIP priorities (2009-2010): multi-purpose building, small boat harbor/dock/boat ramp, front-end loader, fire truck
- Boat + barge landing in progress next spring
- Water + sewer improvements: funding unavailable, but plans are in the works
- Ambulance: initially grant funding fell through, although matched-funds grant did come through and is still being negotiated
- Airport: paving, longer air strip, terminal
- Reduce freight costs:
 - o If we extended the runway or build ice runways, could get larger planes in.
 - o Only had barges up Kvichak River since 2010.
 - o Roads that connect with waterways. New roads to: Igiugig, King Salmon, Cook Inlet, Iliamna
- Community building where people can meet and do beading and other activities?

Cooperation + governance

- Many current residents are not enrolled in the tribal government and therefore do not have a voice: it would be nice to proactively include them to avoid the conflicts associated with the establishment of a City Council
- Borough/village/school district communication is okay – more outreach from the Borough (e.g. newsletters) would be helpful

- definitely room for improvement with native corporation/village communications
- Own zip code?
- Promote self-determination under 93-638; enable tribe to break away from BBNA, operate own programs and produce jobs.
- Make monthly village council meeting a social event, not just political.
- Increase cooperation: Block grants, Village council members should go to Borough meetings, get monthly feedback from the Alaska Peninsula Corporation (oversees land), more technical assistance and improve understanding of projects + funding opportunities on federal, state and local levels.
- Frustrations because villages making (strategic) plans, but turnover in leadership keeps the plans from actually being implemented.
- Loss of federal funding (budget cuts) – how to address?
- Need grant writers and training to track available grants

Sources:

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What would keep people, particularly young adults and families, in your community or the region?

work & housing "McDonalds" DAY CARE Good School with A.B.C grades

What can be done to create stable jobs in your community or the region? What kind of jobs might these be?

Bottle watering Company in KOKHANOK with Apartments

What specific actions would help reduce the cost of living in your community?

small wind turbines
Solar power / warmer houses / DON'T cut all trees around the village, good for wind protection.

What would improve community health and wellness in your community and the region?

church on Sunday • more FISH DORBYS • DINER •
wash your hands / LESS BINGO / A good walking trail

What is the one most important project your community could do to improve community life?

DOCK, NEW P.O.,
Swimming pool - community Building - DAY CARE - Roads

Name: Charlene ROEHL

Telephone Number: 282-2245

Email: _____

Please bring to the meeting or mail to: Lake and Peninsula Borough PO Box 495 King Salmon, AK 99613

Road work fix the one going to beach
Swimming pool
water truck

- wells for new houses - buy well truck -
subdivision on Dump Road

Why DON'T The District move to our borough
Build a new building one in the North & South
That way local people could be hired

MARK Your CALENDAR

Lake & Peninsula Borough meeting in Ketchikan
Thursday May 19th @ noon

- Community Based Comprehensive Plan

What would keep people, particularly young adults and families, in your community or the region?

Training with construction, plumbing, ^{body & stue repair} small engine repair, electrician jobs. More trainings and opportunities. Driver education.

What can be done to create stable jobs in your community or the region? What kind of jobs might these be?

On job training/shadowing.
Weather stations, would create a few jobs year long.

What specific actions would help reduce the cost of living in your community?

fuel is going up.
Air freight costs so much to order food & supplies.

What would improve community health and wellness in your community and the region?

Talk to people about blood pressure, heart problems, tobacco, alcohol & depression.

What is the one most important project your community could do to improve community life?

Paved runway because in rainy season we don't get planes until it hardens up. We went 11 days without planes. Also a waiting station @ airport, in the

Name: Tina Mann winter it's so cold & planes are not on time. In summer, bees & bugs are a problem.
Telephone Number: 282 2202
Email: tina_mann@hotmail.com

Please bring to the meeting or mail to: **Lake and Peninsula Borough PO Box 495 King Salmon, AK 99613**



- community based comprehensive plan.

Thursday May 17th @ noon

Lake & Peninsula Borough meeting in Kohnak

SAVE THE DATE

What would keep people, particularly young adults and families, in your community or the region?

Southwest is (AK) where most tourists visit has many attractions / wild life, fish, plants, and clean water / Tourists, lodges and Camps

What can be done to create stable jobs in your community or the region? What kind of jobs might these be?

make Development Capital (money) available to all residence who request and have proper management and Business Knowledge.

What specific actions would help reduce the cost of living in your community?

If all villages of Lake Chiamna work as an entity that address fuel costs (All) types it would keep inflation down and people here

What would improve community health and wellness in your community and the region?

The Doctors or Nurses that come and go into villages need to see or at least screen / ask patients and have ample time to see All people

What is the one most important project your community could do to improve community life?

Form create, Community owned lodge, train workers to operate and run business correctly,

Name: S. Nowatak

Telephone Number: _____

Email: _____

~~the~~ Community Development of Financial Institute within the borough

Please bring to the meeting or mail to: **Lake and Peninsula Borough PO Box 495 King Salmon, AK 99613**

May - 17 - 2012

Wish you could see a picture of the house and the garden.

I have been thinking of you a great deal lately and wondering how you are getting on. I hope you are well and happy.

I have been thinking of you a great deal lately and wondering how you are getting on. I hope you are well and happy.

I have been thinking of you a great deal lately and wondering how you are getting on. I hope you are well and happy.

I have been thinking of you a great deal lately and wondering how you are getting on. I hope you are well and happy.

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What would keep people, particularly young adults and families, in your community or the region?

*Kindness of family; and raising their own family; good water; good school
good housing.*

What can be done to create stable jobs in your community or the region? What kind of jobs might these be?

*A village can probably sustain itself; in particular to operational of P.L. 93-638
at the tribal level; which in turn produces a wide array of programs and services.
There are other potential opportunities at the regional level by partnerships with
federal & state agencies; non-profit; as well as the Borough level.*

What specific actions would help reduce the cost of living in your community?

- implementing a plan to produce and sell bottled water; agricultural products
like potatoes, celery, carrots, cabbage, etc. (Personal home gardens produce excellent varieties)*
- a plan to one day operate itself at the governmental level, Public Law 93-638, before
that needs planning and community effort*

What would improve community health and wellness in your community and the region?

- water and sewer upgrade; as the village has a draft final plan produced by
Alaska Native Indian Health Consortium*
- bigger school; multi-purpose building; dock / moorage;*
- improvements to public facilities; football; upso building; post office*

What is the one most important project your community could do to improve community life?

*Water and Sewer Upgrade; as the village has a completed plan of its
purpose; in addition there are many priorities as well.*

Name: John Nham

Telephone Number: 282-4028

Email: _____

Please bring to the meeting or mail to: **Lake and Peninsula Borough PO Box 495 King Salmon, AK 99613**

P.O. Box 1068

Kokhanok, AK 99606

Save the Date.
Lake & Peninsula Borough meeting in Kotahonok
Thursday May 17th @ noon
- Community based comprehensive plan

What would keep people, particularly young adults and families, in your community or the region?

Jobs & good communities. Jobs, mostly
because without jobs it is going to be hard
to sustain a population

What can be done to create stable jobs in your community or the region? What kind of jobs might these be?

apply for grants for building
Jobs & everything

What specific actions would help reduce the cost of living in your community?

create more jobs

What would improve community health and wellness in your community and the region?

have baby's & create more jobs
& more housing

What is the one most important project your community could do to improve community life?

a hotel or lodge.

Name: Bregg Zackar Jr.

Telephone Number: 3822271

Email: gzackar@gmail.com

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Kokhanok

What would keep people, particularly young adults and families, in your community or the region?

more jobs in the community and more housing.

What can be done to create stable jobs in your community or the region? What kind of jobs might these be?

- Hotel/Motel/bed n' breakfast
- restaurant

more people (community members) could be inspired to create new businesses

What specific actions would help reduce the cost of living in your community?

- walk more
- wood stove
- steam bath
- community store
- Barge / community plane and pilot

What would improve community health and wellness in your community and the region?

- Grow own food (garden)
- less drugs/alcohol
- Doctors / hospital
- Community Leaders

What is the one most important project your community could do to improve community life?

A Garden

If we can grow our own healthy food, then we won't have to rely on the outside world.

Name: Emily Cottom

Telephone Number: 907-282-2222

Email: epickles12@gmail.com

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more jobs in the community and more housing.

Hotel / Motel / Bed n breakfast • restaurant

was people (community members) could be involved to create new businesses

work more • wood store • stream bank
community • garage / community bike way follow store

stream and day garden • 'adults' sports zone • community • hospital • stores

A garden
if we can grow our own healthy food, then we won't have to rely on the outside world.
Emily Cotton
403-482-3333

edick1621@gmail.com

Kokhanok

5/14

What would keep people, particularly young adults and families, in your community or the region?

Jobs

What can be done to create stable jobs in your community or the region? What kind of jobs might these be?

built a casino + other lodges

What specific actions would help reduce the cost of living in your community?

going green

What would improve community health and wellness in your community and the region?

Jobs

What is the one most important project your community could do to improve community life?

Lodges

Name: Gregory Zaekar Jr.

Telephone Number: 2822271

Email: gzaekar@gmail.com

Please bring to the meeting or mail to: **Lake and Peninsula Borough PO Box 495 King Salmon, AK 99613**

What would keep people, particularly young adults and families, in your community or the region?

An abundant amount of jobs, jobs not only for the office, but a wider range.
Start a community runned and owned business that benifits us as a whole.

What can be done to create stable jobs in your community or the region? What kind of jobs might these be?

Start a community business. Any kind of job you can think of from some thing small to anything big.

What specific actions would help reduce the cost of living in your community?

Start something that is renewable and will continue to grow.
Use less energy. Hunt more natural animals. Start another renewable resource as energy such as thermal, hydro, and solar.

What would improve community health and wellness in your community and the region?

Start a Health Club. Start a village garden that is fully runned by the people.
Walk, run more often.

What is the one most important project your community could do to improve community life?

Start a Rec Center for the kids. Or start a small business class or beginner business class. Start something that would be prospering some type of a business.

Name: Thea Marie

Telephone Number: 242-2264

Email: baby-howitak7@hotmail.com

Please bring to the meeting or mail to: **Lake and Peninsula Borough PO Box 495 King Salmon, AK 99613**

Kokhanok?

Newhalen Community Meeting Notes, 05/15/2012

Community Priorities

- Address alcohol problems at a community and not at an individual level
- Start training youth at a younger age so that local jobs are not outsourced
- Connect with microfinancing opportunities?
- Daycare
- Technical assistance for addressing high ongoing debt payments for the Hydroelectric facility (e.g., for requesting debt relief, given recent State subsidies that were not available when it was built)
- Nondalton road
- Better coordination + cooperation with Iliamna (combined funds + vision)

Issues + Opportunities

Strengths + successes

- Progress on reducing the community's debt load
- Influx of jobs and private investment
 - o Residents are returning
 - o Forward thinking in region (e.g. hydro project)

Health + wellness

- Would like to move toward local eldercare Yes
- Domestic violence and drug abuse is tied to unemployment; if people have jobs, those problems decline.
- More family time, gatherings; many don't know how to talk about alcohol problems; people that are responsible for helping with this are not fulfilling their roles; alcohol problems need to be addressed at a community and not at an individual level
 - o this is also needed when it comes to dealing with deaths in the community, e.g. grief counseling

Education

- How to keep the schools open?

- Consolidate to conserve resources and increase offerings
 - Sub-regional high school
 - E.g. Mt. Edgecombe or something closer, preferably in the L+P Borough
- How to give children education that is both culturally relevant and prepares them for jobs, college, etc.?
- Vocational education
- Encourage youth to acquire more relevant experience (outside if necessary)
- Start training youth at a younger age so that local jobs are not outsourced
 - Lack of connection between service providers + people
- Native language and culture instruction.
- Multi-purpose room at local school
- Teach children subsistence: teach them to be protectors, caretakers.
- Students coming from rural areas to the city have a difficult time adjusting to urban life. How to ease that transition?
 - Newhalen House: kids live together for 3 weeks, put together a budget, do shopping. Spend a week in Anchorage together.
 - Reading, writing, math, etc. is one thing, but knowing how to apply it is another. Develop working skills.

Housing

- “sweat equity” as an option: loans for building materials, resident builds the house
- The return of residents has resulted in a housing shortage; paying for land to build on is a challenge
 - \$5k for a lot is prohibitive (even though it’s already subsidized by the town to lower the cost)
 - Paying for land is still a new concept

Economy

- How to keep everyone employed? Tourism is declining, fish stocks declining. Have to earn money, not just receiving handouts.
- Jobs that will allow families to stay in the community (it’s okay for youth to go outside for experience but maintaining family units/2-parent households is important)

- i.e. no interest in slope jobs
- Lake + Pen Borough employees and their families don't actually live in the borough, their kids don't attend L+P schools, they don't receive L+P Borough services, etc
 - There are empty facilities sitting in Iliamna; use this as a borough office? Or for business?
- Human resources lacking: hard to get employees, pay them, house them, etc. This is improving, but the training needed to transition local residents into jobs is lacking
- Reduce transportation barriers, energy costs, cost of living. How to make services more affordable?
- Price of fish and costs of permits/equipment, etc. keep young people from going into commercial fishing. How to pay for permits?
 - Resident permits down to ~9 from 40-50
 - Commercial fishing permitting process is creating unhealthy competition amongst community members: the model is family-centric instead of community-centric
 - Fish taxes are paid but not reinvested in the community (BBEDC)
- Sport-fishing limit of 5 fish/day reduced to 2 fish/day; fewer people willing to spend \$ on water taxi to catch 2 fish. Raise the limit, you compete with commercial fishing. Prohibitive flight costs
- Business opportunities: new fishery (Kvichak), cultural tourism
 - How to connect with microfinancing opportunities?
 - 13 lodges are down to 1-2 now
- People wanted to start a daycare, but high insurance costs made it infeasible.
 - This would be very useful, as family childcare can be awkward/stressful
 - Possibly get younger people/students employed in this field?

Energy

- Reduce energy costs
- Wind energy?
- Hydro is working, but doesn't bring costs down (probably keeps them stable though)
 - Ongoing debt payments are still high; is debt relief an option? This project was constructed before the current financial incentives for renewable projects were made

available so the community didn't receive any of the financial subsidies that other comparable projects have received

- Generally, the community could use some TA when it comes to drafting these types of requests/resolutions
- Energy interties between communities (Kokhanok wind, hydro, etc.)

Subsistence + Environment

- Subsistence hunting + fishing are done according to season; state permits and licenses don't necessarily correspond to subsistence seasons.
 - Subsistence needs to be prioritized more [politically]
- In general, there are concerns about the imposition of federal regulations
 - The impacts of the EPA's Clean Water Act
 - The effects of 404c on subsistence
- Encourage local stewardship through education (there's a demand for knowledge, but no resources)

Transportation + Infrastructure (also see matrix)

- CIP priorities (2009-2010): health and safety housing, water and sewer improvements, new health clinic, new fire house, dock (funding approved but plan is still in the works), bulk fuel tank farm, road construction
- Nondalton road (development permit already approved)
- Williamsport-Pile Bay road?
 - Repairs are underway, but this road still has limitations due to port depth, seasons, tides
 - Possibility of a road to Iniskin Bay, which is a year-round port?
- Kvichak to the ocean
- Freight: Iliamna Air is the largest carriers, barges only come 3-4 months a year
 - Cost is an issue; need to reduce dependence on air transport

Cooperation + governance

- Bring a borough + school district office to Iliamna/Newhalen
- Improve and open up communication between borough + communities

- o Including better follow-up and follow-through
- Better coordination + cooperation with Iliamna (combined funds + vision)
- Tribal government doesn't encompass the views of all citizens, including AK Native residents of different tribes
- Considering annexation of Iliamna by Newhalen
- Distrust with BBs. Concerns that they are not aligned with local needs
- More joint meetings.
- Too small to have successful projects: if user fees exceed the cost local people can pay, then it is not a viable project.

Sources:

- Bristol Bay Regional Vision Project Vision and Community Discussion Summaries
- 1996 Lake and Peninsula Borough Comprehensive Plan
- 2007 Lake and Peninsula Borough Comprehensive Plan
- 2008 Lake and Peninsula Borough Regional Energy Plan
- 2011 Lake and Peninsula Borough Coastal Management Plan
- Lake and Peninsula Borough Assembly Meeting Minutes: April 2010, September 2010, February 2011, March 2011, April 2011, May 2011, September 2011, October 2011

①

1A2

NEWILAVENA

1. What would keep people, particularly young adults and families, in your community or the region?
We need homes and apartments for people to live, we have a shortage of places to stay and live/rented people leave or don't stay long. We have a lack of jobs and training opportunities that are local. We need to return →
2. What can be done to create stable jobs in your community or the region? What kind of jobs might these be?
Tribal Councils, Village Corporations and BBNC need to train, educate and hire locals to get into jobs and help retain them with a functional human services program. People get money and have no idea how to →
3. What specific actions would help reduce the cost of living in your community?
Barge gas, diesel, propane, lumber, groceries to Uliama/Nawakalen through Crowley or other reliable trusting businesses. Help educate youth that alcohol, drugs and processed foods are unhealthy.
4. What would improve community health and wellness in your community and the region?
Working together to meet the spiritual, mental, emotional and physical wellbeing of our needs. Locals need to volunteer and provide activities for our communities.
5. What is the one most important project your community could do to improve community life?
Support families to understand how important values, traditions and beliefs are to raise healthy positive youth!

Name: Shannen Johnson-Nawalook

Telephone Number: 571-3130

Email: Sejohnson24@yahoo.com

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We need : A new school / Gym
Headstart Program
Local training facility for Vocational program
School counselor

1. to the grade level system and not use this SBS educational system. Many families are turned away by it and it's breaking the "team" unity and putting attention only on the student to be solo.

2. Spend wisely and budget. Many quickly get in the habit of drinking and don't have enough money left to pay costs of living.

3. People who are overweight don't want to exercise or find jobs. Also we are seeing more people with cancer, diabetes, hypertension and STD's.

Nondalton Community Notes

Issues + Opportunities

Strengths + successes

- Successful projects: new water lines, hydro project.

Health + wellness

- Stop bootlegging and drug dealers
- Counselors in the community who are not court-appointed
- More community activities: traditional and American games, traditional singing and dancing, telling stories.
- Need something for kids: Boys and Girls Clubs, Boy Scouts, Girl Scouts, etc.
- Need to explain to kids what alcohol is doing to our families and effects on the communities.
- Many elders want to take care of themselves here

Education

- Parents need to be involved in the school (board meetings, classrooms).
- Culture camp: teach traditional arts and crafts, hunting and fishing according to the seasons, bilingual education/Native language instruction
 - o Need more ideas and volunteer adults. Possible to bring Elders into school?
 - o Language preservation programs (language instruction, retreats, smart phone app)

Housing

- Housing shortage

Economy

- Lack of jobs.
 - o Promote job creation, business opportunities, training
 - o Reduce cost of living
 - o Partnerships with other organizations
 - o Local hire initiatives (e.g., NPS for interpretation)
- Training: business (how to get a business license, marketing), ecotourism, operating

heavy equipment

- o Local training opportunities
- Gravel extraction could be a good economic development/jobs generator as long as it does not significantly affect the environment.
- Timber
 - o Using spruce beetle killed trees while still in good condition
 - o Want to be able to use more local wood for building – possibly create a bank so those who don't use their share can sell/trade with those who need more than their share
 - o Short growing season means commercial logging inappropriate; some personal use (firewood, home construction, furniture/bowls) ok
- Wildland firefighting community; trying to start a Type II team here (e.g., Tok Fire Academy).
- Business opportunities: store, gas station, community arts and crafts shop, log cabin rentals, bed and breakfast, restaurant/café, wood shop, logging mill, Ecotourism (soft adventure market)/ shareholder-run tourism programs that maintain subsistence activities (trail system, lodges, cabins, guiding, cultural interpretation)

Energy

- Need energy conservation, address high cost of energy
 - o Have a hydro plant: problems in winter, debt means they can't lower costs for users.
 - o Don't have consistent enough wind for wind power
 - o Need gas for subsistence, for getting to school, etc.
- Home energy rebate program has a long wait list

Subsistence + Environment

- Desire to protect subsistence use and places. Desire for specific policy related to trail/motorized use. Concern about NPS purchasing a conservation easement, losing subsistence rights and management authority of the lands
- Fishing returns getting smaller and smaller.

Transportation + Infrastructure (also see matrix)

- CIP priorities (2009-2010): local roads improvement, develop new gravel/borrow pit, water/sewer improvement project, teen/youth center, multi-purpose facility, airport runway extension, community park environment, bulk fuel storage facility, backup power generation facility

- Nondalton to Illiamna Bridge
- Do we need to be prepared for the eventuality of a road from Anchorage?

Cooperation + governance

- Recognize community leaders, people who do good in the community
- More joint meetings (tribe, city, Kijik village corporation)
- Tribe is landless (land owned by corporations or city).
- Address fish and game management issues: more communication and become better informed about fish and game regulations, closures, etc.
- Recognize student leaders, students who are doing well. Listen to students. Possible to involve student council more with city council and tribal council?
- Addressing trespassing and visitor etiquette

Sources:

- Bristol Bay Regional Vision Project Vision and Community Discussion Summaries
- 1996 Lake and Peninsula Borough Comprehensive Plan
- 2007 Lake and Peninsula Borough Comprehensive Plan
- 2008 Lake and Peninsula Borough Regional Energy Plan
- 2011 Lake and Peninsula Borough Coastal Management Plan
- Lake and Peninsula Borough Assembly Meeting Minutes: April 2010, September 2010, February 2011, March 2011, April 2011, May 2011, September 2011, October 2011
- 2011 Kijik Corporation Land Use and Resource Plan

What would keep people, particularly young adults and families, in your community or the region?

Economic opportunities, jobs and better schools
(education)

What can be done to create stable jobs in your community or the region? What kind of jobs might these be?

Natural resource development like the Pebble
Mine development is the only way I believe
long term "stable" jobs can be created.

What specific actions would help reduce the cost of living in your community?

Lower freight costs. Iliamna Development Corp.
has already started it but the service need to
be more reliable. Perhaps a large hovercraft service
from Homer to Iliamna bay and Kile Bay road upgrades

What would improve community health and wellness in your community and the region?

Substance abuse education. Elimination of
bootleggers and dope dealers

What is the one most important project your community could do to improve community life?

A community center (building) not controlled by
the Tribal Council.

Name: Gary MarHila

Telephone Number: 294-2200

Email: g-marHila@yahoo.com

Please mail or fax to: **Lake and Peninsula Borough PO Box 495 King Salmon, AK 99613**

What would keep people, particularly young adults and families, in your community or the region?

Jobs. A community needs jobs to create a healthy environment and keep young adults interested in planning on future development.

What can be done to create stable jobs in your community or the region? What kind of jobs might these be?

Natural resources. Something like the Pebble project but not a project that would harm the environment.

What specific actions would help reduce the cost of living in your community?

Lower freight cost.

What would improve community health and wellness in your community and the region?

Stop boot-legging of alcohol and drugs. Need safety officers.

What is the one most important project your community could do to improve community life?

A new city hall that is for the people and open to the public.

Name: *Natalia Murtila*

Telephone Number: *(907) 294-2200*

Email: *nballata@yahoo.com*

Please mail or fax to: **Lake and Peninsula Borough PO Box 495 King Salmon, AK 99613**

PLEASE COMMENT!

If you are unable to attend a community meeting or have more thoughts to put on paper after the meeting is over, we'd like to hear what you have to say. Please write your comments below and return to us by June 1, 2012. We look forward to hearing from you!

You can fold and seal this piece of paper and mail it to us at:

Lake and Peninsula Borough
ATTN: Lake + Peninsula Borough Comprehensive Plan
PO Box 495
King Salmon, Alaska 99613

We can also accept your comments by fax or email:

Jordan Keeler
Lake and Peninsula Borough
Phone: 907-246-3421 (toll free: 800-764-3421)
Fax: 907-246-6602
Email: jordankeeler@lakeandpen.com

Heather Stewart
Agnew::Beck Consulting
Phone: 907-222-5424
Fax: 907-222-5426
Email: heather@agnewbeck.com

Name:	Roy Bradman
Phone:	907-850-3011
Address:	Box 47001 Pedro Bay, AK. 99647

What would keep people, particularly young adults and families, in your community or the region?

What can be done to create stable jobs in your community or the region? What kind of jobs might these be?

Develop eco tourism - ie: Kayaking, hiking, artist photography retreat opportunities (low impact tourism) - Elderhostel groups

What specific actions would help reduce the cost of living in your community?

What would improve community health and wellness in your community and the region?

* Maintain / Create trails - Elderhostel, Keep Trails Open - Pedro Mt, Village Mountain, Dena B Hill, Lake, Cameron Bay - Passway Build shelter

* Somewhere in the region have a long term care / assisted living facility (this would also create jobs)

What is the one most important project your community could do to improve community life?

PLEASE COMMENT!

If you are unable to attend a community meeting or have more thoughts to put on paper after the meeting is over, we'd like to hear what you have to say. Please write your comments below and return to us by June 1, 2012. We look forward to hearing from you!

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Lake and Peninsula Borough
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Heather Stewart
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Name: Aaron Shugak

Phone: 907-850-4024

Address: P.O. Box 47014
Pedro Bay, AK 99647

What would keep people, particularly young adults and families, in your community or the region?

Different out look. Jobs. Housing.

What can be done to create stable jobs in your community or the region? What kind of jobs might these be? Funds available to help out small businesses. Help with networking in general.

What specific actions would help reduce the cost of living in your community?

7-11 or just a gas station w/ store. either good paying jobs, or cheaper price of living.

What would improve community health and wellness in your community and the region?

Less TV stuff and more community activity.

What is the one most important project your community could do to improve community life?

Build a couple living complex houses.

3. Contact Frank Odasz, or check his website for ideas for local entrepreneurship - lone-eagles.com - (Native American Broadband Training) Frank@lone-eagles.com 406-683-6270

4. Create a community recreation/job center in each village where folks of all ages can come to "network" & learn - have access to Broadband, internet, receive training on job related skills, visiting buildings / programs could be

What would keep people, particularly young adults and families, in your community or the region?

1. Second, affordable housing

2. Jobs

3. A "giving" of young adults / families - not just one or two

* What can be done to create stable jobs in your community or the region? What kind of jobs might these be?

~~Business~~ If more people lived in Pedro Bay there would be more jobs - the school for example. A 2nd health aide. A hard, almost 2. take advantage of Broadband internet opportunities (which we get Broadband) for ex: sell home made products, little find gas where you can work from home, the advantage of online educational opportunities to learn skills. & what's wrong with working 2 on / 2 off today on the slope for example - and commercial fishing or perhaps related summer work.

What specific actions would help reduce the cost of living in your community?

1. Cheaper fuel costs - gasoline, propane diesel.

2. Reduced cost to bring in goods. Perhaps subsidizing an air courier to haul freight once a week or something like air-post mail.

3. If possible salary at wild power

What would improve community health and wellness in your community and the region?

* A community garden - growing veggie especially in the summer and if possible year round (gardens in every village)
* Bushel Bay area health corp. already has a variety of health related programs in place - diet/nutrition / exercise programs, village health fairs. Continue to support these programs

What is the one most important project your community could do to improve community life?

more cooperation and including everyone who lives in the village in problem solving and decision making, especially on issues that affect everyone. Utilizing each person's special qualities, skills, expertise for the benefit of the whole community.

Name: Roslyn Goodman

Telephone Number: 907-850-3011

Email: roz.goodman@gmail.com

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Other: 1. Make sure everyone in the village will have access to Gov's telemedicine, high speed Broadband Internet service and working cell phones from wherever they live in the village.

2. Figure out a way to discourage theft within the village and pr. do more to homes

What would keep people, particularly young adults and families, in your community or the region?

- ① Jobs
- ② Housing

What can be done to create stable jobs in your community or the region? What kind of jobs might these be?

The need for long term jobs. good question
this issue community wide takes the cooperation
of all entities in the area. Region Corps, Sub Regionals, Village
Borough etc...

What specific actions would help reduce the cost of living in your community?

Hydro power, solar power, wind power in that
order as well as cheaper delivery costs for
groceries.

What would improve community health and wellness in your community and the region?

wellness and health are Alcohol, Drug related,
and go to the need for Jobs and Housing.

What is the one most important project your community could do to improve community life?

Create long term jobs and Housing

Name: S J

Telephone Number: 850-4024

Email: senatontjr@yahoo.com

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What would keep people, particularly young adults and families, in your community or the region?

Available housing, affordable housing, lower energy costs, self-employment, more young families, lower flight costs/airfare, available land

What can be done to create stable jobs in your community or the region? What kind of jobs might these be?

Training for self-employment, including tourism, internet/online enterprises for online business and lodging, guiding, fishing, etc. Using the beautiful area to attract people and business.

What specific actions would help reduce the cost of living in your community?

Obtaining alternative energy, specifically hydro energy.

What would improve community health and wellness in your community and the region?

Improvements in elder care, adequate care/housing.

What is the one most important project your community could do to improve community life?

Get alternate energy, start your own business/be successful at your own business.

Name: Rebecca Jensen

Telephone Number: 907.850.2211

Email: bcsen@hotmail.com

Please bring to the meeting or mail to: **Lake and Peninsula Borough PO Box 495 King Salmon, AK 99613**

What would keep people, particularly young adults and families, in your community or the region?

Jobs, housing + entertainment

What can be done to create stable jobs in your community or the region? What kind of jobs might these be?

Offer services + opportunities, Education + Cultural activities,
adult foster home, retirement center, recovery center

What specific actions would help reduce the cost of living in your community?

Better insulation Better Houses

What would improve community health and wellness in your community and the region?

Health awareness classes + cultural activities
Maybe some sort of pow-wow

What is the one most important project your community could do to improve community life?

Radio Station or public restaurant
for social activity

Name: Glenn Foss

Telephone Number: 8504020

Email: GFoss66@gmail.com

Please bring to the meeting or mail to: Lake and Peninsula Borough PO Box 495 King Salmon, AK 99613

Pedro Bay Community Meeting Notes, 05/17/2012

Community Priorities

- Lower electricity costs
- Elder care- housing, safety
- Road + trail improvements, maintenance
- Hydro project
- Internet connectivity (improve the system)

Issues + Opportunities

Strengths + successes

- Peaceful, scenic, quiet – no traffic, the wilderness is very accessible, a great place for practicing the subsistence lifestyle
- Freedom to live independently; no crime

Health + wellness

- Community potlucks, talking and sharing as a community **doesn't happen as frequently anymore as people leave town**
- No clinic, but there is a health aid and a 1st responder volunteer (other community members are in training)
- No eldercare resources, so older residents often leave (many move to Anchorage)
- Occasionally opening up the school (especially the gym) to the community would provide a great venue for events, activities
 - o Building is being heated anyway, but is closed due to insurance concerns → maybe there are opportunities to purchase insurance on an as-needed basis?
- Youth group, recreational center; youth center could involve fitness activities

Education

- Work with the school board to discuss plans for the empty building. Maybe form a partnership to manage its use? School closed Thanksgiving 2010 and has been empty ever since.
- Teach kids about culture; do family projects: carving, painting, beadwork, etc. Native language instruction. Culture camp/spirit camp/cultural survival camp to teach how to live off the land

Housing

- Housing is an issue: no longer partnered with BBHA, run their own housing projects.
- Land limitations: only 3 empty lots right now
- Community needs jobs so that people can afford to build homes
 - o Possibility of community-style homes? Small apartments? Maybe corporations could help fund construction, esp. if they were presented with a plan

Economy

- Internet: “connect to compete,” use it to manage local businesses and market to the outside
 - o Could open up opportunities for education and economic advancement
 - o Train residents on how to use it? Perhaps it could be used to offer courses?
- Bristol Bay Visioning shows only one in five people see themselves staying in Pedro Bay. There is not a lot to offer people to live there. A lot of people do not have set plans, and those that do plan to go away, go to school and return if they can find work. There is a limited amount of land available for citizens coming back. People come back and stay for seasonal jobs, but if they get a good job outside the village, they are gone. Ask people why they’re leaving and what it would take to bring them back
 - o School is limiting factor: reopening it could create 4-6 new jobs
- Human resources problem: not enough people to do things.
- Seasonal workers are able to find work but sustainable jobs and housing are the biggest challenges. Need more wintertime opportunities
- Cost of living is a problem. Groceries are expensive. Suggested a village co-op for purchasing supplies.
- Business development: smaller, more sustainable businesses. Desire for people to be self-employed, create jobs for themselves, with their own ideas. Too many people puts too much pressure on resources and subsistence. Opportunities for making and selling crafts? Maybe form a co-op? community garden?
- How to acquire funding, help with local community infrastructure, develop small business, help assess local strengths and weaknesses initial start-up is hard
- Projects have often been one-time, grant driven, big shot of money for 1-2 years, not ongoing sustainable projects.
- Ecotourism – business opportunity and opportunity to teach cultural traditions to young people

- o Many trails around the area; develop these further, add benches and signs, etc.
- o photography destination (retreats, workshops, courses)
- o elder hostel? Disseminate info via the internet
- There is one lodge in town and all other lodges in the area do not have any interaction with the village.
- CH2M Hill training at SAVEC for jobs on the slope.

Energy

- Cost of living is a problem. Pay \$0.91 per kilowatt hour for electricity.
- Alternative hydro resource at Knutson River. Data collection in March 2011.
 - o Coordinate with Borough on funding this?
- Potential for wind? Maybe too erratic
- North slope power – use transmission lines to connect to rural AK using natural gas

Subsistence + Environment

- Subsistence hunting + fishing are done according to season; state permits and licenses don't necessarily correspond to subsistence seasons.
 - o This shouldn't require paperwork (most community members do not follow the permitting process anyway)

Transportation + Infrastructure (also see matrix)

- CIP priorities (2009-2010): [hydroelectric project feasibility/construction](#), community fire + [EMS building](#), public dock/waterfront construction (Smokehouse Bay), new housing development (NAHASDA/Tribal), road maintenance facility, airport extension
 - o Community center improvements are in progress (winterization, washer/dryer, etc)
- Community has broadband internet; GCI has fiber optic cables installed but not live yet (put pressure on them to turn it on? They keep advertising that they've expanded to all of these isolated communities but their system isn't actually running yet)
 - o Currently only houses with line-of-sight have internet; build another tower?
- Freight costs are expensive
- Use recycled goods for manufacturing community construction needs instead of paying to import materials
 - o Needs equipment and tools for construction

Cooperation + governance

- Need better relations between subsistence board and ADF&G
- More joint meetings (good experience with joint Borough meeting)
- Better communication between the tribal council and other residents

Sources:

- Bristol Bay Regional Vision Project Vision and Community Discussion Summaries
- 1996 Lake and Peninsula Borough Comprehensive Plan
- 2007 Lake and Peninsula Borough Comprehensive Plan
- 2008 Lake and Peninsula Borough Regional Energy Plan
- 2011 Lake and Peninsula Borough Coastal Management Plan
- Lake and Peninsula Borough Assembly Meeting Minutes: April 2010, September 2010, February 2011, March 2011, April 2011, May 2011, September 2011, October 2011

PLEASE COMMENT!

If you are unable to attend a community meeting or have more thoughts to put on paper after the meeting is over, we'd like to hear what you have to say. Please write your comments below and return to us by June 1, 2012. We look forward to hearing from you!

You can fold and seal this piece of paper and mail it to us at:

Lake and Peninsula Borough
ATTN: Lake + Peninsula Borough Comprehensive Plan
PO Box 495
King Salmon, Alaska 99613

We can also accept your comments by fax or email:

Jordan Keeler
Lake and Peninsula Borough
Phone: 907-246-3421 (toll free: 800-764-3421)
Fax: 907-246-6602
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Heather Stewart
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Email: heather@agnewbeck.com

Name: Corrine Olsen
Phone: 781-249 8
Address: Port Alsworth

What would keep people, particularly young adults and families, in your community or the region?

Affordable Housing (Sixplex - 4-plex)

What can be done to create stable jobs in your community or the region? What kind of jobs might these be?

What specific actions would help reduce the cost of living in your community?

- Community garden
- education on independent living (NO Fossil fuel)

What would improve community health and wellness in your community and the region?

public recreation grounds - picnic tables, BBQ pit, playground

What is the one most important project your community could do to improve community life?

Bigger School

Port Alsworth Community Meeting Notes, 05/16/2012

Community Priorities

- Airport
- Landfill
- School
- Clinic
- Regional Priorities:
 - o Pile Bay Road improvements
 - o Nondalton barge landing
 - o Nondalton/Iliamna road/bridge

Issues + Opportunities

Strengths + successes

- Bristol Bay is one of the last places in the world where Native and non-Native people are able to sustain themselves with subsistence activities. It is a luxury now, but it is also an essential basic. Makes Bristol Bay a really special place in the world because we can keep body and soul together through natural resources.
- People would move to Port Alsworth for: Park Service jobs, working for lodge/taxi, lifestyle, physical beauty, good place to raise kids/draws families.

Health + wellness

- People would like a medical care facility
 - o The Nilavena Subregional Clinic is the designated facility (although Nondalton is closer)
 - o There is currently no health aid or clinic, although some community members have 1st aid training and there is usually an annual nurse visit
 - o Evacuation procedures are unclear and confusing
 - o There is land set aside for a clinic but operational funding is lacking (perhaps insurance could help cover costs?)

Education

- School is overcrowded;

- Space is a limiting factor: currently has 4 schoolrooms (2 undersized), student population still growing, 8-10 certified teachers in the community, 11 home schooled children
- Port Alsworth is 3rd on the list for a new school
- A simple, inexpensive plan (\$1-1.5 M) would meet the community needs but the state keeps putting \$3-14 M figures on the project
- Port Alsworth students would not have any interest in attending a sub-regional school
 - Space-permitting, Port Alsworth could host a boarding school would be an option
 - Vocational education focus? E.g. aviation, carpentry

Housing

- Need affordable + available land, but in a national park and preserve. Most land is federal public land
 - Remaining available land is inaccessible, although a road and bridge might open up opportunities for growth (see map)
 - Perhaps the borough could talk to the NPS about the need for more land

Economy

- How to ensure ability to make a living in future?
- There are many seasonal hires each year but no overarching market strategy

Energy

- Testing for wind turbines. Port Alsworth wind turbine data gathering moved to Igiugig (MET tower)
 - Wind is better by the lake – study over there?
- How to lower energy costs (electricity + dependence on fossil fuels)
 - Diesel is currently flown in from Kenai, but the planes that are able to fly fuel into Port Alsworth are retiring
 - Barging in fuel would be cheaper; a dock is in the works (see map)
 - Road to anticipated landing is being examined; it would be public access
 - Happening through a NPS/state/community partnership involving land exchanges, collaboration
- Renewable energy – hydro project feasibility study

- o Alaska Green Study never happened; hydro project has potential, but it's located on NPS lands (lots of red tape involved)
- Oil and gas could be developed responsibly.

Subsistence + Environment

- Protect subsistence: resource protection, predator control (bear, wolf populations too high)
 - o Concerns that Pebble will result in an increase of residents and overwhelm local subsistence resources, resulting in tighter restrictions
 - 1344 (grandfathered access rights) might help but it would exclude some residents
- Large Development Permit Ordinance (Borough) – projects with more than 100 people require development permits
 - o Should include the examination of the effects on subsistence

Transportation + Infrastructure (also see matrix)

- CIP priorities (2009-2010): public access airport, solid waste ashfill and incinerator construction; barge landing
- General observation that cost estimates for infrastructure projects funded by the state seem very inflated – could some of these projects be privatized? (e.g. landfill)
- If the town continues to grow, limitations in sewage, trash, basic services/infrastructure will have to be addressed.
 - o Landfill will result in BIG savings and help protect the water table
 - o The town is waiting on funding for an EIS; road to the prospective site would follow
 - o The Borough is currently coordinating a waste removal for larger items (2-3 yrs out)
- Public airstrip would benefit community. Both airports are private; some air carriers/taxis unable to come in, local owners have to maintain airstrips.
 - o Lake Clark Air flies 3,500 out of Anchorage annually and 1,800 out of Port Alsworth (their 2nd largest hub); other carriers have similar figures
 - o Neither airstrip meets public standards, so there is currently no public access to the National Park
 - o Taxes are paid out on the private airstrips and none of the money comes back to support them
 - o Issue of liability for the airstrip owners (the insurance is expensive)

- A recent road assessment showed that there are many privately owned roads being used to access public properties; a community roads plan (and maybe even a land swap) could be useful
- No grant writing experience in the community to help get projects funded and off the ground

Cooperation + governance

- The local Improvement Corporation is generally a good model, but limited geographically

Sources:

- Bristol Bay Regional Vision Project Vision and Community Discussion Summaries
- 1996 Lake and Peninsula Borough Comprehensive Plan
- 2007 Lake and Peninsula Borough Comprehensive Plan
- 2008 Lake and Peninsula Borough Regional Energy Plan
- 2011 Lake and Peninsula Borough Coastal Management Plan
- Lake and Peninsula Borough Assembly Meeting Minutes: April 2010, September 2010, February 2011, March 2011, April 2011, May 2011, September 2011, October 2011

Appendix 4: Village Strategic Plans & Community Meeting Notes

- The Foraker Group: Developing Your Community Strategic Plan
- Chignik Bay
- Chignik Lagoon
- Chignik Lake
- Perryville
- Port Heiden
- Pilot Point
- Ugashik
- Egegik
- Levelock
- Igiugig
- Kokhanok
- Pedro Bay
- Newhalen
- Iliamna
- Nondalton
- Port Alsworth

Developing Your Community Strategic Plan

At Foraker, we believe that thoughtful strategic planning is the foundation for success in all organizations. We applied this philosophy while partnering with communities in the Lake and Peninsula region to develop community-wide strategic plans. The planning process involved leaders (tribal, municipal, business, educational, youth, retired, and cultural) who a) set the strategic direction for their community, and b) identified who in their community (individual(s), organizations, or entities) is best suited to carry out specific goals.

Foraker's strategic planning process is based on the work of James Collins and Jim Porras who have conducted years of research into what makes companies thrive in the marketplace. We, like Collins and Porras, view the strategic plan as a high-level (30,000 foot view) compass setting the direction for an organization and in the case of our initiative within the Lake and Pen region, a community's journey of sustainability – not a detailed map showing every landmark along the way.

A strategic plan is clear about “who you are and where you are going.” Once the strategic plan is finalized, leadership within each community can take the next step of creating annual operating plans to prioritize the goals for the next 12-18 months and tactical work plans for the specific goals to be carried out by designated individuals, organizations, and entities.

The facilitated strategic planning process took approximately four hours in each community and was divided into four basic steps:

1. **Defining your core purpose.** This defines in very concise terms the importance of your community considering the people, culture, history, location, and economy.
2. **Defining your core values.** Every community has a culture and within that culture is a set of values that drives it to meet the core purpose. Values are succinct and capture the energy and motivation for a community's existence.
3. **Defining the long-term strategic direction.** Communities that know “who they are” can better articulate where they are going. The long-term direction looks far into the future to an achievable and challenging outcome.
4. **Defining short-term strategic direction.** Often strategic plans are filled with detailed goals that represent business as usual, almost looking like a shopping list. Instead, we view short-term direction for the next 3-4 years as the basis for future annual operating plans in which several goals are picked to focus on for the next 12-18 months.

Our time in each community was interactive, challenging, and fun. Foraker strives to create a dynamic atmosphere that results in common understanding of where your community is today and where you want it to be in the future. We support this understanding with steps people can take today to start their journey.

Incorporating our philosophy on organizational sustainability into your Community Strategic Plan

What does sustainability really mean to your community? Foraker began each strategic planning session within the region discussing our philosophy on organizational sustainability and its parallels at the community level. Foraker believes sustainability is a journey, not a destination. This is a different way of thinking about the term. For more than a decade we've worked with organizations on sustainability and we've learned that this way of thinking has value – and works.

We've developed a model, which is portrayed below, that captures our thinking and that leaders can use to make strategic decisions about their organizations sustainability. We also believe that this conversation has value when speaking about community sustainability as a whole.

The Foraker Nonprofit Sustainability Model



This diagram shows several factors related to organizational sustainability – all beginning with focus. Like lenses, each factor reflects certain aspects of sustainability. You can think about it this way:

Founding *purpose* and *values* are part of **focus**. In a sustainable nonprofit, and in this case community, they don't change – they are absolute, almost sacred. **Focus** reflects the passion of the founders, defining both the core purpose and the core values that drive and motivate the whole community. It's the anchor for everything the community does and answers the fundamental question, "Who are we?"

The other part of **focus** is flexible – it helps us stay relevant and answers the question, "Where are we going?" That direction is under consistent review. As the external environment changes, it must be adjusted so the community continues to move in the right direction and has the greatest impact. Together, the founding purpose and values, along with a clear direction, provide a **focus** that is both true to the founders' intent and relevant to today's community.

Moving from **focus**, the next lenses also are constant in their underlying principles while remaining flexible as each adapts to current conditions. Organizations that use the lenses as a way to view their actions become more resilient and are able to:

- **Focus** on founding principles, making strategic decisions and looking ahead
- Recruit and retain the **right people** and work together effectively as partners
- Seek and nurture strategic **partnerships** to maximize impact
- Assure sufficient **unrestricted funds** to take advantage of opportunities and handle emergencies

Using the lenses, you can begin to understand the dynamics of sustainability. Then, and only then, is it time to develop programs and services. That's why they are presented at the other end of the diagram.

Programs and services are flexible – they are not sacred activities. One simple way to understand this is, "what you do is not who you are." The strategic organization modifies programs and services, drops them, or adds new ones as it adjusts to the needs in its community – always influenced first by the factors of sustainability.

Implementing Your Community Strategic Plan

Your community strategic plan includes your **core ideology**, how you identify “who you are” as a community (i.e. your purpose and values) along with your **envisioned future** and your **strategic direction** (goals and objectives) “where you are going” for the next five years. We recommend you include the plan in your meeting packets or print copies to hand out during your community meetings over the next five years. Here are a few additional recommended next steps:

1. Identify up to five community members who attended the community planning session to review the draft document in order to ensure we have accurately captured your thoughts. This is your plan, so make changes that will support your community to move it forward.
2. Consider creating a few metrics—numbers or deadline dates (i.e. *5 new jobs by 2019*) so that the community can assure that the goals are measurable and achievable within a timeframe.
3. Share the plan with community members who did not attend the planning meeting and then make any necessary minor adjustments without redoing the work of the group.
4. Propose the plan for approval at the next community meeting.
5. After the plan is approved, the community members identified to review the initial draft should then decide which items will be the priority issues in the upcoming year. You can note these priorities within this document by placing a year or more accurate outcome date next to the goal statement.
6. It is also important to assign a champion (tribe, city, Native Corporation and council, staff, or committee or individual(s)) who will lead on the priority issues. This could also be noted next to the goal or you can do that in a separate operating plan. You should also ask participating entities where their priorities are for the near term to ensure their voice is included.
7. Some of the suggested objectives (bullet points) may not get enough momentum to move forward. That is okay. For now, the objectives are just great ideas. They don’t become action items until there is enough energy to make it happen.

Remember that the goals are different than ‘business as usual’ so do not take on too many goals at one time. It is better to take on a few and accomplish them and then come back to the plan for the next set, rather than taking on too much at once.

The plan is meant to guide the community along in your process. A more detailed plan that identifies the when, who, how much, etc. should be done as a separate plan—either in an annual work plan or as a project plan for each goal depending on the size and scope of the goal.

Many of the goals will need a separate committee or be assigned to an existing committee to make progress. Each committee will most likely need people outside the community to help get things accomplished (community, regional, state, and federal partners). The chair of each committee should be a community member. Short job descriptions will be helpful in this effort.

Finally, we recommend that as each committee begins their work that a few benchmarks are agreed upon so the community members who are not on the committee have a way of seeing progress and staying accountable to the whole plan. The plan should be front and center during community meetings so that it is a consistent document that is referred to and “lived” throughout the year.

Thanks you again for the opportunity. We look forward to working with you again in the future. Please do not hesitate to call if you have questions or concerns.

Chignik Bay, Alaska
Community Strategic Direction (2017-2022)

Core Ideology

Core Purpose: *Vibrant Fishing Community*

Core Values:

- | | |
|--|--|
| <ul style="list-style-type: none">• <i>Education</i>• <i>Elders</i> | <ul style="list-style-type: none">• <i>Subsistence: Fish and Berries</i>• <i>Heritage</i> |
|--|--|
-

Envisioned Future

Chignik Bay is a united community with increased opportunities to diversify revenue, offset the high cost of living, and grow local leadership.

Strategic Direction (2017-2022)

Local economic projects create jobs so our residents no longer have to choose between buying fuel and buying food.

- Involve residents (and youth) in promoting and creating tourism opportunities: guiding and small venture endeavors (i.e. kayak rentals, bakery and coffee house, lodging).
- Host the Kennecott and Tustumena ferries to bring in revenue.
- Support educational opportunities for residents to increase small/rural business operation and marketing training.
- Trained and certify a local resident to operate the rock quarry pit (owned by BBNC and Far West Native Corporation).
- Build and operate a fish and game processing plant (Subsistence Building) and cannery.
 - Partner with Trident for processing fish for school.
 - Participate in training provided by SAVEC.
 - Participate in oil response training.
- Partner with Chignik Lake and Chignik Lagoon to work toward the development of the intertie road and a school for the three Chignik's.

The community is actively engaged in developing alternative energy and food security projects that offset the high cost of living.

- Create adequate space and housing to raise chickens and other animals for food.
- Construct a high tunnel garden in partnership with the USDA to grow fresh vegetables.
- Research and create alternative energy projects (wind, solar, hydro).
 - Hydro power: complete the trail to the dam and involve the City, CE2, ANTHC, AEA.
 - Train locals to replace existing pin stocks and build a new water distribution line.
- Reach out to neighboring communities that are actively involved in any of the above activities to learn about lessons learned and best practices (Perryville—wind/solar power, Port Heiden—raising animals, Igiugig—greenhouse and hydro power).

Local partnerships are strengthened to increase the wellbeing, safety, and security of residents.

- Hold quarterly solution-focused community meetings where voices are respectfully shared and heard.
- Advance activities that will strengthen our youth, individuals, and families through local values (potlucks and carnivals, wood working/mask making, and crafts/glass ball beading).
- Address, prioritize, and improve maintenance to current housing and address land issue needed to develop affordable housing.
- Secure a VPSO for the community.

Chignik Lagoon, Alaska
Community Strategic Direction (2017-2022)

Core Ideology

Core Purpose: *Promote the common good of the people of Chignik Lagoon*

Core Values:

- | | |
|--|---|
| <ul style="list-style-type: none">• <i>Self-Sufficient</i>• <i>Committed to family</i>• <i>Dignified in life choices</i> | <ul style="list-style-type: none">• <i>Happy, healthy generations</i>• <i>Humbly, hard workers</i>• <i>Salmon and local foods</i> |
|--|---|
-

Envisioned Future

Secure strategic partnerships to progress in building the needed infrastructure that will significantly improve and off-set the high cost of living for our community.

Strategic Directions (2017-2022)

Create a year-round access road between the three Chigniks with an airport meeting in the middle at Metrofania. Maximize our efforts to develop partnerships and secure needed funding.

This is a multiyear project subdivided into incremental projects that include:

- Creating access to the landfill.
- Developing an intertie between Chignik Lagoon and Chignik Lake.
- Building a sub-regional airport at Metrofania Valley.
- Connecting travel between Chignik Bay, Chignik Lagoon, and Chignik Lake.

Build a new clinic with an apartment, garage, and hangar on Chignik Lagoon Village Council Land lot 16 to improve the health services in Chignik Lagoon and surrounding villages.

- Meet with Chignik Bay and Chignik Lake to develop a business plan and determine feasibility.
- Design the facility to house substitute health aides, nurses, or doctors, and visiting pilots.
- Include a garage that will provide adequate storage for an ambulance and a hangar to hold a medivac plane.

Work with the U.S. Department of Energy (DOE) and/or Alaska Energy Authority (AEA) to explore the use of geothermal energy.

- Secure partnerships.
- Research the most plausible building for the first instillation of a geothermal heating unit.
- Complete the feasibility study and install the geothermal unit.

Work to open up and subdivide land on town site areas for housing construction.

- Make land available for younger families to build homes on.
 - Create roads to access their property and maintain them regularly.
- Partner with Bristol Bay Housing Authority to build HUD housing for low income families in the community.
- Hire locally for construction of homes.

Secure funding to provide a monthly fresh produce service for the community and build a shared garden for vegetables that can be grown in the village.

- Create a program to provide monthly or bi-weekly shipments of fresh produce to the village and disburse the fruits and vegetables among the community members who are signed up..
- Grow vegetables in the garden at distribute them equally to residents.

Chignik Lake, Alaska
Community Strategic Direction (2017-2022)

Core Ideology

Core Purpose: *Respect our way of life*

Core Values:

- | | |
|--|---|
| <ul style="list-style-type: none">• <i>Family</i>• <i>Education</i>• <i>Employment</i> | <ul style="list-style-type: none">• <i>Culture</i>• <i>Subsistence and Land</i>• <i>Russian Orthodox Church</i> |
|--|---|
-

Envisioned Future

Our village is thriving and the people living here have increased cultural, employment, housing, and partnership opportunities.

Strategic Direction (2017-2022)

Create economic opportunity that improves the quality of life for the people of Chignik Lake (weatherization/maintenance of homes/ sustainable land development).

- Support residents interested in education and training in construction, heavy equipment operation and maintenance, electric, and engineering.
- Purchase new heavy equipment to maintain roads and new projects.
- Maximize opportunity for alternative energy projects (wind and hydro power).
- Partner with Chignik Bay and Chignik Lagoon to develop the Intertie Road, a shared school, and the runway projects.

Explore the potential of creating a conservation district and a watershed council that will allow us to provide stewardship for the water systems in our area.

- Communicate with the other Chignik communities, Perryville, and Ivanoff Bay, who may be interested in developing a conservation district and a watershed council.
- Educate ourselves about creating a conservation district and a watershed council.
 - Connect with the Tyonek Tribal Conservation District as a model conservation district.
- Develop a watershed council to address the beaver and salmon issues.

Improve our communication with one another as a tribe and with our partnering entities.

- Focus on putting our core values into practice as we work to improve and practice respectful communication (speak to be understood and listen to understand).
- Improve relationship with the Lake and Peninsula Borough and the school district.

The Tribal Council and employees will strengthen internal capacity and receive training to improve service and engagement with community members.

- Receive capacity building training and take advantage of educational opportunities (Foraker).
- Secure funding for a grant writer.
-

Expand upon and create new culture based activities for the youth to reach envisioned future.

- Focus on activities that highlight our relationship to our land and waters, including: safety and cultural practices associated with harvesting and putting away food (fishing, canning, harvesting caribou).
- The community is involved in growing our own food for food security (chicken and other farm animals).

Egegik, Alaska
Strategic Direction 2017-2022

Core Ideology

Core Purpose: A thriving sustainable fishing community

Core Values:

- Relationships
 - Respect (*self and others*)
 - Families
 - Helping others (*working together*)
 - Growing (*industries, staying alive*)
-

Envisioned Future

Egegik is a healthy community that thrives, is proud & independent

Strategic Direction (2017-2022)

Local entities are actively partnering with one another to develop and sustain new and existing community infrastructure.

- Build a freezer plant to process salmon after the run.
 - Develop feasibility study and a business plan for the processing plant.
 - Research and reach out to neighboring communities which are actively involved in operating a processing plant to learn about lessons learned and best practices.
 - Secure funding to construct and sustain processing plant.
- Reopen the school.
 - Actively address and create ongoing community opportunities (economic, cultural, and social) that will draw more families to our community.
- Build a proper airport building and pave the airport runway.
- Open a restaurant/coffee shop.
- Build a playground for the children.

Egegik community members are healthy and strong and live with pride and respect for one's self, one another, and our land and waters.

- We thrive in a dry community.
- Our children are safe from drugs and alcohol and have good work ethic.
- We take care of our land and waters to ensure that we live in a clean and cared for environment.
- We are intentional about strengthening local partnerships and working together.
 - The Tribe and city work together
 - Reestablish respect and create community principles we will live by.
- Our church is active with a full time preacher and a family.

Create more opportunities and activities we can do together as a community.

- Have things to do outside the home with the community (i.e. cinema, bingo, fitness programs).

Egegik, Alaska
Strategic Direction 2017-2022

Meeting notes: Tuesday, May 2, 2017

What you love about Egegik

- Post master
- Child services
- Freedom
- Growth in summer
- Hunting, fishing
- Biking in the country
- Great husbands
- Rally around each other in crisis
- Friends
- Home new administrator
- More families
- Belonging

Envisioned Future:

Healthy community that thrives and is independent of outside help and takes pride

- Those needing help get help

5 year goals

- Build freezer plan to process salmon after the run
- To have a dry community
- Clean environment
- Reopen the schools
 - o More families
- Healthy, strong, pride, respect
 - o Each other, working together
 - o Thrive and city working together
 - Reestablish respect
 - ***** More things to do as a community
 - Have things to do outside the home with them community
 - Community cinema
 - Bingo
 - Fitness
 - Etc.

We will take immediate action steps to ensure our community plan is relevant for all in Egegik.

- Reestablish relationships with the two children in the community.
- Reestablish relationships with adults in the community.
 - o Discuss and document goals.
 - o Ask other adults in community when it is good for them to come together.
- Make city meetings welcoming.
- Be friendly/kind to everyone in the community.
- Put up an anonymous suggestion box at post office at the bulletin board.
- Meet and brainstorm next steps to be complete in August.

Igiugig, Alaska
Community Strategic Direction (2017-2022)

Core Purpose: *Community, respect, advancing, independent*

Core Values:

- Unity (*pride, love for Igiugig, supportive, respect*)
 - Subsistence culture (*culture indignity*)
 - Empowering generations (*future generations, family values, honoring elders strengthening our children, self-sufficient*)
-

Envisioned Future

Igiugig is locally driven and self-sustaining.

Strategic Direction (2017-2022)

The tribal government will increase and sustain its internal capacity and will be fully staffed.

- Igiugig Village Council has a full time Tribal Administrator and a full time Head of Maintenance.

Igiugig will be 50% powered from alternative and renewable energy projects that will help offset the high cost of fuel.

- Launch a river generator
- We will have improved fuel service and cheaper fuel and gas.
- Increase the number of windmills to help power the village.
- Install solar power for the greenhouse.

Explore new earned income and economic initiatives that will diversify revenue and create sustainable jobs.

- Diamond Point rock quarry is operational and profitable.
- Create more local businesses that are eco-tourism focused.
- Open a restaurant.
- Produce more local foods, particularly fresh produce.
- Be an airline hub.

Increase our agricultural and subsistence harvests.

- Learn how the elders respect the land, animals, and the weather.

Expand culture based immersion practices that will strengthen our identity and community.

- Have Yup'ik speaking babies.
- We are a Yup'ik speaking community.
- P and M of cultural knowledge.

Improve and diversify affordable and energy efficient housing options within the community.

- Increase housing options to include tiny homes, duplexes, and single family homes.
- Use rent money for maintenance.

Increase efforts to improve the community health and wellness.

- Teach health awareness courses tied to healthy eating, education, and exercise.
- Teach children best practices for staying healthy (not to sneeze/cough into their hands).
- Teach values associated with the importance of strong connections to family and culture.

Igiugig, Alaska
Community Strategic Direction (2017-2022)

Meeting notes: Wednesday, May 10, 2017

Love about Igiugig

- People—supportive, come together, teaching tradition to young, complete projects
- Forward thinking
- Open to new ideas (i.e. technology)
- Growing community—watching you grow into leaders
- Hunting
- Care for each other—help each other
- Encourage youth to take leadership
- Meet and talk humanly—in good and bad
- Everything
- Swimming
- Kids
- Youth involvement in everything (hands on experience)
- Wife
- Pristine ecosystem
- Sustainability—renewable energy
- Strong community, healthy people
- Good to raise kids
- Individual but part of community
- Outside activities
- Bringing culture back
- Fish
- Access to river
- Purple sunsets

Purpose: community, respect, advancing, independent

Values:

- Unity- pride, love for Igiugig, supportive, respect
- Subsistence culture- culture indignity
- Empowering generations- future generations, family values, honoring elders, strengthening our children, self-sufficient

Envisioned Future:

- Autonomy from outside community
- Locally driven, self-sustaining
- Financially (i.e. grants)

5 year goals

- Full time admin position filled; 5 years: fully staffed VC leadership, secure human resources (administrator, head of maintenance) (8)
- 50% power from renewables, cheaper fuel & gas, River Generator up and running, cheaper fuels, better service fuels (6)
- More local businesses, be an airline hub, upcoming new job opportunities such as new work jobs people, operational and profitable rock quarry at Diamond Point, increase our agricultural subsistence harvests, more sustainability, local production of more food basics, produce, more eco-tourism, have a restaurant (4)
- Housing for future like for Fewnia (4)
- Have Yupik speaking babies, Yupik, Yupik speaking community, P&M of cultural knowledge (2)

Igiugig, Alaska
Community Strategic Direction (2017-2022)

- More people (2)
- 50% power from renewables, cheaper fuel & gas, River Generator up and running, cheaper fuels, better service fuels

Next steps

- Work w/ consultant reg. other ways to recruit/hire
- Better (more options, duplex, 2 bdrm, tiny) homes
- Find money (grants?)
- Figure out childcare/daycare
- Place to do w/ multi-purpose center

DRAFT

Iliamna, Alaska
Community Strategic Direction (2017-2022)

Core Ideology

Core Purpose: *Intelligently improving and protecting subsistence and economic opportunities*

Core Values:

- *Connection to the land*
 - *Freedom (to live, kids exploration, subsistence)*
 - *Thrive sustainably*
 - *Strong healthy families*
-

Envisioned Future

The school district, borough office, and regional vocational high school are located in the regional hub of Iliamna with a road connecting all villages around the lake.

Strategic Direction (2017-2022)

Create stable jobs in the community.

- Strengthened partnerships and unity between the borough, city, and the tribal governments in order to maximize economic development opportunities for residents.
 - Tourism, responsible resource development, internet café, local contractor business, restaurant.

Increase opportunities and community spaces for youth to thrive.

- Involve youth in local business ideas and decision making.
- Develop a child care center.
- Design community spaces for youth to thrive.
 - Playground, park.
 - Teen center dance hall recreation center.
 - Update ball field.

Become a hub for the region.

- Construct a regional high school that incorporates vocational training and education (i.e. shop, plumbing, welding, ship building, aviation ground school, and flight instruction).
- Relocate the school district and borough office to Iliamna.

Focus on our well-being and safety.

- Create a wellness center that includes rehabilitation options and culture training for residents.
- Develop a road connection to all villages in lake area for safer travel.
- Develop a justice center for tribal courts.
- Secure local law enforcement.
- Stop bootleggers and drug dealers coming into Iliamna and create a check point to search for illegal substances.
- Provide culture training for residents.

Enhance our ability to live a subsistence lifestyle.

- Build a dock, breakwater, and marina.
- Create a community shooting range for target hunting and defensive shooting.
- Offer cultural activities including sewing classes.

Explore and develop alternative energy infrastructure to help offset the high cost of living.

- Solar and wind power, agriculture projects, hydroponics.

Iliamna, Alaska
Community Strategic Direction (2017-2022)

Meeting notes: Tuesday, May 9, 2017

What you like best about Iliamna

- Freedom- kids play safely and run around
- Fishing
- Beautiful lake and mountains
- People- family
- Clean water and air
- Quiet
- Subsistence- hunting, trapping, berries, medicine with local plants
- Cultural values
- Safety

Purpose: Intelligently improving and protecting subsistence and economic opportunities

Values:

- Connection to the land
- Freedom- to live, kids exploration, subsistence
- Thrive sustainably
- Strong healthy families

Envisioned Future:

- Road connection to all villages in lake area for safer travel
- Opportunities for the kids
- Regional high school that incorporates vocational training and education (i.e. shop, plumbing, aviation, flight instruction)
- Relocate School District and Borough office to Iliamna
- What it looks like
 - Elder home
 - Community park
 - Café ran by youth
 - Greenhouse production of food, maybe underground

Short term goals:

- Vocational training (flight school, carpentry, aviation) (8)
- Dock, breakwater and marina (5)
- Wellness center (4)
 - Rehab
 - Culture training for residents
- Housing
- Shooting range- roofed covered shooting benches for sighting in. Individual shooting ranges for shotgun rifles and pistol. For target hunting and defensive shooting. Proper for safety. Wayne Raven (907) 312-8176 (3)
- Community center (2)
 - Playground, park
 - Teen center dance hall recreation center
 - Child care center

Iliamna, Alaska
Community Strategic Direction (2017-2022)

- Justice center for tribal courts
 - Law enforcement
- Bridge over Newhalen river
- Burger joint
- Internet café
- Local contractor business
- Lake Iliamna monster shop
- Big Food hunting business
- Community greenhouse
- Arts and crafts

Next steps

- Complete grant for playground
- Contact Iliamna Village Council regarding maintenance and strengthening the ball field
- Build softball team to use field
- Kids trained
- Kids trained and help making ball field benches
- Someone dedicated to follow up on goals
- Revisit plan regularly as a community
 - Potluck to revisit and informally connect, talk, and learn with Newhalen
 - Plan go to Village Council
- Partnership with Newhalen City and Alaska Peninsula Corporation
- Educate friends and family about today's work

Return notes and draft to:

- Village Council
- Sarah Armstrong sarmstrong@lpsd.com
- Shannon
- Jennet

Kokhanok, Alaska
Community Strategic Direction 2017-2022

Core Ideology

Core Purpose: *Culture, community, family, cooperation*

Core Values:

- Subsistence (*salmon, traditions*)
 - Positive Growth (*jobs/training, keeping people home, all are united, youth/elders*)
 - Stewards of our Land (*clean environment*)
-

Envisioned Future

We are responsible for our own future with youth involvement, local jobs, and self-governance.

Strategic Direction (2017-2022)

Grow year round sustainable economic opportunities and offer job training for our people.

- New job creation
 - Eco-tourism and small cottage industry opportunities.
 - Guiding, fishing, and hospitality.
 - Green house and sales of fresh produce and nutritional education.
 - Education and trade
 - Cultural and school teachers, carpenters, laborers, electricians, mechanics, heavy equipment operators
- Improved technology and communication services.
- Responsible development of natural resources
 - Wind turbines are operational; spring water development and a water bottle plant; wood resource development; smooth stones; recycling.

Grow local leadership and empower youth to be leaders in the community.

- Teach and encourage youth/young adults to participate in training that will develop and enhance personal and professional leadership skills.
- Encourage professionals and leadership to mentor and allow for job shadow opportunities for youth.

Cultivate creativity and arts that strengthen our connection to culture.

Enhance tribal governance structure.

- Increased opportunities to improve the maintenance of current housing and develop new weatherized affordable HUD housing.
- Improved communication and internet services.
- Safety and security of residents—particularly our children.
 - Stop bootleggers
 - Combined with an increase in economic opportunity, the safety and security of residents helps increase the number of families returning and/or moving to our community.
- Leadership has strong work ethic and embodies and lives our core purpose and values.
- We are actively exercising our cultural, economic, educational, and safety and security rights.

Develop ways to reduce cost of living while remaining mindful of our natural surroundings.

- Renewable energy
- Community garden
- Expand road to connect to other communities.

Kokhanok, Alaska
Community Strategic Direction 2017-2022

Meeting notes: Wednesday, May 26, 2017

What you like best about Kokhanok

- Scenery- mountains and beach (2)
- Community (2)
- People (3)
- Subsistence (5)
- Fresh water
- Families caring for each other
- Outdoors (2)
- Families
- Freedom (2)
- Diversity
- Good place to grow old
- Being here
- Swimming
- Hunting
- Berry picking (2)
- Fishing
- Helping dad
- Climbing trees
- Getting wood

Envisioned Future:

- Young people help move community forward
- Tribal self-governance
- Jobs in the community
- ***Responsible for our own future
 - o Choice
 - o Taking care of self

Short term goals

- Training opportunities (10)
 - o New job creation (green house)
 - o Current jobs bring in people (teachers, mechanics)
 - o Technology
- Identify leaders in community- Develop leadership (9)
 - o Finding new jobs
- Empower the youth (creating businesses/jobs) (8)
 - o Intrinsic motivation
- Motivate as community for creativity and job development (4)
- Structure (process to move forward) tribal self-governance (3)
- Infrastructure improvement
 - o More businesses
 - o More jobs (not just seasonal) (2)
 - Natural resources- spring water
 - Smooth stones for economic growth development

Kokhanok, Alaska
Community Strategic Direction 2017-2022

- Culture improvement (i.e. arts and crafts) (2)
- Creative exploration of new ideas (2)
- Expand road to connect to other communities

Next steps

- Make sure this plan is at council- keep reminding at each Council and other meetings
- Identify training needs and opportunities
- Let kids explore/stumble/fall and keep trying
- Summer youth projects (reading, arts and crafts, jobs)
- Connect with children regularly (biweekly)
- Council and community connect and collaborate to move plan/program forward
- Include the youth
- Job shadow

Levelock, Alaska
Community Strategic Direction (2017-2022)

Core Ideology

Core Purpose: Strong families and cultural connection

Core Values:

- Education (*in & out of home, teaching others, work ethic*)
- Generations (*youth, family, elders, children, grandchildren*)
- Partnerships
- Health (*respect, trust, safety*)
- Culture & Traditions (*subsistence, gathering, salmon*)

Envisioned Future

Residents are active and engaged in the village.

Strategic Direction (2017-2022)

Improve maintenance to current residential housing and local infrastructure and secure funding for the construction of new HUD housing and infrastructure.

- Fish and game plant
- Hydro plant
- Fuel Farm
- Upgrade sanitation system
- Improve water quality systems
- Dust reduction on roads

Our residents have access to sustainable full time economic opportunities and ongoing workforce training. We will conduct feasibility studies and business plans for the following priority projects:

- Community restaurant and café
 - Management and employees
- Community center
 - Youth coordinator, social coordinator, employment for youth, life counselors.
- Ecotourism opportunities
 - Tour guides, hospitality, cultural professionals
- Increase the number of fishing permit holders
- Fish plant administrators and processors
- Community store
- Construction and trade job opportunities: carpenters, foremen, forest firemen, wood clearing, road maintenance, freight hauling

Local partnerships and communication among residents is strengthened to increase community respect, wellbeing, safety, and security of residents.

- Team building, family events, cultural and outdoor activities (harvesting and processing foods), increased communication and peer support or wellness programs (tobacco prevention and sobriety education), community engagement in local meetings, working together and collaborating to secure funding for community activities.
- Increased interaction with children and increased respect for elders
 - Community Center, swimming pool, and playground
- Increase community engagement and activities with the church.
- Residents actively engaged and participating in council meetings.

Levelock, Alaska
Community Strategic Direction (2017-2022)

Meeting notes:

Housing (6)

Job opportunities (6)

- Café
- Community center
- Ecotourism (3)
- Increasing permit holders (4)

Village connection (4)

- Team building
- More support
- Increased interaction for and with children
 - o Center
 - o Swimming pool
 - o Playground (1)
- More church services
- More gathering

Successful fish (or yak, reindeer, USDA approved meet) plant operation for food and revenue (1)

Social services (1)

- Skill development
- Community work service

More people helping elders (1)

Store to have more consistency of basic food availability (1)

Back road turned into gravel road (1)

Renewable energy

Gain tax authority

Increased input at Council

Newhalen, Alaska
Community Strategic Direction (2017-2022)

Core Ideology

Core Purpose: *Future for our youth*

Core Values:

- | | |
|--|---|
| <ul style="list-style-type: none">• <i>Desire to make Newhalen better</i>• <i>Kids & Family</i>• <i>Self-sufficiency</i> | <ul style="list-style-type: none">• <i>Proactive & Progressive Eye to the Future</i>• <i>Healthy Environment</i> |
|--|---|
-

Envisioned Future

Two communities, Newhalen and Iliamna, work together to improve and strengthen community for our kids

Strategic Direction (2017-2022)

Newhalen Tribe, Newhalen City, and Iliamna Village Council with regional, state, and federal entities will work toward cultivating strong partnerships for the betterment and safety of two communities.

- Secure a Trooper/VPSO for the communities.
- Land planning for Newhalen.
- Strengthen the cultures in each community by providing educational opportunities for residents.

Entities within the community are actively partnering with one another to create sustainable full time employment opportunities for residents.

- Residents, including youth, have access to job resources that will build capacity with the Human Resource function including: job design and creating a job description, identifying preferred qualifications, determining knowledge skills and abilities, wage range including employment classification, duties and responsibilities.
- Residents, including youth, have access to workforce training on how to develop and write resumes and learn about interview procedures.
- Support residents starting new businesses or jobs (i.e. feasibility studies and business plans).
 - Provide workspace specifically for this opportunity.
 - Provide licensed and dependable child/day care, available to all residents, so parents can focus on learning.

The community is actively engaged in developing responsible economic development opportunities and food security projects that will offset the high cost of living.

- Start selling water.
- Ecotourism opportunities for visitors to our land.
- Sell eggs from subsistence salmon.
- Community garden that will allow for local production of fruits and vegetables for sale.

Entities actively partner with one another to maximize resources needed to upgrade, weatherize, and provide maintenance to existing housing as well as build new sustainable housing and infrastructure for residents.

- Teen Center.
- Shooting range.
- Recycle center.
- Boat ramp for better parking.
- Bigger school and better playground.

Newhalen, Alaska
Community Strategic Direction (2017-2022)

Meeting notes: Monday, May 8, 2017

What you like best about Newhalen

- Don't worry about time
- Clean air, water and community
- Freedom
- Belonging/welcoming (2)
- Community comes together for the kids
- Access to the country, resources, city, fuel, freight, electricity, food, health care (2)
- Good price for food and fuel
- Lake
- Environment
- Small community where everyone knows everyone, kids play outside, safety, security
- Good place to live

Purpose: Future for our youth

Values:

- Desire to make Newhalen better
- Kids & Family
- Self-sufficiency
- Proactive & Progressive Eye to the Future
- Healthy Environment

Envisioned Future:

- Still be here
- The same in some aspects, different in others
- Two communities work together to improve and strengthen community for our kids
- Affordable
- Sustainability with jobs and housing
- Bring our people back
- Identity through culture

Short term goals:

- Jobs (11)
 - o More people working
 - o Jobs for training the kids
 - o Job resource that includes
 - Title
 - Education or training needed
 - Equipment/supplies needed
 - Skills needed
 - Salary
 - Variety of types of jobs
 - o Support for locals starting new businesses or jobs
 - Building

Newhalen, Alaska

Community Strategic Direction (2017-2022)

- childcare
- More housing (10)
- Local production of fruits and vegetables for sale (4)
- Dependable child care/day care (4)
- Work together- cultivate partnership between Newhalen Tribe, Newhalen city, Iliamna Village Council with entities working toward the goal of good for all (4)
- Trooper/VPSO (2)
- Develop unrestricted funds
 - o Start selling water
 - o Tourists tour on our land
 - o Sell eggs from subsistence salmon
- Recycle center
- Land planning for Newhalen
- Boat ramp for better parking
- Bigger school and better playground
- Teen Center
- Shooting range
- Bring our culture back

Next steps

- Individual/community garden
- Contact state and federal representatives regarding our and other rural communities concerns
- Saturday Farmer's and Artists Market for local residents and tourists
- Develop a plan to fund additional housing
- Talk with Borough regarding running weatherization program
- Meet as a group again
- Get involved
- Attend City meetings
- Ask Bristol Bay Housing Authority about next steps for housing (i.e. HUD housing)
- Tribe and City get together

Return notes and draft to:

- Henry at the Tribe
- Susanna at the city
- George
- Bill at the school

Nondalton, Alaska
Community Strategic Direction (2017-2022)

Core Ideology

Core Purpose: *A Place to be self-sufficient*

Core Values:

- | | |
|---|---|
| <ul style="list-style-type: none">• <i>Working together</i>• <i>Cultural Pride</i> | <ul style="list-style-type: none">• <i>Fresh water and fish/Subsistence</i>• <i>Perseverance</i> |
|---|---|
-

Envisioned Future

Nondalton will return to our traditional, cultural norm to be self-reliant and do all we can for ourselves and by ourselves by working together and partnering with others from a place of self reliance.

Strategic Direction (2017-2022)

We will ensure our institutions maximize the community's capacity by working together.

- Meet with and learn from other communities that have found ways to strengthen partnerships and work together as a tribe, city and corporation; Tri-Lateral partnerships (tribe, corporation, city).
 - Determine if any community has merged such entities successfully.
 - Create a formal or informal umbrella to ensure entities work together.

The community will maximize efforts to tackle projects that need little, if any, outside help and identify and take action on what we can do for ourselves.

- Increase the use of community gardens and grow our own food.
- Take pride in the appearance of the community—promote and recognize landscaped yards.
- Work together to maximize subsistence activities.
- Find volunteers in the community who are willing to learn new skills:
 - Small engine mechanic training
 - Business plan writing
 - Public safety—find a local person interested in becoming our VPSO

Regional, statewide, and federal partnerships are strengthened to secure needed infrastructure.

- Improve roads and community lighting.
- Improve sewage system and the lagoon.

Develop business plans, determine feasibility, and seek investors for projects that will benefit our economic future; such as:

- Lodge
- Lumber mill
- Doll factory
- Foster home
- Child and elder care

Pedro Bay, Alaska
Strategic Direction (2017-2022)

Core Ideology

Core Purpose: *Provide freedom to choose*

Core Values:

- Culture
 - Privacy
 - Subsistence lifestyle
 - Independence
-

Envisioned Future

Our community is growing together in size and health while being independent and self-sustaining.

Strategic Direction (2017-2022)

The community is actively engaged in developing alternative energy projects that offset the high cost of living for community residents.

- Hydro Development project is launched.
 - Develop a feasibility study and a business plan.
 - Secure local, regional, state, and federal partners.

Explore and create locally developed and controlled sustainable business and job opportunities that will also encourage people to return and move to Pedro Bay and create hope for our future.

- Develop cultural tourism.
 - Document business opportunities residents are interested starting.
- Increase residents small/rural business knowledge.
 - Partner with local, regional, and state partners to bring in small/rural business start-up training and support into the community.
 - Community members participate in the training and support including work force development.
 - Community members learning marketing techniques to promote the community online.
- Learn trade and energy jobs.
- Hire a full time health aide.

Improve maintenance to current roads and infrastructure for increased access and reduced costs.

- Develop new affordable, weatherized, and energy efficient housing and prioritize community infrastructure projects.
- Explore opportunities to improve and develop new roads to neighboring villages in efforts to lower transportation costs.

Explore opportunities to develop an electric company that will lower energy costs (i.e. LED or new generator design).

Strengthen local and regional partnerships to increase the wellbeing, safety, and security of residents.

- Secure full time law enforcement on the lake.
- Create opportunities for community residents to participate in cultural activities.

Pedro Bay, Alaska
Strategic Direction (2017-2022)

Next steps

- Explore potential earned income strategies to diversify revenue and increase access to unrestricted funds.
- Barriers broke down—land availability
- Identify support and partnerships that will help our community to move forward
 - Local corporation
 - Natural partners

Meeting notes: Tuesday, May 23, 2017

Love about Pedro Bay

- Freedom—less restrictions
- Clean living—lake (3), air, environment
- Beauty (2)
- Home (2)
- Celebrations—birthdays, annual meeting, classes
- Resources—artist, relax, fish
- Sweet community
- Impact in community—value
- Family

Purpose: Provide freedom to choose

Values:

- Culture
- Privacy
- Subsistence lifestyle
- Independence

Envisioned Future:

- Independent and self-sustaining
- Healthy
- Togetherness as a community—acceptance, cohesive
- Families—generations growing/living together
- Spirituality
- Preserve subsistence way of life
- Diversity—culturally accepting

5 year goals

- Hydro Development (8)
- Population growth for the village (4)
- Housing/buildings (3)
- Jobs (3)
 - cultural tourism
 - locally developed and controlled
 - business/jobs/resources
- Electricity company (2)
 - Maybe LED
 - New generator design
- Lower transportation costs, roads

Pedro Bay, Alaska
Strategic Direction (2017-2022)

- Law enforcement on the lake
- Review Team: Keith, Beverly, Aaron

DRAFT

Perryville, Alaska
Community Strategic Direction (2017-2022)

Core Ideology

Core Purpose: *A unified and independent community rooted in Sugpiaq/Alutiiq values*

Core Values:

- | | |
|--|---|
| <ul style="list-style-type: none">• <i>Family</i>• <i>Respect</i> | <ul style="list-style-type: none">• <i>Subsistence</i>• <i>Sovereignty</i> |
|--|---|
-

Envisioned Future

Perryville is a self-sufficient community with a healthy natural environment that is rich in subsistence foods, has a strong and vibrant commercial fishery, and is maximizing the use of alternative energy resources.

Strategic Direction (2017-2022)

Partner with entities to offer small business training for community members and find ways to incentivize community participation and business plan development; support those interested in the creation of new job opportunities in the community.

Tourism:

- Bird watching opportunities (find ways to include marketing the new birds arriving in the area: pigeons, blue heron, and wood peckers).
- Wildlife viewing (whale watching, lynx and martins are also new to area).
- Guided tours to the volcano.
- Sport fishing charters
 - Halibut, salmon, bass

Hospitality:

- Bed and Breakfast start up and hospitality training.

Growing and selling local foods:

- Explore long term projects that offset the high cost of living in region.
 - Raising and selling meat from pigs, chicken, reindeer
 - Develop community greenhouses and gardens
- Connect with neighboring villages that are currently undertaking similar projects to better understand process and lessons learned.

Sustainable development of local resources:

- Berries, fish, game
- Coal
- Creation of biodiesel from fish guts (Naknek)
- Fishmeal plant (Naknek)

Work to complete the Perryville Aquatic Center.

- Contact the Lake and Pen Borough and the City of Nome to ask about monthly and annual expenses to operate their pools.

Complete and maintain community health and wellness projects.

- Sewage upgrades
 - Install 10 new septic systems.
- Construct a new water treatment plant.
- Improve the cleanliness of the community.
- Secure funding to preserve the Russian Orthodox Church.
- Increase family events in the community and focus on creating opportunities for the youth and showing respect for elders.

Pilot Point, Alaska
Strategic Direction 2017-2022

Core Ideology

Core Purpose: *Inclusive, Education, Commercial, Subsistence*

Core Values:

- *Culture*
 - *Fish*
-

Envisioned Future

Thriving community of self-sustaining people.

Strategic Direction (2017-2022)

Address, prioritize, and improve maintenance to current housing and secure funding to develop affordable, weatherized, and energy efficient housing for community residents.

Increase community safety through enhanced fire protection training.

- Offer fire truck training for residents.

Actively engage the community in developing sustainable infrastructure that will also create job opportunities for residents.

- Create feasibility studies and business plans for the following:
 - District fish processing plant.
 - Additional store.
 - Fisherman's hall.
 - Washeteria.
- Secure funding to construct and maintain infrastructure (boat yard and dock facility upgrade).

Strengthen local partnerships to create food security that offsets the high cost of store bought foods.

- Create a community garden and self-sustaining farm animals.
 - Reach out to neighboring communities that are actively involved in the above activities to learn about lessons learned and best practices.
 - Develop a business plan.

The community is dedicated to improving the wellbeing, safety, and security of residents and land.

- Increase program activities for children and enforce curfew for school aged children.
 - Create a children's park and/or recreational center.
 - More social activities- game or movie nights, beading glass balls; involve all age groups.
- Increase opportunities to learn about our culture.
- Hire or contract to bring a veterinarian to Pilot Point.
- Ensure that four-wheelers ride on roads, trails, and beach ONLY to prevent further damage to the tundra.

Explore ways to improve the technology service for the community.

- Increase the quality of cell service.
- Ensure high speed internet for all community members.

Partner with regional, state, and federal entities to construct the Bay Wide road.

- Build a road and bridge to Ugashik.
- Build a road to Egegik and Naknek.

Pilot Point, Alaska
Strategic Direction 2017-2022

Items that are feasible in the five years:

- Looking for funding and the fire safety training
- Offer fire safety training such as cutting brush and fire truck training.
- Garden/Chickens
- Implement curfew times
- Ensure ATV's are staying on trails
- Items that can be started now or in a month will require people to be involved and finish projects.

Meeting notes: Wednesday, May 3, 2017

Pilot Points Envisioned Future:

- Still here
- Not Eroding
- Thriving Community of People
- Self-Sustaining—Gardening
- Products for sale
- A Recreation Center for the kids
- Alternative Energy--at very home
- "fisherman's Hall" Type of Resources (laundry, showers)

Five year goals:

- Housing (10)
- Fire protection/truck training (5)
- Jobs (3)
- Gardening and Chickens
 - o Self-Sustaining (farm Animals)
 - o Community Garden (2)
- Group activities
 - o enforced curfew for school aged children
 - o Programs for Kids
 - o A children park
 - o Rec Center (1)
- District fish processing plant (1)
- A vet here (1)
- Boat yard Boat/ shops/Fisherman's hall and washeteria (1)
- 4 Wheelers riding on roads & trails and beach ONLY (bruised tundra) (1)
- More Stores (1)
- Technology
 - o better/faster cell service
 - o Decent high speed internet for all
- Bay Wide road
 - o Build a road from PIP-Egegik-Naknek
 - o Ugashik Road & Bridge
 - o Road between Ugashik n Pilot Point
- Upgraded docking facilities

Pilot Point, Alaska
Strategic Direction 2017-2022

What you like about Pilot Point:

- Every one helps each other
- School is always nice
- Community is small
- Bugs- pollinate flowers
- Fishing
- Hunting
- Scenery
- Berry picking

DRAFT

Port Alsworth, Alaska
Community Strategic Direction (2017-2022)

Core Ideology

Core Purpose: *Location with unique assets-emerging over time*

Core Values:

- | | |
|---------------------|------------------------------------|
| • Family-oriented | • Enjoyment and use of environment |
| • Youth-focused | • Friendly |
| • Strong work ethic | • Safe |
-

Envisioned Future

Port Alsworth will continue to grow through adherence to our purpose and values and we will embrace others who wish to work with us to maintain our exceptional quality of life.

Strategic Direction (2017-2022)

We seek adequate infrastructure to support our growing population.

- Develop a community ash fill and septic lagoon to better locally dispose of trash without impact of clean water.
- Develop a public-supported airport that is not in the middle of town.
- Improve existing roads and trails and create access to developable land.
- Build a barge and boat dock.
- Construct boat storage facility.

Work to educate new and part-time residents on our community norms to ensure civil behavior and use of public spaces.

- Through community input, establish and adopt the community norms.
- Develop printed and electronic materials of the community norms for distribution.
- Provide on-boarding “welcome” sessions for new residents on community norms.
- Develop a system of how boats access the waterfront.
- Ensure usage of ATV's, snow machines, and all vehicles remain as safe as possible.

Upgrade the community power system

Port Heiden, Alaska
Community Strategic Direction (2017-2022)

Core Ideology

Core Purpose: *We matter, we belong, and we change*

Core Values:

- Family (*belonging, friends*)
 - Unity (*honesty, sincerity, trust, love, compassion, inclusion, peace*)
 - Culture (*subsistence, nature, integrity, respect, education, innovation, opportunity, improvement, space*)
-

Envisioned Future

Port Heiden is a self-sustaining community by living off natural resource (energy, food, etc.) that inspire controlled populations.

Strategic Direction (2017-2022)

Create new and local economic opportunities that result in jobs for all residents.

- A local recycling center and a year-round thrift store are open and operational.
- Become a regional hub community.
 - Create a harbor for erosion control and shipping (urgently needed).
 - Improve and construct new affordable housing.
 - Improve and construct new roads- (i.e. pacific side).
 - Pave and maintain the runway.
- Enhance our sustainable food systems that allow our citizens to eat healthy (locally harvested/subsistence and farmed foods)
 - Food processing plant is complete and operational.
 - Establish local fishery.
 - Meshik processing center is operational—fish and reindeer.
 - New product lines for salmon processing are secured.
- Expand and strengthen local tourism opportunities.
 - Construct and operate an airport terminal and visitor center.
 - Promote trail adventures—Aniakchak Tours.
- Offer small business development opportunities for residents.
- Off-set high cost of living by expanding affordable energy opportunities.
 - Upgrade our power plant with distribution line and alternative power system (urgent).
- Establish a fish tax.

Strengthen and perpetuate our culture with the focused message: “We are still here.”

- Work to preserve our history (digital, documentation, recordings) and use cultural information for public relations projects that will help us to always tell and share our story.
- Be deliberate and intentional in using or land wisely.

Port Heiden is a safe place to live where our citizens are healthy and well and where our children and elders are cared for.

- Strengthen public safety
- Exercise our self-determination through an active tribal court.
- Improve, construct, and maintain new community infrastructure:
 - School (or relocate); new fire hall; recreation/fitness center and playground; install community street lights and signs; community building with a daycare center; local zoo.

Port Heiden, Alaska
Community Strategic Direction (2017-2022)

- Upgrade community vehicles and equipment.
- Educational opportunities are established for our children that bring people together.
 - Provide year-round/seasonal culture classes (skin sewing, drums, beading).
 - Support locally authored publications and books.
- Secure funding to create and maintain an assisted living center for our aging residence and construct a federally funded elder prison facility.

Port Heiden, Alaska

Community Strategic Direction (2017-2022)

Meeting notes: Thursday, May 4, 2017

What you like best about Port Heiden

- Open space
- Ocean
- Weather
- Family (4)
- People there for each other
- Fishing
- Hunting
- Subsistence life
- Food
- Remote
- Reindeer
- Caribou
- Moose
- Mountains
- Berries
- Sustainability
- Wildlife
- Peace rivers

Purpose: We matter, belong, and change

Values:

- Family- belonging, friends
- Unity- honesty, sincerity, trust, love, compassion, inclusion, peace
- Culture- subsistence, nature, integrity, respect, education, innovation, opportunity, improvement, space

Envisioned Future: Self-sustaining community by living off natural resource (energy, food, etc.) that inspire controlled populations

Short term goals

- Economic development
 - o Paved runway
 - o Food processing plant
- Maintain culture
 - o Culture classes (Skin sewing, drums, beading)
- Safe place to live
 - o New school or relocate
 - o Fitness center
 - o Subsistence food/farm food

Next steps

- Federal grant for power distribution
- Meeting from/with Village and City to discuss projects and community engagement
- Participate (community members) and cultivate good work ethics

Review team: Jacqueline, Larissa, Toni, Scott

Port Heiden, Alaska
Community Strategic Direction (2017-2022)

Port Heiden - The next 5 years				
Our vision is that our community is growing, living and thriving as we have for thousands of years				
Approved by the Native Village of Port Heiden and the City of Port Heiden, reviewed by the community December 22, 2015			To be revised December 2016	
Goals		Projects	Status	Path
Economic Development	Jobs for Everybody	Farm	In Progress	Native Village of Port Heiden
	Complete - Ongoing			
	Become a Hub	Recycling Center	In Progress	Native Village of Port Heiden
	Sustainable Food System	Meshik Processing Center - Salmon	Ready to Fund	BBEDC
	Economic Development	New Product Lines for Salmon Processing - ANA SEEDS Grant	Ready to Fund	ANA SEEDS Grant
	Establish Local Fishery	Powerplant Upgrade with Distribution Line Upgrade and Alternative Power System	Ready to Fund	CIP Short Term Federal Funds
	Establish Tourism	Airport Terminal and Visitors Center	Ready to Fund	CIP Short Term
	Small Business Development progress *	Harbor for Erosion Control and Shipping	Planning	CIP Short Term
	Affordable Energy	New Fire Hall	Planning	CIP Short Term
	Fish Tax	Meshik Processing Center - Reindeer	Planning	CIP Long Term
Maintain our Culture "we are still here"		Housing	Planning	CIP Long Term
	Good PR ongoing	Daycare Center	Planning	CIP Long Term
	Historic Preservation this winter	Road to Pacific Side	Planning	CIP Long Term
	Always Telling Our Story	Assisted Living Ceenter	Planning	CIP Long Term
	Use our Land Wisely	Rec Center and Playground	Planning	CIP Long Term
	Educate our Children	Street Lights and Signs	Planning	CIP Long Term
	Community Building Needs progress	Upgrade Community Vehicles and Equipment	Planning	CIP Long Term
	Book Complete in 2017	Roads	Ready to Fund	CIP Long Term
	People Together	Elder Prison	Planning	
	Elder Assistance Program	Thrift Store	Planning	
A Safe Place to Live	Language App DONE	Trail - Aniakchak Tours	Planning	
		Zoo	Planning	
	Public Safety	Legend		
	Strengthen Tribal Court	CIP = Community Improvement Project		
	Foster Home	CIP submitted to L&P Borough upon approval		
Be Healthy	Exercise	Urgently Needed		
	Eating Healthy			

Ugashik, Alaska
Community Strategic Direction (2017-2022)

Core Ideology

Core Purpose: *Connect to family heritage and tradition*

Core Values:

- Family
 - Traditional values (*remembering our culture, subsistence, fishing*)
 - Sustainability (*jobs, fishing, economy, provide for future*)
-

Envisioned Future

We are responsible for our own future. Together we thrive year round through self-governance, local jobs and youth involvement.

Strategic Direction (2017-2022)

The community is committed to improving communications and partnerships at the local, regional, state, and federal levels. We recognize that communication means everything and are committed to ensuring voices are respectfully shared and heard.

- Improve emergency, health, telemedicine systems.
- Work to ensure that our community has reliable and consistent internet and cell phone service (Increased internet access).
- Increase and improve relationship between residences, with tribe, Ugashik Inc.

Residents are actively engaged in developing residential and community wide alternative energy (i.e. wind, solar, hydro) projects. Centralized community power is sustainable with the majority generated through alternative energy.

- Research ability to go to a city grid.
- Improve community energy.
- Increase self-reliant energy and wind solar.
- Develop a bulk fuel tank.

Improve and upgrade transportation systems in order to increase the safety of residents.

- Expand our current road system to access other villages.
- Improve airport lighting.

Increase and diversify year round sustainable employment opportunities.

- Focus on diversifying economic development (unrestricted funds) options that will also attract families to return and/or move to our community.

Secure state and federal funding for environmental clean-up (i.e. Brownfields and Indian Environmental General Assistance Program) programs.

- Winray
- Boat repair yard
- Buildings in disrepair

Ugashik, Alaska

Community Strategic Direction (2017-2022)

Meeting notes: Tuesday, May 2, 2017

What you like best about Ugashik

- Quiet
- Trapping
- Beauty- sunset, sunrise
- Low population- 50-60 in the summer, 5-10 in the winter
- Home
- Fishing
- Friendly

Next 5 years

- Communications- means everything
 - o Emergency, health, telemedicine
 - o Internet and cell phone work consistently
 - o Increase/improve relationship between residences, with tribe, Ugashik Inc.
- Alternative energy (i.e. wind, solar, hydro) individually for all community needs
 - o Research ability to go to city grid
- Road system to access other villages
- Sustainable jobs all year round
- Increase families

Next steps

- Communicate better together with each other
- Start conversation with Pilot Point regarding energy resources

Meeting 2 Notes: Thursday, May 18, 2017 at Ugashik Village Council office in Anchorage

What you like best about Ugashik

- | | |
|-----------------|--------------------------------|
| - Peace & Quiet | - Freedom- no outside pressure |
| - Fishing | - No electronics |
| - Subsistence | - Community comes together |
| - Nature | - Location-secluded |
| - Family | - Beautiful |

Purpose: Commercial and Subsistence Fishing (*reviewed 5/2 meeting and agreed on original purpose "Connect to family heritage and tradition"*)

Tribe's Purpose: Community & Tribal Leadership serving the community

Values:

- Family
- Traditional values (subsistence, stability, remembering our culture)
- Sustainability (jobs, fishing, economy, provide for future)

Envisioned Future: Thriving community with multigenerational families

Ugashik, Alaska

Community Strategic Direction (2017-2022)

- Continue & grow—not forgotten
- Thrive
- Self-sustainability
- Live year round
- Community connection, less arguing

Next 5 years (*blue represents 2nd meeting additions*)

- Communications- means everything
 - o Emergency, health, telemedicine
 - o Internet and cell phone work consistently (*Increased internet access*)
 - o Increase/improve relationship between residences, with tribe, Ugashik Inc.
- Alternative energy (i.e. wind, solar, hydro) individually for all community needs
 - o Research ability to go to city grid
 - o Sustainable centralized power through the major use of alternative energy
 - o Community energy
 - o Self-reliant energy/wind solar
 - o Fuel bulk tank
- Road system to access other villages
 - o Airport lighting, road access to other villages
- Sustainable jobs all year round
 - o Economic diversity (unrestricted funds)
- Increase families and population
- Environmental Clean-up
 - o Winray
 - o Boat repair yard
 - o Falling down buildings

Next steps

- Bring this plan to future meetings (i.e. energy strategic planning meetings)
- Look at corporation and university partnerships to move goals forward
- Community gathering (Ugashik bash)

