

Community and Economic Development Plan Guidebook

northern economics inc.

In association with



and BEESC

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Bristol Bay
Native Association
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Preface

The purpose of the *Community and Economic Development Plan Guidebook (Guidebook)* is to provide the Bristol Bay Native Association (BBNA) with a planning guide to assist communities in the Bristol Bay region. The goal is community driven decision making that results in sustainable services and development. By planning ahead, villages can act on new opportunities and be prepared for challenges associated with economic and demographic changes.

The U.S. Department of Commerce, Economic Development Administration (EDA) made the grant funds available to BBNA for both the Community and Economic Development Plan and an inventory of community priorities in the Bristol Bay region. Villages in the region are welcome to utilize this document in their community planning and economic development activities.

BBNA contracted with Northern Economics, Inc. and their sub-consultants Agnew::Beck Consulting, LLC, and Bristol Environmental and Engineering Services Corporation to develop a sample comprehensive economic development strategy and compile an inventory of local community priorities as planning guides for tribal and village administrators, planners, and residents. The *Guidebook* is intended to complement not replace, the planning responsibilities of entities in the region: Lake and Peninsula Borough, Bristol Bay Economic Development Corporation (CDQ), and Southwest Alaska Municipal Conference.

Focus of *Guidebook*

The *Guidebook* is both a reference document and a workbook. The *Guidebook* supports a community through the planning process including workshops and results in a plan document. It provides a simple, practical, effective way for villages to identify values, define goals, set priorities, and develop and implement an action plan. The focus of the *Guidebook* is to help villages generate community and economic development plans responsive to local needs yet feasible from a regional economic perspective.

Funding agencies and organizations require some type of community plan prior to funding housing, public facilities, infrastructure, workforce development, and small business development projects. The U.S. Department of Commerce



Community

is a group of people having interests, work, ownership, or participation in common.

Economic Development Administration (EDA) requires a unique planning process and document called a Comprehensive Economic Development Strategy (CEDS) to qualify for assistance under its economic adjustment, planning, and public works programs.

In addition, the Denali Commission which partners with other state and federal agencies and nonprofit agencies beginning with the Federal Fiscal Year 2005 funding cycle will require a community to have a comprehensive community plan. The community plan must identify community priority projects prior to funding considerations.

This *Guidebook* maps out a planning process and plan document that meet the criteria of a Comprehensive Economic Development Strategy (CEDS) and the Denali Commission definition of a comprehensive community plan.

Build on Prior Planning Efforts

The *Guidebook* recommends a planning process that builds on prior community and regional planning efforts:

- BBNA *Comprehensive Economic Development Strategy*, 2004 at: http://www.dced.state.ak.us/dca/oedp/pubs/SWAMC_CEDS03.pdf
- Southwest Alaska Municipal Conference (SWAMC) Economic Development Strategy, 2003 - 2008, updated 2004 at http://www.dced.state.ak.us/dca/oedp/pubs/SWAMC_CEDS03.pdf
- Lake and Peninsula Borough, *Comprehensive Economic Development Strategy Update*, 2002, 2003 at <http://www.dced.state.ak.us/dca/plans/pub/LPBoroCEDS2002.pdf>

Who Will Benefit from Using this *Guidebook*?

This *Guidebook* is intended to be read and used by village and tribal administrators, planners, residents, and other community stakeholders of BBNA. Some communities within the Bristol Bay region have already participated in economic development planning efforts. For example, Lake and Peninsula Borough communities have identified assets, challenges, and priority projects as part of the Borough's overall economic development plan.

Assistance and Funding with Your Plan

Regional organizations can help provide technical assistance, funding, and a third party facilitator to help prepare plans. Facilitators and experienced planners can assist communities in applying the steps in the workbook. BBNA can provide training while BBEDC can provide funding to CDQ communities for planning. SWAMC may be able to assist one or two communities in the Bristol Bay region a year in their planning process. Some funding and assistance is also available from the Bureau of Indian Affairs (BIA) and the Alaska Department of Economic and Community Development (DCED).



Each community needs to decide when and how they want to plan and what kind of assistance they need.

How to Use the *Guidebook*

This guide will lead your community through a number of steps from collecting background demographic and economic information to developing a community vision and corresponding action strategies.

The *Guidebook* provides both “content” for your plan, explains how, what, and where to collect data, and explains the “process” of planning.

Some users may want to go through the guide chapter by chapter while others may want to refer just to those chapters that pertain to gaps in their existing plans or to update demographic and economic data.

Organization of Planning *Guidebook*

This book provides guidance for collecting the information you need and for involving the community and other stakeholders in the planning process. Information and web links are provided to obtain the data needed for each element. This document contains several sections and appendices.

Chapter 1. Introduction defines a community plan and economic development strategy and describes how and why they are useful for your community. The introduction is a good reference document for the planning process.

Chapter 2. Bristol Bay Region Challenges and Opportunities includes some regional demographic and economic information to supplement the *BBNA Comprehensive Economic Development Strategy* and *SWAMC CEDS*. You may want to use this regional information in your community plan to provide background context.

Chapter 3. Getting Started begins the workshop format of this *Guidebook*. **Getting Started** illustrates the steps in a community planning process that results in a community and economic development action plan.

Chapter 4. Holding Community Workshops provides guidance on setting up an effective community workshop to gather input from as many community members as possible on the future of your village

Chapter 5. Analysis Section explains what background data and information are needed for a community and economic development plan. Chapter 5 also explains how to find the demographic and economic information you need.

Chapter 6. Community Values and Vision provides a framework for developing a vision statement for the plan. Identifying your community's strengths, weaknesses, opportunities and threats is part of the visioning process. Goals and objectives are built on strengths and challenges. The workbook format in Chapter 6 guides you through the process of establishing vision.

Chapter 7. Follow-up lays out the steps for workshop follow-up

Chapter 8. Action Plan helps you turn goals into actions. Chapter 8 includes a method for assessing the feasibility of projects before they become community priorities in the Action Plan. including project evaluation and implementation strategies.

Appendix A contains resources including web links and other resources for funding, planning, and collecting socioeconomic data.

Appendix B contains the Denali Commission's recommended checklist for a community plan.

Appendix C contains an excerpt of the inventory of community priorities of communities in the Bristol Bay region. This inventory was compiled in 2004. The community priorities for your community can be referenced and included in your community plan/economic development strategy.

Appendix D contains a sample business plan for a potential project for a Health Care Center.

Appendix E contains a sample socio-economic profile of Ekwok.

Chapter 1: Introduction

One of the purposes of the Bristol Bay Native Association (BBNA) is "to foster self-sufficiency among our Native People."¹ Self-sufficiency and economic stability are challenges throughout the Bristol Bay region. At the September 2003 summit, *Managing the Change: Community Planning & Our Future*, BBNA recognized the need to engage in a collaborative effort to actively assist communities in addressing key challenges, opportunities, and change. This *Community and Economic Development Plan Guidebook* (*Guidebook*) is a tool for communities to manage change.

This *Guidebook* was developed for use by community residents, businesses, community leaders, and other stakeholders of BBNA. This *Community Economic Development Plan Guidebook* is intended to be a practical, community-based model for planning that is village-directed and regionally supported. Regional organizations such as BBNA, Bristol Bay Economic Development Corporation (BBEDC), Southwest Alaska Municipal Conference (SWAMC), and boroughs can provide technical assistance, funding, and third party facilitators to assist villages in preparing their plans.

Objectives of Introduction

This section of the *Guidebook* is a reference document for the planning process. If you are ready to start the planning process through a series of workshops, you can jump ahead to the *Getting Started* section. However, the *Introduction* has several objectives:

- Explain why comprehensive community and economic development planning are important to your community
- Define both a community plan and comprehensive economic development strategy and explain the differences
- Explain the resources available for community and economic development planning
- Provide some background information about the Bristol Bay regional economy and its residents



Community economic development

is a process by which communities enhance the quality of life of their residents by increasing choices and creating new community and business wealth



"Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs."

World Commission on Environment and Development. Our common future. Oxford: Oxford University Press, 1987, p. 43.

¹ Bristol Bay Native Association website accessed at <http://www.bbna.com/mission.htm> on June 1, 2004.

Why Is Planning Important to the Sustainability of Your Community?

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

Just as each community has a unique set of strengths, weaknesses, opportunities, and challenges, each community needs a unique solution or plan. Building and sustaining an economically, environmentally, and culturally healthy community may require innovative thinking and new attitudes. Solutions need to be developed through collaborative, community-based approaches that involve an expanding leadership base and actively seek input from all walks of life. The community planning process needs to honor the past, assess the present, and describe the desired future.



Empowerment

happens when people have the power to make their own choices. To become empowered, people need to acquire the capacity to put their ideas into action and the freedom to do so.

A community plan and an economic development strategy can empower communities to maintain a sense of place, become more resilient given economic challenges and opportunities, and can increase their well being. A plan helps individuals and communities see where they want to go and make decisions on how to get there.

Increase the Likelihood of Success

While each community has a unique set of economic development challenges, several common factors have been found that increase the likelihood of successful community economic development.²

- Understanding the strengths and weaknesses of the local economy and its comparative advantages
- Local leadership that brings together the human knowledge and financial resources of three sectors of society: government (tribal and city), business, and the third sector (nongovernmental organizations).

² Peace Corps. (2002). *A Community Economic Development (CED) Training Guide for Peace Corps Volunteers*. Information Collection and Exchange Publication No. M0069.

- Policies and programs planned around local needs and use of local resources
- A planning facilitator with the right attitudes, skills, and knowledge willing to assist your community

Community Planning and Economic Development

The coordination of housing, construction of public facilities and extension of public services are at the core of a community's economic viability and quality of life. Infrastructure development projects such as port, harbor, road, and airport improvements along with sewer, water, and utilities improvements are essential building blocks to implementing an economic development plan. Local economic development is held back by inadequate infrastructure. Land use and land ownership patterns, physical characteristics, and environmental constraints are integral components of an economic development program. Community land use planning and economic development planning are complementary activities.

Community economic development helps build residents' capacity to take control of their own economic futures. The purpose of an economic development strategy is to provide direction for public decision makers in making effective use of resources to increase local revenues and economic benefits to residents. It is often residents and the private sector in partnership with the public sector who implement the economic development strategy through local enterprises and businesses. The economic development strategy establishes the basis for grant funding and loans related to sustainable development.



Development

is the process of making positive changes. When the number of life choices increases, development has occurred.



Capacity

is the ability to put an idea into action.

What Is a Community Plan?

A community plan documents the vision, needs, and priorities of a local community and enables a community to implement a capital improvements program or funding strategy. According to the Denali Commission, such a plan is "a road map for how the community wants to develop" and should be locally developed but regionally supported. (See Appendix B for the Denali Commission's checklist for a community plan.)

What Is a Community Economic Development Strategy (CEDS)?

This *Guidebook* assists BBNA villages in an integrated community and economic development planning process. Community development homes in on the services and facilities needed to support the health and social well being of communities (e.g. housing and sanitation facilities). A comprehensive community plan addresses land use, physical and environmental characteristics, and population and economic growth.

A community economic development strategy, or CEDS, builds on a comprehensive community plan. It is based on a community's vision, needs, and priorities. A CEDS goes even further to focus on economic development:

- Strengthening existing businesses and cultural, governmental, and non-governmental institutions,
- Workforce education and training,
- Infrastructure Development
- Diversification of economy, such as small business development.

A CEDS responds to community priorities identified in a community plan or capital improvement program and identifies future allocation of resources.

The overall goals of economic development are:

- Job creation
- Job retention
- Tax base creation
- Increase in property values
- Retention of wealth
- Reduction of poverty
- Economic stability
- Economic self-sufficiency

Subsistence continues to be the backbone of community life for much of the Bristol Bay region. It is the cornerstone of economic stability and economic self-sufficiency for many BBNA communities.

A CEDS has four required elements and a set of exact processes as specified by EDA that may not be part of a community plan.

According to EDA:³

A CEDS analyzes local conditions, identifies problems and opportunities, defines the vision and goals of the community, designs the strategies to accomplish these goals, coordinates activities to implement these strategies, and evaluates and updates the process. A CEDS emerges from a continuous planning process developed with broad based and diverse community participation that addresses the economic problems and potential of a community. The strategy should promote sustainable economic development and opportunity, foster effective transportation systems, enhance and protect the environment, and balance resources through sound management of development.

A CEDS, whether it is for a local community or a region, provides a mechanism for coordinating the efforts of individuals, organizations, local governments, and private industry concerned with economic development.

Why Would a Community Want Its Own CEDS?

While a community may be a member of an Economic Development District (EDD) such as the Southwest Alaska Municipal Conference or represented by the BBNA CEDS, the values and priorities of local communities may be best served by having their own community economic development strategy. BBNA villages who are also part of a borough, such as Lake and Peninsula Borough, may not need a CEDS due to previous participation in an overall economic development planning effort. Alaska Statutes Title 29 accords planning authority to boroughs.

Through a CEDS-like planning process, however, a community comes to understand how their community values, visions, and priorities fit into regional economic

³ Public Law 105-393, the Economic Development Administration Reform Act of 1998 (the Act) 42 U.S.C. § 3121 et seq.) a comprehensive amendment of the Public Works and Economic Development Act of 1965, as amended requires a strategy to qualify for assistance under most EDA programs.

development interests. A community plan or economic development strategy best serves the interests of village residents, while a regional plan best serves the interests of the region as a whole. Sometimes there is conflict between the two. A local community can identify potential conflicts before they arise during a local planning effort. This serves to inform regional coordination.

Required Elements of a CEDS

A CEDS has four required elements, which are covered by this *Guidebook*. A community plan with an economic development strategy means that there are answers for four questions:

1. Where are we now?

The ***Analysis*** section—Information on the economy and population that characterizes the community or region.

2. Where do we want to be?

The ***Vision***—Community goals and objectives

3. How do we get there?

The ***Action Plan***—Steps needed to reach goals—the economic development program

4. Have we made it?

The ***Evaluation*** or ***Measurement Criteria***—A way to measure success



Who are we
as a community?
What is unique
about us?
Why would
someone want to
live here?

1. Where are we now?

This is the ***Analysis*** component of a plan which is one of the first steps in the community planning process. This section describes your community in terms of location, physical environment, history, people, jobs, economy, culture, subsistence, and any other information you feel is important for funding agencies and others to know to better understand your community. The information in your plan is presented within a regional and state context.

This background information will help your community plan for future housing needs, determine available land for growth, and coordinate infrastructure and public facilities. It contains the status of housing, public facilities, and infrastructure. The demand for public facilities and services

is directly related to the level and kinds of changes occurring in a community. Changes in resources, economic activities, and income can influence the supply of facilities and services available.

Socioeconomic analysis is a form of storytelling. You gather and analyze data and integrate the findings to develop themes, patterns, and conclusions that can be used to inform decision makers and other readers. The hardest part of creating a socioeconomic profile is making sense of the data. Does the data tell the right story? Appendix E contains a sample socioeconomic profile of a BBNA community prepared from readily available secondary data. At the beginning of the appendix is information on some of the limitations of using various types of data.

It is important to emphasize some constraints on this type of community analysis, because even the smallest community is a very complex place with a particular history, geography, demography, economy, social structure, and lifestyle. Local community knowledge of the economy, cultural, and physical environment is almost always more accurate than secondary data, and should be used to the maximum extent possible.

The Analysis section of your community plan and economic development strategy:


- Provides a way for incorporating local knowledge and values into the planning process
- Identifies key stakeholders
- Documents social and cultural factors that need to be considered when making decisions
- Specifies the relationship of local needs in reference to regional, and state-wide concerns
- Includes social and cultural variables (baseline) that can demonstrate measurable change in communities resulting from proposed actions
- Establishes common ground. Perceptions often differ from actual conditions.




Envisioning
is the process of
building consensus

2. Where do we want to be?

This is the **vision, goals, and objectives** section of the community plan and economic development strategy. It



What do we need to do
to accomplish our goals and to solve our problems?



How do we create
a plan that will take us where we want to go?



Goals
are broad statements of the desired changes expected to occur as the result of planned actions

should include a discussion of the community's strengths, weaknesses, opportunities, and threats.

A vision is an ideal view of the future that is an attractive and desirable target. A vision gives a sense of purpose to the actions of the community and its stakeholders. Visions should be based on key community values. However, a vision must also be clear and perceived as attainable.⁴

The process of envisioning involves the belief that we influence our economic future through the actions we take now.

3. How do we get there?

This is the **Action Plan**. It links the vision, goals, and objectives with an overall economic development program with specific projects with timelines and identified funding sources.

Achieving goals requires an action plan. The action plan for an economic development strategy accomplishes the following:

- Strengthens existing economic activity and institutions
- Promotes workforce development and training
- Develops infrastructure (public services and facilities)
- Stimulates economic diversification through locally based small business development

It is important for communities to respond to events on a local basis instead of depending on assistance from outside the community. It is the individuals and businesses that reside in a local area that are the primary stakeholders in the communities' economic development, and ultimately they determine what strategies will or will not succeed in the area.

⁴ *Basic Steps in Strategic Planning for Community Development in North Dakota*. The Leadership Initiative for Community Strategic Planning for the State of North Dakota. Funded by: North Dakota Department of Economic Development & Finance, North Dakota Rural Development Council, North Dakota Association of Regional Councils, North Dakota Division of Community Services, and North Dakota Planning Association.

4. Have we made it?

Are we achieving the results we wanted? How well are we doing in implementing the plan? What performance measures are we using? These are the unique measures by which a community assesses the progress it has made through the Action Plan (e.g. stable population or population growth, new jobs generated, vocational-technical training completed). If we have not achieved our goal, what do we need to change or to do differently to obtain what we want?

Resources.

The information you need for a community development economic strategy can be found in a variety of locations: existing plans and studies, on the Internet, or from people in your community or region. One of the first things you may want to do is collect any previous plans for your community. Appendix A provides a list of helpful Internet links to agencies and organizations that may assist you in your planning process. We have also included Internet links to demographic and economic information from the Alaska Department of Community and Economic Development, Department of Labor and Workforce Development, and U.S. Census Bureau.

The Denali Commission encourages local communities to use existing plans and information as much as possible.⁵ It can save time, money, and community effort, if previous plans are collected early in the planning process. Several different types of plans may already exist for your community and can be incorporated into the community plan and economic development strategy. Appendix C of this *Guidebook* contains an Inventory of Community Priorities, which includes other plans that have been completed for a community such as a long range transportation plan, facilities master plan, or airport improvements plan.

BBNA has conducted a survey of existing studies and plans. This information can be obtained by contacting the

⁵ Internet Resources for Previous Plans
http://www.dced.state.ak.us/dca/commdb/CF_Plans.cfm

Alaska Department of Community and Economic Development Community, Division of Community Advocacy, maintains a web page with a list of all community plans that they know exist. There are direct web links to a few of these plans.

economic development planning staff or accessed through BBNA's website.

Funding

Through a U.S. Department of Commerce Economic Development Administration grant, BBNA has funded the development of this *Guidebook*. However, local communities may want assistance in carrying out the planning process. Funding and technical assistance may be available from borough-level and regional organizations such as BBNA, BBEDC, and SWAMC.

BBNA. According to the BBNA CEDS, they are a regional private non-profit corporation which "serves to protect and promote the physical, social, and economic well being of the Bristol Bay Native Residents." BBNA serves 31 tribal councils and more than 10,000 tribal members by contracting with state and federal agencies to carry out social and human service programs in the region. As reported in their CEDS, BBNA had 355 staff members in full and part-time positions as of March 2004.

Their most recent comprehensive Economic Development strategy is dated June 30, 2004. The *Bristol Bay, Alaska Comprehensive Economic Development Strategy* provides useful information for any BBNA community writing a community and economic development plan.

As mentioned previously, BBNA with funding from the U.S. Department of Commerce, Economic Development Administration funded development of this sample CEDS to be used as a template by tribal and municipal councils in the region.

BBEDC. BBEDC has created a grant program to assist member village councils with planning efforts. CDQ communities include Aleknagik, Clark's Point, Dillingham, Egegik, Ekuk, Ekwok, King Salmon, Levelock, Manokotak, Naknek, Pilot Point, Port Heiden, Portage Creek, South Naknek, Togiak, Twin Hills, and Ugashik. In order to receive funding for a CEDS from BBEDC, both the village tribal council and the local community government must support the application.

DCED. The State of Alaska, Department of Community and Economic Development, Division of Community Advocacy (DCA) in partnership with the Denali Commission and U.S. Forest Service offers a Mini-Grant Program for economic development plans. The FY05 Mini-Grant

Program may provide a maximum award of \$30,000 in grant funding for projects likely to generate new income for the community, create permanent jobs or otherwise has the potential to improve the community economy in a significant and long lasting way. Eligible activities also include related business development or strategic planning (i.e., comprehensive community development plan, business plan, marketing analysis, community land use plan, design and engineering plans, etc.). The mini-grant application can be assessed through the following link:

<http://www.dced.state.ak.us/dca/grt/minigrant.htm>

Cities, non-profit tribal governments, community nonprofit organizations, and borough or regional non-profit organizations may apply as sponsors or on behalf of one or more eligible communities. To be eligible for the FY05 Mini Grant program from the Denali Commission, a community must have a population of 5,000 or less. To be eligible for U.S. Forest Service funds, a community must have a population of 10,000 or less.

SWAMC. Beyond the resources and training offered by BBNA, communities can contact SWAMC, an Alaska Regional Economic Development Organization (ARDOR) of which the Bristol Bay region is a participant. The Alaska Department of Community and Economic Development oversees the ARDORS program. The purpose of ARDORS is to enable communities to pool their limited resources, work together on economic development issues, develop partnerships among public, private and other organizations, offer a technical, nonpartisan capacity to develop and implement an economic development strategy, often have extensive experience with federal/State programs, and provide technical assistance.

SWAMC, through its economic development specialist, may have resources to assist two or three villages in the Bristol Bay region in putting together a community plan and economic development strategy. Their web link is:

www.southwestalaska.com

Chapter 2: Bristol Bay Region Challenges and Opportunities

This chapter contains demographic, economic, and social information about the Bristol Bay region that communities may find helpful in putting together a community plan and economic development strategy. This chapter also explains economic challenges and opportunities in the Bristol Bay region and the resiliency of this region. Such information provides a regional context for working on a village community plan.

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

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

Economic Conditions

For over a century, Bristol Bay and Alaska's wild salmon industry dominated world salmon markets. Beginning in the mid-1990s, reduced runs and competition from farmed salmon have combined to dramatically reduce earnings from the salmon industry. As a result, the entire Bristol Bay economy has experienced severe disruption.

In three out of the last five years, the Bristol Bay area has been declared an economic disaster area. In 1997 and 1998, both the state and federal governments declared the area an economic disaster because of failed salmon returns. Then in 2001, the region was declared a State economic disaster because of not only low salmon returns

but weak salmon prices. The list below summarizes the current conditions of the regional economy:

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

Social Conditions

Table 1 provides a comparison between selected BBNA communities and Anchorage and Alaska. Note that in each of the urban communities, the median household income is significantly higher than in Bristol Bay villages. The percentage of people below the poverty line is much higher in the villages.

In addition, the percentage of the population under the age of 18 is much higher in the villages than the state as a whole. This demographic has many implications for the range and level of public services.

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

- Close family ties, access to subsistence resources and other dimensions of village life are strong attractions; at the same time, like all of rural

Alaska, Bristol Bay communities have high levels substance abuse, suicide, accidental death, and domestic violence.

- The lack of jobs and business opportunities mean a large percentage of young people leave the region to find a way to support themselves and their families.
- Deep ties to the land and traditional cultural values, but weakening as generations go by.
- “Two worlds problem”—again, like all of rural Alaska—there is frequently a gap between the expectations of villages and those of the world outside. Deep cultural differences, due to a very rapid shift over the last hundred years from traditional subsistence lifestyles to a cash economy, set up divisions between generations within the village, and create challenges for successful program planning.

Resiliency

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

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



Resiliency

A resilient community has the ability and the resources to adapt to changing circumstances

Population

Table 1 lists the BBNA communities with their most recent population estimates, percent of part or all Alaska Native, median household income, percent of adults not working, percent of individuals in poverty, membership in regional organizations, and classification as distressed or non-distressed communities by the Denali Commission. Dillingham is the largest community with an estimated population in July 2003 of 2,373. Only eight of the BBNA communities have an estimated population of 200 residents or more.

Twelve BBNA communities have been classified as “distressed according to criteria set by the Denali Commission. The percent part or all Alaska Native ranges from a low of 30.1 percent in King Salmon to a high of 96 percent in New Stuyahok. Median household incomes range from a low of \$19,583 in Kokhanok to a high of \$92,297 in Chignik Lagoon. According to Census 2000 the percent of individuals 16 years and older that are working ranges from a high of 73.8 percent in Egegik to a low of 28.4 in Iliamna. Across Alaska as whole, 71.3 percent of individuals 16 years or older participate in the workforce.

Table 1. Demographic and Economic Characteristics for Selected BBNA Communities, Alaska, and Anchorage

BBNA Communities	Population Jul-03	Borough or Census Area	Percent All or Part Native	Median Household Income 2000 Census	Percent Under 18 Years	Median Household Size	Percent Adults Not Working	Percent in Poverty	BBEDC	BBNC	2004 Update Surrogate Standard	2002 Update Census Standard
Alaska	648,818	n/a		51,571	30.4	2.74	28.7	9.4	n/a	n/a	n/a	n/a
Anchorage	260,283	n/a	10.4	55,546	29.1	2.67	25.7	7.3	n/a	n/a	n/a	n/a
Aleknagik	235	DCA	84.6	22,750	37.1	3.16	51.7	40.8	X	X	YES	YES
Chignik	89	L&P	60.8	34,250	24.3	2.72	46.2	4.5		X	NO	NO
Chignik Lagoon	92	L&P	82.5	92,297	31.1	3.12	47.4	1.8		X	NO	NO
Chignik Lake	113	L&P	87.6	41,458	44.8	3.63	61.9	22		X	NO	N/A
Clarks Point	66	DCA	92.0	28,125	38.7	3.13	57.6	45.7	X	X	NO	YES
Dillingham	2,373	DCA	60.9	51,458	34.6	2.75	32.2	11.7	X	X	NO	NO
Egegik	84	L&P	76.7	46,000	25.7	2.64	73.8	6.9	X	X	NO	NO
Ekwok	128	DCA	93.8	16,250	53.8	3.10	55.6	32.1	X	X	YES	YES
King Salmon	385	BBB	30.1	54,375	32.8	2.26	28.6	12.4	X		NO	NO
Kokhanok	182	L&P	90.8	19,583	32.8	3.35	67.8	42.6		X	YES	YES
Koliganek	200	DCA	87.4	44,583	42.3	3.43	39.5	19.3				
Igiugig	50	L&P	83	21,750	43.4	3.31	55.0	6.9		X	NO	NO
Iliamna	92	L&P	57.8	60,625	28.4	2.91	28.4	3.1		X	YES	NO
Ivanof Bay	3	L&P	95.5	91,977	18.2	2.0	36.0	0.0		X	YES	NO
Levelock	71	L&P	95.1	18,750	41.2	2.71	53.4	24.6	X	X	YES	NO
Manokotak	405	DCA	94.7	26,875	44.4	4.29	64.8	35.3	X	X	YES	YES
Naknek	614	BBB	47.1	26,875	35.0	2.74	35.6	3.7	X	X	NO	NO
Newhalen	167	L&P	91.3	36,250	45.0	4.1	60.7	16.3		X	YES	NO
New Stuyahok	493	DCA	96	26,042	40.8	4.49	55.3	31.7		X	YES	YES
Nondalton	217	L&P	90	19,483	39.8	3.25	68.7	45.4		X	YES	YES
Pedro Bay	45	L&P	64	36,750	40.0	2.94	20.6	6		X	NO	NO
Perryville	106	L&P	98.1	51,875	39.3	3.24	52.2	16		X	NO	NO
Pilot Point	70	L&P	86	41,250	43.0	3.45	30.4	20.8		X	NO	NO
Portage Creek	61	DCA	86.1	41,250	52.8	5.14	50.0	0	X	X	NO	NO

BBNA Community and Economic Development Plan Guidebook

BBNA Communities	Population Jul-03	Borough or Census Area	Percent All or Part Native	Median Household Income 2000 Census	Percent Under 18 Years	Median Household Size	Percent Adults Not Working	Percent in Poverty	BBEDC	BBNC	2004 Update Surrogate Standard	2002 Update Census Standard
Port Heiden	87	L&P	78.2	31,875	39.5	2.90	42.0	5.6	X	X	NO	NO
South Naknek	102	BBB	83.9	22,344	29.9	2.98	60.7	27.1	X	X	YES	YES
Togiak	824	DCA	92.7	23,977	42.8	4.00	66.7	29.9	X	X	YES	YES
Twin Hills	75	DCA	94.2	29,375	36.2	2.88	50.0	27.9	X	X	NO	NO
Ugashik	12	L&P	81.8	28,750	0.0	1.57	60.0	10.0	X	X	NO	NO

Table 2. Incomes Above and Below \$20,000, Average Income, Public Assistance, and Unemployment Rate, 1998 Bristol Bay Regional Household Survey

Location	Code	Incomes< 20,000/yr 1997	Incomes< 20,000/yr 1998	Change 1997-98	Average Income 1997	Average Income 1998	Change 1997-98	Public Assist. 1997	Public Assist. 1998	Change 1997-98	Unemploy. Rate 1997
Aleknagik	Alk	41	62	21	23,561	18,519	-5,042	24	18	-6	15
Chignik	Chg	58	50	-8	23,921	25,250	1,329	30	50	20	14
Chignik Lagoon	Cln	48	45	-3	27,571	26,641	-930	10	42	32	14
Chignik Lake	Clk	69	54	-45	17,219	21,216	3,997	25	21	-4	13
Clark's Point	ClP	39	73	34	22,591	14,181	-8,410	4	21	17	13
Dillingham	Dlg	16	21	5	42,195	42,837	642	4	16	12	11
Egegik	Egk	33	67	34	25,538	17,097	-8,441	10	62	52	13
Ekwok	Ekw	59	73	14	22,463	18,062	-4,401	41	46	5	8
Iliamna	Ilm	67	33	-34	21,392	33,084	11,692	33	11	-22	10
Ivanof Bay	IvB	80	29	-51	35,600	28,957	-6,643		14	14	
King Salmon	KgS	12	17	5	44,613	43,028	-1,585	3	9	6	16
Kokhanok	Kok	70	75	5	17,292	14,291	-3,001	48	44	-4	35
Koliganek	Klg	55	75	20	23,218	12,067	-11,151	19	32	13	5
Levelock	Lvl	50	62	12	30,927	14,915	-16,012	22	32	10	6
Manokotak	Man	64	61	-3	14,718	19,136	4,418	44	45	1	13
Naknek	Nak	20	32	12	42,131	34,259	-7,872	3	23	20	9
New Stuyahok	Stu	64	83	19	29,228	11,470	-17,758	28	37	9	21
Nondalton	Nnd	88	66	-22	15,367	20,199	4,832	59	43	-16	29
Pedro Bay	PeB	44	33	-11	43,250	38,759	-4,491	6	14	8	13
Perryville	Prv	71	73	2	19,722	17,883	-1,839	35	37	2	24
Pilot Point	PiP	50	55	5	21,273	18,810	-2,463	12	45	33	3
Port Heiden	PtH	67	73	6	14,736	16,214	1,478	20	26	6	17
South Naknek	SNk	24	32	8	39,091	31,390	-7,701	3	27	24	8
Togiak	Tog	52	66	14	17,482	18,079	597	24	45	21	27
Twin Hills	TwH	73	91	18	16,539	18,079	1,540	27	42	15	20

Source: 1998 Bristol Bay Household Survey as prepared by the Bristol Bay Economic Development Corporation, the Bristol Bay Native Association, the Bristol Bay Housing Authority, and the Bristol Bay Native Corporation

Community	Median Household Income 2000 Census
Alaska	51,571
Anchorage	55,546
Aleknagik	22,750
Chignik	34,250
Chignik Lagoon	92,297
Chignik Lake	41,458
Clarks Point	28,125
Dillingham	51,458
Egegik	46,000
Ekwok	16,250
King Salmon	54,375
Kokhanok	19,583
Koliganek	44,583
Igiugig	21,750
Iliamna	60,625
Ivanof Bay	91,977
Levelock	18,750
Manokotak	26,875
Naknek	26,875
Newhalen	36,250
New Stuyahok	26,042
Nondalton	19,483
Pedro Bay	36,750
Perryville	51,875
Pilot Point	41,250
Portage Creek	41,250
Port Heiden	31,875
South Naknek	22,344
Togiak	23,977
Twin Hills	29,375
Ugashik	28,750

Regional Population Decline

Population estimates for June 30, 2003 show that the population of the region is centered in the community of Dillingham, which has an estimated population of 2,373 (DCED 2004). As of June 30, 2003, the Dillingham Census Area has an estimated population of 4,912, the Bristol Bay Borough estimated population was 1,105, and Lake and Peninsula Borough's population was estimated to be 1,628.

Net migration is the net effect of in-migration and out-migration on an area's population in a given time period, expressed as an increase or decrease. All three areas lost population in terms of net migration between April 1, 2000 and June 30, 2003. The Dillingham Census Area, Bristol Bay Borough, and Lake and Peninsula Borough lost 184, 205, and 213 residents, respectively.

Income

Decrease in Personal per Capita Income

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

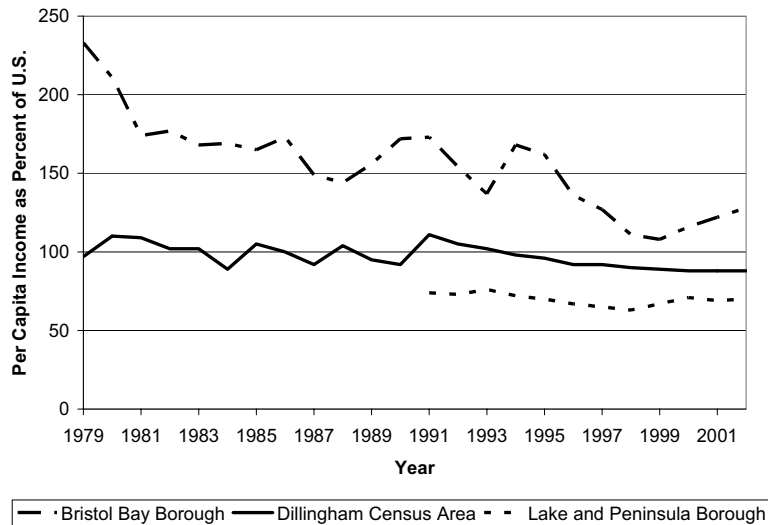
In 2002, the per capita person income (PCPI) for Alaska was \$32,899 (Figure 1). Alaska ranked 12th in the U.S. and was 106 percent of the national average. This compared to the Bristol Bay Borough which had a PCPI of \$39,474, ranking second in the State. This PCI was 128 percent of the national average

This compares to the Dillingham Census area which had a 2002 per capita personal income of \$27,323 placing it 17th in the state. Dillingham's Census Area's PCPI was 88 percent of the national average of \$30,906 and reflected an increase of 1.2 percent over 2001.

In contrast, in 2002 in the Lake and Penn Borough in 2002, the PCPI was \$21,783 which ranks Lake and

Peninsula Borough as 25th of the 27 boroughs or census areas in Alaska. The PCPI was 70 percent of the national average and 66 percent of the state average. The 2002 PCPI reflected an increase of 2.9 percent over 2001.

Figure 1. Per Capita Personal Income as Percent of U.S.



Source: U.S. Bureau of Economic Analysis, Regional Economic Accounts, Local Area Personal Income available at <http://www.bea.gov/bea/regional/reis/default.cfm#a>

Components of Personal Income

Personal income has three components: earnings; dividends, interest and rent; and transfer payments. Earnings as a component of total personal income for the State of Alaska accounted for 68.2 percent of total personal income (Table 3). In 2002 in Bristol Bay Borough, earnings accounted for 66.4 percent of total income. In 1992, earnings in Bristol Bay Borough accounted for 81.8 percent of total earnings. Earnings in 2002 in Dillingham Census Area accounted for 69.0 of total personal earnings, while in Lake and Peninsula Borough, they accounted for only 58.3 percent. In 1992, earnings accounted for 71.8 percent.

Transfer payments are income payments by government and businesses to individuals and nonprofit institutions for which no current services are performed. Transfer payments include retirement and disability insurance benefit payments, medical benefit such as Medicare and Medicaid, income maintenance benefits, unemployment insurance benefit payments, veterans benefit payments,

and federal education and training benefits. Transfer payments in 2002 accounted for approximately 16 percent of total personal income for the State of Alaska. In contrast to the state, transfer payments accounted for a greater percentage of per capita personal income for the Bristol Bay region:

- Bristol Bay Borough: 16.9 percent
- Dillingham Census Area: 20.2 percent
- Lake and Peninsula Borough: 27.8 percent.

Table 3. Per Capita Personal Income, Total Personal Income, and Components of Total Personal Income for Alaska, Bristol Bay Borough, Dillingham Census Area, and Lake and Peninsula Borough

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

Subsistence and the Village Economy

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

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

The NRC report points out that the subsistence economy today runs on snow machines, motorized aluminum fishing vessels, four wheel all terrain vehicles, manufactured

fishing and hunting gear, fossil fuels, camping equipment, imported cold weather clothing, and even airplanes. According to the NRC, integration of cultural traditions with modern technologies and goods is taking place in some Western Alaska communities. Changes in lifestyle including settlement patterns in the villages, improved safety, and health, the availability of technology, and the desire for other market goods that reduce the time available for subsistence activities have contributed to the increasing importance of cash for participating in subsistence lifestyle.

In order to maintain a subsistence lifestyle, numerous activities and sources of income are combined: commercial fishing and hunting, making of crafts, dividends from Native corporations and the Alaska Permanent Fund, participation in the National Guard, state construction projects, loans from government agencies and fiscal institutions, firefighting, and transfer payments from Aid to Families with Dependent Children.

In many Alaska communities the Alaska Permanent Dividend Fund is the most dominant and fastest growing transfer payment. In some villages, the Permanent Fund can exceed 20 percent of the total income from all sources. However, transfer payments like the Permanent Fund or the longevity bonus are the result of public policies which can change significantly almost over night.

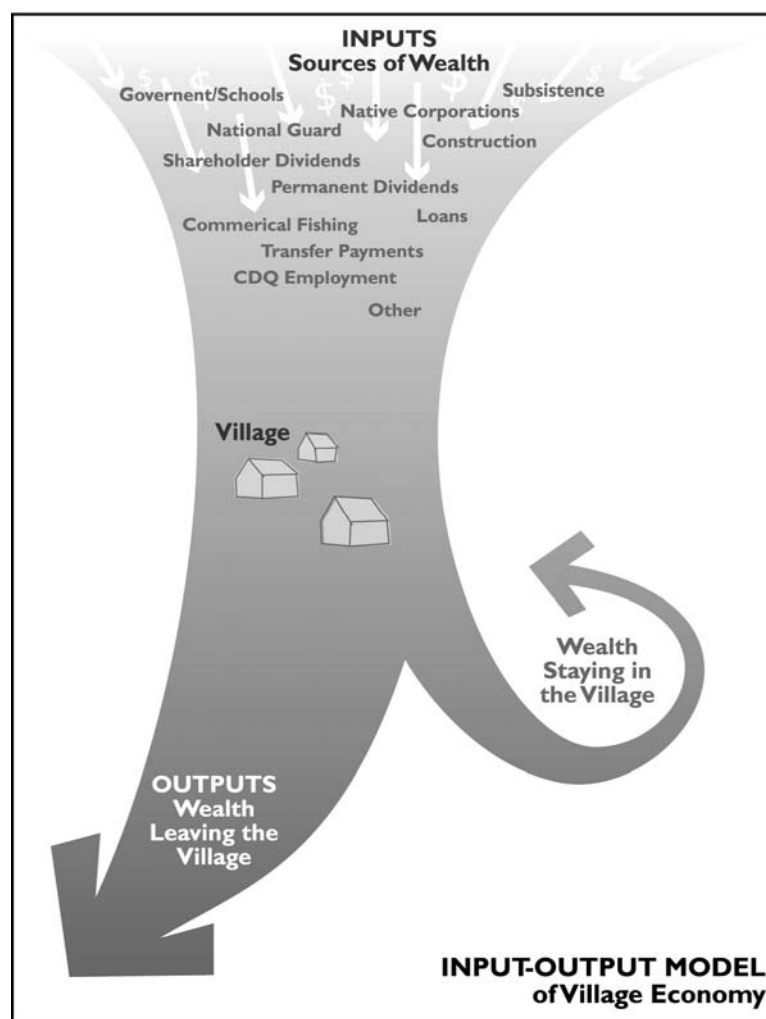
The goal of an economic development strategy is to bring dollars from outside into a community and then to keep those dollars circulating from one person to the next, as long as possible within the community. In Village Alaska dollars move out at almost the same rate they move in. For example, many individuals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

Figure 2 shows subsistence as an economic resource that flows into the village economy. Subsistence is an important economic activity for many households.

However while subsistence may provide economic benefits, the cost of living (particularly fuel and energy costs) is still a major concern in BBNA communities threatening the sustainability of communities that do not have a strong cash economy. One reason that utility costs in villages are so high, is because fixed maintenance and

operating costs are divided among a small group of people.

Figure 2. Alaska Village Economy



Source: Agnew::Beck and Northern Economics, Inc.

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

The traded sector which is that portion of the economy such as commercial fishing and processing that competes in markets beyond the immediate area. These activities pull money into the local economy and help generate income to support the non-traded portion of the economy like general stores, video stores, beauty salons, snow machine repair. A problem encountered over and over again in Alaska communities is that if there are not enough

jobs in the traded sector bringing money into a community, jobs do not develop in the non-traded sector. This is one reason why it is so difficult for villages that rely heavily on subsistence to develop non-traded businesses and jobs.

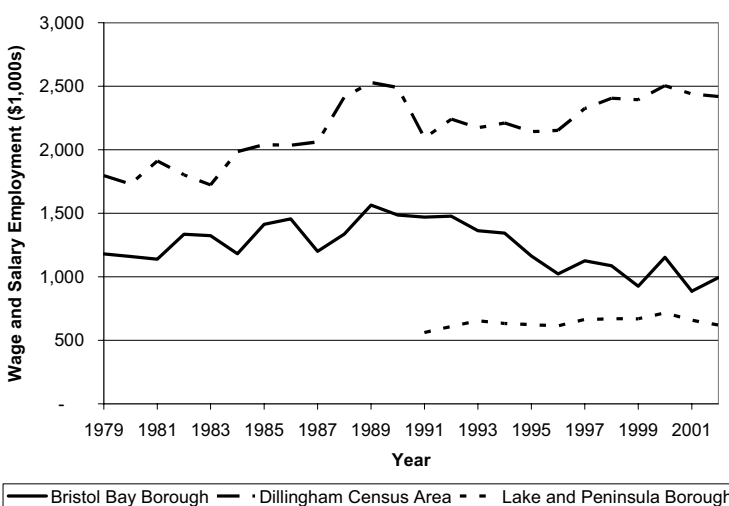
In a previous study conducted by Northern Economics, Inc. evaluating the socioeconomic impacts of the CDQ program it was found that while the number of jobs may be considered a measure of “success” of economic progress, the goal of many communities in Western Alaska may include the desire to maintain subsistence activities.

Employment

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

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

Figure 3, Wage and Salary Employment (\$1,000s) in Bristol Bay Borough, Dillingham Census Area, and Lake and Peninsula Borough, 1979-2002



Denali Commission Distressed Communities Criteria

Many BBNA villages are classified as Distressed Communities by the Denali Commission including Aleknagik, Ekwok, Kokhanok, Iliamna (see Newhalen), Ivanof Bay (see Perryville), Levelock, Manokotak, New Stuyahok, Nondalton, Perryville, and South Naknek. Distressed Communities receive priority funding for community plans and economic development plans.

The Denali Commission previously adopted three criteria to determine whether Alaskan communities should be classified as distressed or non-distressed. The classification is part of Denali Commission's effort to ensure that Federal funding is distributed to communities with the most need compared to other areas of Alaska and the United States. The Denali Commission adopted the following Distressed Community Criteria as part of their Code.

Criteria 1: Per capita market income

Per capita market income can be no greater than 67 percent of the U.S. average. Per capita market income equals total personal income less transfer payments divided by total population. However, the U.S. Census Bureau does not provide per capita market income data so instead this criteria is based on per capita income. Using national per capita income, any community with per capita income less than or equal to \$14,463.29 meets Criteria 1.

Criteria 2: National poverty rate

Any community with a poverty rate that is 150 percent of the U.S. average or greater meets Criteria 2. The national poverty rate at the time of Census 2000 was 12.4 percent. Therefore, any community with a poverty rate of 18.6 percent or higher meets this criteria.

Criteria 3: Three year unemployment rate

This criteria requires a three year unemployment rate at 150 percent of the U.S. average or greater. However, the U.S. Census Bureau does not provide three-year unemployment data. The Commission used the one-year rate data provided by Census 2000 and the unemployment rate of the civilian labor force to determine Criteria 3. As a result, any community with a civilian unemployment rate greater than or equal to 8.7 percent meets Criteria 3.

In addition, any community which meets either Criteria 1 or Criteria 3 and has a poverty rate greater than or equal to 24.8 percent meets the Alternative Distress Criteria. Communities can also appeal their classification based on new information.

However, since community level U.S. Census data is only available every ten years, the Denali Commission adopted surrogate standard background measures in 2004 to determine community eligibility when community level Census data is not available. An explanation of the criteria used by the Denali Commission can be found on their website at:

[http://www.denali.gov/Resource_Center/Program Documents/Denali%20Commission%20Distressed%20Community%20Criteria%202004%20Update.pdf](http://www.denali.gov/Resource_Center/Program_Documents/Denali%20Commission%20Distressed%20Community%20Criteria%202004%20Update.pdf)

Challenges**Geographically Isolated**

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

villages increases the cost of living and limits opportunities for market activity.⁶

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

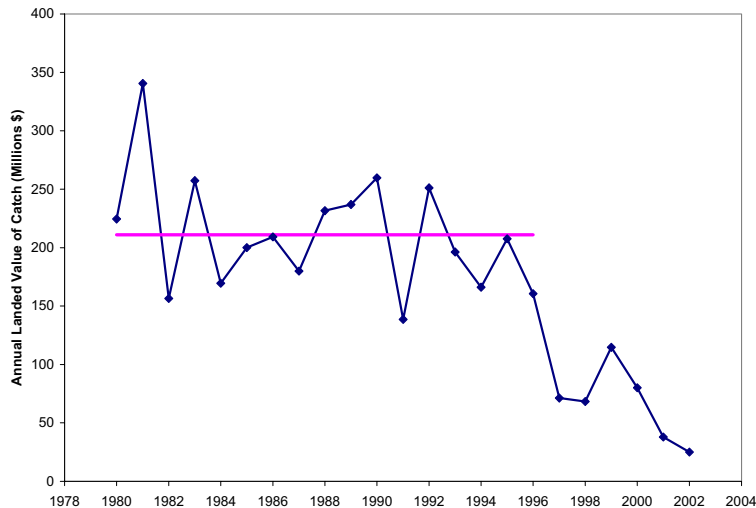
Federal and State Disaster Area

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

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

⁶ Huskey, L., and Morehouse, T.A. Development in remote regions: What do we know? *Arctic*, 1992, 42, 2, 128-137:p.134.

**Figure 4. Bristol Bay Annual Landed Ex-vessel Value
1978-2002
(inflation adjusted to year 2000 dollars).**



Source: From CFEC Census Area Reports, on the Internet at <http://www.cfec.state.ak.us>.

In more recent years, harvests and revenues have improved somewhat, but prices remain at historic low levels and the prospects for improved prices, due to huge increases in farmed salmon production, are slim.

Lack of economic growth, out-migration, and the decline of traditional fishing related resource employment resulted in hardships for many families in Bristol Bay communities. Remote rural communities are in a constant state of flux. Political and programmatic boundaries seldom coincide with economic boundaries. Workers, businesses, and consumers readily move across jurisdictions taking their economic impacts with them. This situation is particularly true of the Bristol Bay area where economic conditions and forces move resident and non-resident workers across political boundaries.

Decline in Local Tax Revenues

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

this trend continues, community governments in the Bristol Bay Region may face bankruptcy in the coming years.

In a Northern Economics study of the salmon disasters in 1997 and 1998, borough managers reported significant impacts related to or caused by the declines in local revenues, including declines in programs and in basic services such as public safety, emergency medical services, roads, and docks supported by the boroughs. In addition, business owners reported that demand for goods has decreased, and the viability and competitiveness of small local businesses is in question.

In addition to borough fish taxes, some BBNA communities such as Chignik Bay, Pilot Point, and Egegik have a city raw fish or salmon and other seafood landing tax.

Tribal governments have a somewhat more guaranteed funding stream from BIA. As local tax revenues decline, tribal entities become more important as governing entities and service providers. The role of tribal entities in local economic development is vital.

High Cost of Fuel and Energy

Local economies in rural Alaska have also been hard hit by the rising costs of fuel and electricity, and by the State of Alaska budget shortfall. All of these factors affect not only the long-term health of the fishing industry but also the health and well-being and economic survival of rural Alaska communities and residents.

Opportunities

Elements of Change

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

- Changes in the fishing economy and potential of restructuring of the Bristol Bay fishery
- Proposed development of on/offshore oil and gas

- Copper and hard rock mining
- Infrastructure development
- Sport fishing, hunting, tourism, and eco-tourism

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

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

Workforce Education and Training

Workforce education and training is one of the foundations of both regional and local economic development. It may be important to include a project related to workforce training in a community and economic development action plan.

In light of the Bristol Bay region's distressed fishing economy, a growing number of local fishermen want to be trained for alternatives jobs. In 2001, a job training survey of Western Alaska fishers was conducted by the DCED as part of an EDA grant. The survey serves as the basis for planning and developing job training programs. There was an unexpectedly high level of interest in job training, and many respondents indicated interest in new kinds of employment, to replace or supplement current employment in commercial fishing.

The most popular training choices were construction work and mechanics. These were followed by training in computers, electrical skills, transportation, building maintenance, office administration, metal work, and accounting.

Job training opportunities for displaced fishers and other residents are available through the Bristol Bay Campus of the College of Rural Alaska/University of Alaska Fairbanks.

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

Restructuring of Bristol Bay Fishery

Over the last decade, a fundamental shift has occurred in the economics of the Bristol Bay salmon fishery. It no longer appears that prices paid to harvesters move up or down with changes in quantity fished to the same degree as in prior years.

If the salmon industry undergoes significant changes, then it is inevitable that associated communities will also experience significant changes. If for example, the number of active participants in the salmon fishery decreases from 50 percent of the adult population of a community to 10 percent and no other jobs fill the void, then there is a significant likelihood that population will decrease as unemployed fishers leave to search out gainful employment elsewhere.

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

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

BBEDC and NOAA contracted Northern Economics, Inc. to look at community impacts of six alternatives for restructuring the Bristol Bay fishery including:⁷

- Reducing fishing capacity
- Spreading harvesting across time
- Exploring alternative harvesting methods
- Improving product quality
- Improving marketing
- Eliminating the race for fish by assigning shares of the harvest to participants

Since the 1880s, commercial fishing has dominated the economy of the Bristol Bay Region. This economy of the Bristol Bay region is highly seasonal and has been based almost entirely on harvesting and processing of wild sockeye from Bristol Bay. The population of permanent residents does not reflect the large numbers of people who spend a few weeks or months in the Bristol Bay area each year during the salmon fishing season which runs from late June through the beginning of August.

In recent years, low salmon prices, smaller harvests, and high fuel and energy costs have severely affected the area's economy. The low prices paid for salmon caused fishing incomes to drop and many fishers were forced out of the industry, while others left voluntarily. Those fishers remaining are facing economic difficulties.

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

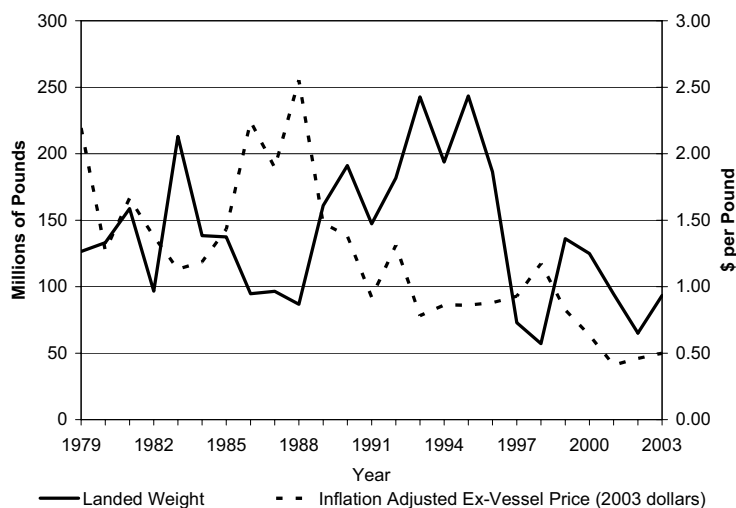
As shown in Figure 5, when quantities fell in the mid-1980s, ex-vessel prices paid to harvesters jumped significantly. When big production increases occurred in 1989 through 1996, prices dropped to low levels. However, in 1997 when production plummeted, prices barely moved. While prices jumped in 1998, the increase was relatively

⁷ Saltonstall-Kennedy Grant Number NA03NMF4270110

small. The production decrease in 2000 and 2001 were accompanied by even lower prices. After adjusting for inflation, ex-vessel prices for Bristol Bay sockeye salmon have declined from a peak in 1989 of \$2.55/pound to just \$0.41 in 2001.

The effect of these price declines has already been felt in Bristol Bay communities where fishing disasters have been declared in recent years. In the last year or two, the market has shown some renewed interest in wild salmon. However, there is no guarantee that this interest will extend to all Bristol Bay products or producers. Early reports indicate that the base price in 2004 is \$0.40, with bonuses being paid for iced fish. The fishery still faces extraordinary challenges on the most basic levels.

Figure 5. Bristol Bay Sockeye Salmon Landings and Ex-vessel Prices per Pound



Source: Developed by Northern Economics based on data from ADF&G and the US Bureau of Labor Statistics Producer Price Index for Unprocessed Fish.

These impacts add to concerns expressed by local fishers that the structure of the fishery (based on regulations and recent values) favors newer and more modern vessels, and therefore non-residents with greater access to capital. Further, most processing jobs associated with the short, intense sockeye season are of little benefit to the local economy.

Currently most of the processing labor used in the regional fishery is done by non-Alaska residents who are provided transportation to and from the processing facility as well as room and board at the plant. When local residents do

choose to work at processing facilities, they most often live and eat away from the plant. In general, the overall compensation package for residents is not enough to attract them into the processing work force—they believe they are better off free to participate in subsistence and other activities than working long hours for relatively low wages at the plant.

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

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

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

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

primarily by the high cost of energy in the region and the high cost of transporting final products and production inputs, such as labor and packaging materials.

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

Proposed Development of On/Offshore Oil and Gas

As a result of the downturn in the fishing industry, some groups in the Bristol Bay region including BBNA are supporting the opening of the area to onshore oil and gas development. No wells have been drilled in the Bristol Bay area since the mid-1980s, and no oil or gas has been produced there. However, in 1995, the U.S. Geological Survey estimated that the Alaska Peninsula had a 1-in-20 chance of containing 447 million barrels of oil and 1.4 trillion cubic feet of gas.⁸

Legislation was passed by the Alaska State Legislature so the State can offer Bristol Bay oil and gas leases in October 2005. The preliminary finding of the Director of the Alaska Department of Natural Resources, (ADNR) Division of Oil and Gas dated March 3, 2004 is available online.⁹ According to the preliminary finding, the State of Alaska is offering an exploration license within the Bristol Bay basin for approximately 737,000 acres made up of both state-owned and Native-owned lands. The State is proposing to amend the September 1996 decision that closed "all submerged land" in and around Bristol Bay, from Ugashik Bay north to the western boundary of Kulukak Bay. The decision would be amended to allow exploration licensing within Nushagak Bay, but with the stipulation that exploratory drilling can only be carried out directionally from onshore locations.

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

⁸ Cathy Brown. March 17, 2004. "Bristol Bay Oil, Gas Leasing Measure Clears Legislature." *Juneau Empire*.

⁹ Alaska Department of Natural Resources, Division of Oil and Gas. Available online at http://www.dog.dnr.state.ak.us/oil/products/publications/bristolbay/bb-0pbif_toc.htm

In March 2004 BBNA and Bristol Bay Campus, UAF sponsored a land and renewable resources conference. The focus was on sustaining renewable resources while encouraging responsible development. The conference focused on the land use, socio-economic, and environmental impacts of non-renewable resource extraction on renewable resources.

Pebble Copper

Large scale mining can have significant economic, social and environmental impacts at the regional and local level, according to case studies by the World Bank. At a local level, a mine has the potential to benefit the local population through creating direct and indirect employment, skills transfer, enhancing the capacity of health and education services, improved infrastructure, and small and medium business opportunities.

In January 2004, Northern Dynasty Minerals Ltd. announced that the Pebble gold-copper minerals deposit near Lake Iliamna has estimated gold resources of 26.5 million ounces and an estimated copper resource of 16.5 billion pounds.¹⁰ Northern Dynasty has a 100 percent interest in the Pebble resource lands.¹¹ These new estimates make Pebble the largest gold resource in North American and the second largest copper deposit.

It is estimated that the project will require 1,200 to 2,000 workers during construction and 600 to 1,000 in production.

Although the project is on state lands, BBNC owns mineral lands near the upcoming development site. Past exploration work by Tech Cominco and Northern Dynasty has sparked a claim staking rush in the area. According to *Petroleum News*, geologists believe that Pebble is just one resource in a much large porphyry system. As a result, over 500 square miles of land has been staked in the area around the Pebble resource.¹² The community of Iliamna is located about 15 miles south of the project. Iliamna has an

¹⁰ Bradner, Tim. "Pebble Now State's Biggest Gold Mine." *Alaska Journal of Commerce*. February 2, 2004.

¹¹ Liles, Patricia. "Mining News: Activity Kicks Up Another Notch at Pebble." *Petroleum News*. May 9, 2004.

¹² Liles, Patricia. "Mining News: Activity Kicks Up Another Notch at Pebble." *Petroleum News*. May 9, 2004.

airport with two paved runways, 4,800-foot and 5,080-foot.

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

The ore will either be trucked to the port or transported through a slurry pipeline. According to an article in *Canadian Mining News*, Northern Dynasty has committed \$15 to \$20 million this year for the collection of engineering and environmental data for completion of a Bankable Feasibility Study as well as submission of a federal Environmental Impact Study.¹³

Infrastructure Development

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

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

An inventory of community priorities for BBNA communities was recently completed. The results of the inventory are referenced in Appendix C and can be reviewed through the BBNA website. Following are some results of that inventory of community priorities.

Airport and road upgrades and construction ranked highest in the transportation category. Airport projects called for new runway or upgrade and/or resurfacing of existing runways, construction of crosswind runways, and/or relighting existing runways. Some villages reported new

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

road construction and upgrades to existing roads. Port and harbor improvements ranked second with projects ranging from new dock construction, existing harbor dredging, seaplane dock construction, etc. Heavy equipment purchase needs included snow removal equipment, cats, graders, and fuel trucks.

Water and sewer projects are the most common type of community utility projects, with 18 of 31 villages currently planning some form of water or sewer initiative. Water and sewer project needs included redeveloping existing wells, installation of water and sewer service lines, water treatment improvements, lagoon containment improvements and expansion, water source studies, evaluation and testing of existing resource, and sanitation feasibility studies. Power generation – from fuel, hydro, or other sources.

Sport Fishing, Hunting, Tourism, and Eco-tourism

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

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

Several exciting new initiatives are now underway to continue the expansion of local benefits from tourism. One is a plan for better cooperative marketing and tours. If

villages and village tourism businesses cooperate in packaging and marketing their products, the regional tourist market expands and provides additional jobs and income. BBNC is helping with this tourism initiative, working through the Bristol Bay Visitors Council (BBVC). Partners include BBVC members such as BBNA, as well as two local Chambers of Commerce, villages, tourism businesses and the Nushagak Land Trust. Outcomes include a “branding program” to promote tourism as well as local arts and crafts and commercial fish, and plans to develop tour packages linked to local, village based and businesses.

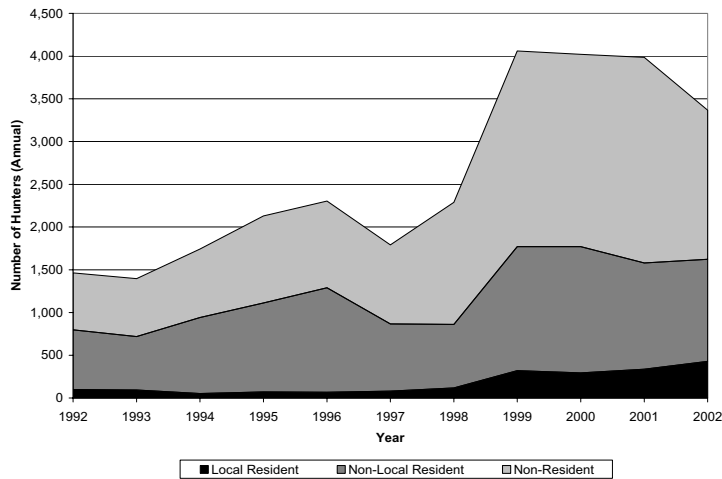
Another set of ongoing tourism-based projects are two cultural and visitor centers. One is planned in Dillingham. This project—to be called the Harvey Samuelson Community Center—is being developed in partnership with the Choggiung Corporation, the Curyung Tribe, the City of Dillingham, and the Boys and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

The second facility, at the Iliamna airport, is being developed by the Nilavena Tribal Consortium in partnership with the National Park Service and BBVC. This 2,500 square-foot facility will include space for visitor information, cultural and natural history displays, and distance learning center and community meeting space.

According to ADF&G figures, the Mulchatna River and Lower Talarik Creek support more than 3,000 and 1,000 angler days per year. Many of these days are high-value days associated with non-resident tourism.

- The Mulchatna caribou herd is renowned for its productivity and the number of “trophy” class animals. Hunting pressure has nearly tripled in the past decade from 1,400 hunters annually to more than 4,000 hunters annually in some years.

Figure 6. Annual Hunting Pressure on the Mulchatna Caribou Herd



The next chapter explains the process for getting started with the actual process of a community and economic development plan. With Chapter 3, this *Guidebook* goes to a workbook format to guide you through the planning process.

Chapter 3: Getting Started

This section illustrates the steps of a community and economic development planning process needed to conduct workshops and complete a plan document.

Community Initiates Planning Process

Village residents' local knowledge, time and energy are key to a successful planning process that links local needs and vision with achievable results.

Outside experts, facilitators, and resources can play a useful role, but only a village-driven process can create a community and economic development plan based on local values, assets, challenges, and priority projects.

First Steps

1. Get in touch with city and tribal government officials and let them know you are interested in putting together a community plan. Ask if they have already completed any plans such as a comprehensive community, a grant application to the Denali Commission, a feasibility study for a new port or health clinic, etc. Ask for copies of these plans.
2. Next, get in touch with any local organizations you think might be involved in planning for your community. Perhaps the Village Corporation, the tribal government, or the school.
3. Check out what other communities in your region have done. Do they have a community plan you could use as a model? Some data you need is only available at the borough or census area level. If another community has already put together the regional data for your borough or census area, you may be able to build off the work they have completed.
4. Also check with any engineering or building firms that have been working in your area. They may have information on land use or maps that you can use in your strategic plan.
5. After you have been in touch with local groups and organizations, think about what regional

organizations are important to your community. Get in touch with BBNA, BBNC, or your CDQ group (if you are a CDQ community). These organizations may have been involved in making some kind of plan for your community or region or may have conducted feasibility studies for new infrastructure projects, or program planning. They may also have resources to assist you in your planning process.

6. Communities may decide they need a facilitator to work with them through the planning process. A facilitator will contact key leaders to get the process underway. The facilitator may hold a meeting with those stakeholders who have identified their interest in participating in community planning efforts.
7. The facilitator can explain the sequence of activities as shown on the planning diagram on the following page, discuss timing, costs and potential funding, and the need for local participation. The facilitator and the stakeholder group can also decide which community leaders/stakeholders should be involved. Ideally, there should be representatives from a broad range of the community including:
 - Financial local business
 - Village government
 - Tribal government
 - Property owners
 - Religious
 - Health care and social services
 - Elders
 - Youth
 - Education
 - Electric and other utilities

The following page shows a diagram of the village planning process and illustrates some of the major steps.

Form a Planning Committee

The next step is to form a planning committee. The planning committee should be comprised of a diverse group of residents who represent the whole community: elders, school children, small business persons, public

officials, village leaders, and others. The planning committee works to ensure that all local needs are met and that the process moves forward smoothly. They will provide oversight throughout the planning process. This committee will help raise any required funding, establish key policies, authorize expenditures, and monitor and evaluate the progress.

Make note of who will take on specific roles such as taking meeting notes, scheduling meetings, and reporting to the councils.

Appoint a Community Coordinator or Facilitator

One of the most important and most critical tasks to the success of the planning process is to appoint a community coordinator, or facilitator. The community facilitator will make sure that your community completes each step of the process and will help prepare for the next step. The coordinator will be the primary contact for all stakeholders.

Now You Are Ready to Begin Answering the Four CEDS Questions

Once you have your committee and your community coordinator and a facilitator, you can start answering the four questions that comprise a CEDS. While only one workshop is shown in our village planning diagram, more than one community meeting may be needed as you develop your plan.

Where are we now?

- Compile Background Information
- Host a Community Planning Workshop
- Convene Workshop
- Community Mapping Exercise

Where do we want to be?

- Community Values
- Community Vision
- Goals—Top Priorities for the Next Three Years

How do we get there?

- Resources and Action Plan

Have we made it?

- Performance Measures
- Update plan every year
- Bring a copy of the plan to every council meeting.

Figure 7 shows a diagram of the village planning process from the Agnew::Beck Community Planning Workbook.

Figure 7. Village Planning Process



Source: Agnew::Beck.

The next two pages contain planning forms that can be used to identify the people who will be involved in your planning process and keep a record of other community plans and documents.

Getting Started with the Planning Process Form

Form Planning Committee

- a. List people who will be involved in planning efforts from your village and from outside
- b. Make note of who will take on specific roles (for example who will take meeting notes, schedule meetings, and report to village council, etc.)

<i>IN VILLAGE</i>			
Name	Phone	Email	ROLE IN PROJECT
<i>OUTSIDE VILLAGE</i>			
Name	Phone	Email	ROLE IN PROJECT

- c. Resources: list community plans or reports completed or in progress that will assist community planning efforts
- d. If possible, collect a copy of each plan and put in our planning notebook.

<i>NAME OF PLAN</i>	<i>WHO HAS A COPY?</i>

- e. Compile other documents necessary to complete planning process:
 - ☐ Aerial photo of village or good map of the area
 - ☐ Any other recently completed regional plans
 - ☐ Any strategic plans completed for community organizations
 - ☐ Any other plans completed by your community such as BIA Roads Plan (check with village council), Long-Range Environmental Plan (check with tribal environmental worker), Land Use plan (check with village corporation), Utilities plan (check with city government).
 - ☐ Any Department of Transportation Plans, any plans from Regional Native Corporations

Chapter 4: Analysis Section

This chapter describes the information you will need to document existing conditions of your community. Gather as much of this information as you can before your first community workshop so that it can be shared and validated by community members.

You want to be able to tell other people what your community is like. Much of this information can be found by asking knowledgeable people in your village, in existing plans and studies, and using the Internet links listed below and in the resource section in Appendix A. Make note of where you find the information so you can refer back to it later and reference it in your plan. It might be helpful to keep all of the information you collect and copies of any other relevant plans in a large binder.

Socioeconomic data come from a wide variety of sources—many connected to the Federal Government. More than 65 federal agencies publish data series. Knowing what data exist, where to find them, and what they mean can be a daunting task. Fortunately, for Alaska residents, the Alaska Department of Community and Economic Development and the Alaska Department of Labor and Workforce Development, Research and Analysis compile a lot of this information and make it readily available on the web.

You might elect one person or a group of people to collect this information. This would also be a great assignment for a high school class. Perhaps there is community volunteer who has access to the Internet and is willing to undertake this task. You may also want to hire someone to do this work.

While this section provides a list of the kind of information you need for your socioeconomic profile, Appendix E includes a sample profile of a BBNA community. The sample profile also includes links to the data source. Appendix E also includes a discussion about the kind of data you will collect and some of the limitations of secondary data.

A socioeconomic profile is a description of your community and often begins with such basic information as location, land area, and climate. The aim is to organize and analyze data from a variety of sources to tell a coherent, internally consistent, truthful story about your local community, first to yourself, then to your potential audience. It is important to know what the data can and cannot tell you. Socioeconomic analysis is really just a form of storytelling. You need to gather

and analyze data and integrate the findings to develop themes, patterns, and conclusions that can be used to inform decision makers, residents, and other readers.

Background Information

- ☐ Village location and size of the area.

Source: www.dced.state.ak.us/dca/commdb/CIS.cfm

- ☐ Physical setting – geology, geography, physical hazards, climate, endangered and threatened species, etc.

Source: www.dced.state.ak.us/dca/commdb/CIS.cfm

- ☐ Environmental issues (if any) related to flood plains, air quality, wetlands, historic preservation, hazardous waste sites and contamination.

Source: **local knowledge**, local transportation plans, DCED community mapping

- ☐ History – cultural and economic development history, major events, etc.

Source: **local knowledge**, www.dced.state.ak.us/dca/commdb/CIS.cfm

- ☐ Subsistence resources and seasons

Source: **local knowledge**, DCED community mapping; Alaska Department of Fish and Game

Economy and Population

- ☐ Income Levels and Unemployment
 - a. Per capita and median household income
 - b. Labor force
 - c. Unemployment rate
 - d. Percent in poverty
 - e. Transfer payments

Source: **local knowledge**, BBNA household survey, www.dced.state.ak.us/dca/commdb/CF_BLOCK.htm, www.almis.labor.state.ak.us

- ☐ Number of jobs in community (Don't forget self-employed)

Source: **local knowledge**

- ☐ Top three types of employment and major employers

Source: **local knowledge**

- ☐ Number of small businesses and types

Source: Community business licenses from the DCED web page and **local knowledge**

- ☐ Major sectors of the economy and their past, present and projected contributions to employment, income, and revenue.

Source: **local knowledge**, regional ARDOR, www.almis.labor.state.ak.us

- ☐ Population Trends

Source:
www.dced.state.ak.us/dca/commdb/CF_BLOCK.htm,
almis.labor.state.ak.us/?PAGEID=67&SUBID=114

- ☐ Population Composition (% of population in various age groups, % of population in various ethnic groups, etc.)

Source:
www.dced.state.ak.us/dca/commdb/CF_BLOCK.htm,
<http://almis.labor.state.ak.us/?PAGEID=67&SUBID=188>

Community Facilities & Land Use

- ☐ List community facilities including public buildings, water, sewer, communications, electrical, transportation modes, docks, boat storage, and ice houses

- a. Energy Costs

Source: **local knowledge**, local transportation plans, DCED community mapping

- ☐ Find a land ownership map to include in your plan

Source: Firms doing work in your villages, Regional organizations, DCED community mapping

Sources of Information:

- Local people
- Existing plans and studies
- Regional organizations
- Demographic information – www.factfinder.census.gov
- Department of Community & Economic Development - www.dced.state.ak.us
- Local Economic Trends – www.almis.labor.state.ak.us
- Alaska Department of Fish & Game - www.adfg.state.ak.us

Chapter 5: Holding Community Workshops

This section describes the process, timeline, and the materials needed to host a community planning workshop.

Materials

- Butcher paper
- Post-it easel pads
- Markers
- Door prizes
- Tickets for door prizes
- Agenda (copies)
- Sign-in sheet
- Disposable Cameras
- Art Supplies
- Community Planning Workbooks
- Name tags
- Pens

Publicity

Four weeks out

1. Community Groups – Pick a date for the workshop that works for all community groups and Councils. Ask them to announce the workshop at their meetings and in their newsletters.
2. Invite members of community organizations to join a Planning Team. This Team will assist with setting up workshop and with follow-up.
3. Have members of the Planning team call community leaders advising them of upcoming meeting
4. Decide where the workshop will be held and get permission for use of space.

Two weeks out

1. Create flyers to be posted in high traffic areas with
 - a. Name of the workshop
 - b. Purpose of the workshop
 - c. Date & times
 - d. Meeting place
 - e. Contact name & number for more information
 - f. Other important information, e.g. door prizes, materials participants need to bring, etc.
2. Radio station – ask station to announce the workshop
3. Community newspaper – submit workshop information for publication in community bulletin
4. Postcards – send workshop info out on post cards to community members (if appropriate)
5. Find volunteers willing to bring food for the workshop, and assist with set-up and clean-up

One week out

1. Radio Station – live interview if possible
2. Phone reminders – call community members to remind them of the workshop

Convene Workshop

Welcome and Thanks

Elect an elder or community leader to convene the workshop, welcome members, thank volunteers and make an invocation (if appropriate). The leader can give guidance to the group about the aims of the workshop, and invite everyone to participate.

Present Results of Background Research

Summarize Facts and Figures

Spend 20 minutes presenting results of background research to the large group. This could be done as a Power Point demonstration, a series of posters, or as a story. The important thing is to present your findings to the group to set the context for community planning. Your story should tell them, 'Here's where we are today' to set the stage for asking 'Where do we want to go tomorrow?'

This presentation may be by an individual or a group, depending on how you completed the research, and who you elect or select to present your results. You might choose to have a local elder to make a presentation on the heritage of your area, and what types of subsistence activities and other cultural activities are most important.

- Your presentation should answer the following questions:
- Where are we located and how many people live here?
- What kind of landscape do we live in?
- What pressing environmental issues face our village (such as erosion, need for relocation, change in streambeds, hazardous waste, etc.)?
- What is our heritage? Where do we come from?
- What subsistence resources are important to us?
- How many people are working, and what jobs do they do?
- What economic opportunities and challenges lie ahead for our village?
- Is our population growing or shrinking? Why?
- Who lives here? What ethnic groups are in the majority and minority? What percentage of our population are Elders, young children, youth and adults? Are any of these groups growing or shrinking in size?
- What community facilities do we currently have?
- Who owns the land in and around our village?

- What schools do we have? Is the school population growing or getting smaller?
- What schools do we have? Is the school population growing or getting smaller?

Community Mapping Exercise

Let the workshop members know they are going to be divided into small groups for a mapping exercise.

If children are present at the workshop, split them into small groups and supply each group with a large sheet of paper and markers or crayons. Ask each group to draw two pictures. First they should draw a picture of what their village looks like now. Then they should draw another picture of how they would like their village to look in the future – what do they love about their community? What do they wish was different?

The adults will be divided into three groups. One group will map community facilities and transportation. The second group will map land use and the important aspects of the local environment. The third group will map the village economy.

Give two groups base maps to draw on. One group will map Community Facilities and Transportation; the other group will map Land Use Land and the Natural Environment.

Community Facilities & Transportation

Draw the location of the following on your map:

- Housing
- Public facilities (post office, village council building, school, landfill, etc.)
- Transportation links (roads, trails, waterways, airport, docks, etc.)
- Utilities (water & sewer, electricity)
- Bulk Fuel Storage
- Boat Storage
- Landmarks, Geographical features (hills, rivers, etc)
- Any other important features you think should be included

Land & Environment

- Draw the location of the following on your map:
- Subsistence gathering areas
- Historic and sacred sites
- Critical habitat areas
- Hazard zones (flooding, tsunami, fires, etc.)
- Water sources

- Sources of gravel
- Landmarks, Geographical features (hills, rivers, etc)
- Any other important features you think should be included

Once you have completed your maps, compare your maps with the ones in the community workbook. How do the development patterns in your village compare to the examples. Discuss the following questions within your small group:

- Are public facilities clustered in one part of the village or spread out?
- Is utility provision (water & sewer, electricity) clustered or spread out?
- Are the landfill and sewage lagoon located away from the village and water bodies?
- Are there buildings and houses located in hazard zones?
- Will planned development impact subsistence areas?
- Where should new housing, public facilities, airport expansion be located?
- Are trails and roads laid out well to ease movement around the village?
- Will planned development impact sacred and historic sites?
- Does development take advantage of good views, and highlight natural setting?
- Is there adequate open space for kids to play?
- What other issues should the village consider as it develops?

Village Economy

Use the village economy diagram to complete the following tasks

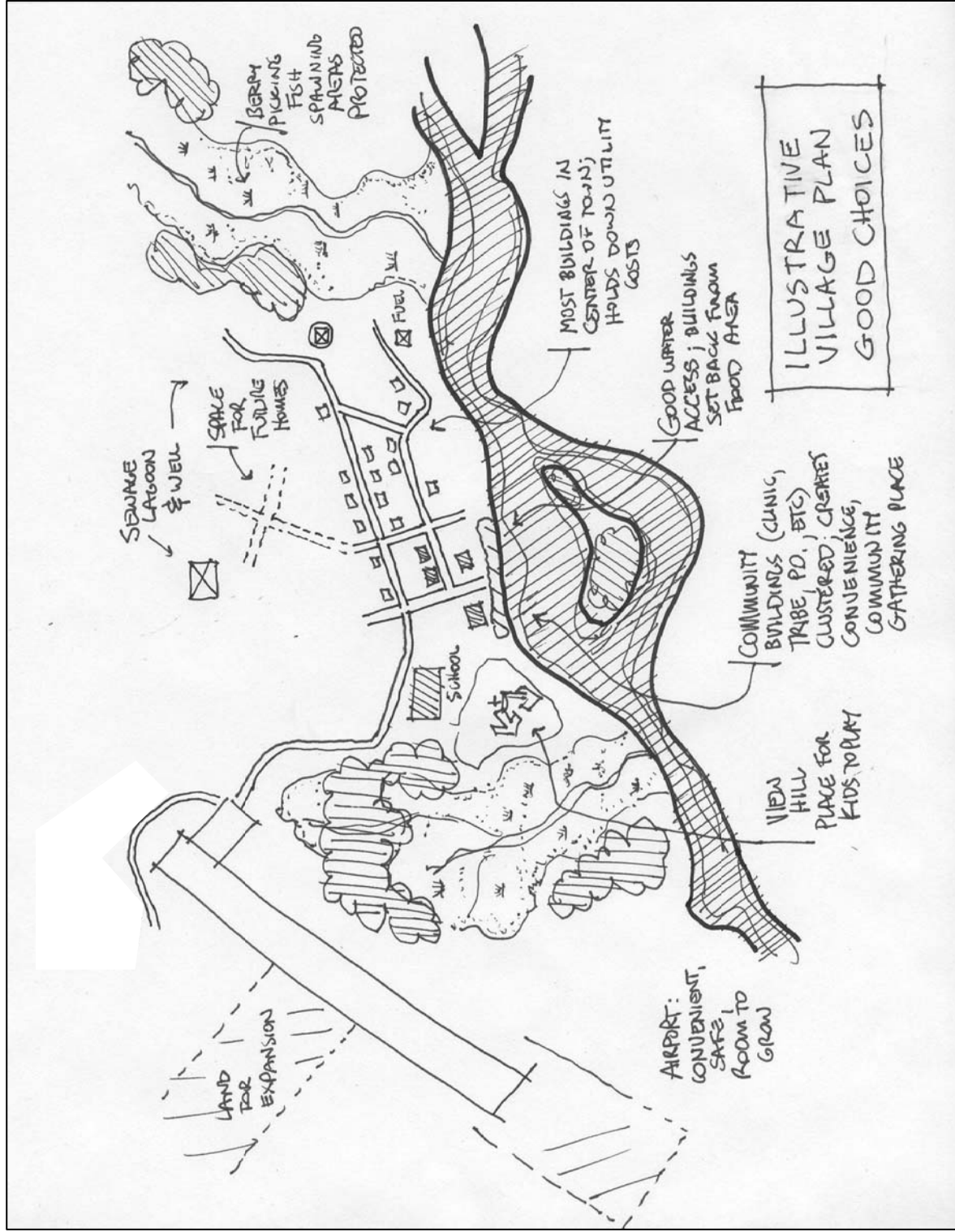
Brainstorm and record at the top of the diagram: Inputs – Where people in your community get wealth to pay for needs. Some examples include:

- Jobs based on local resources (e.g. crafts, tourism, commercial fishing)
- Jobs based on outside funding (e.g. school, village council, city council, regional organizations, post office)
- Cash from transfer payments
- Subsidized housing
- Energy subsidy
- Subsistence resources
- IHS health care
- US Mail subsidy
- Others?

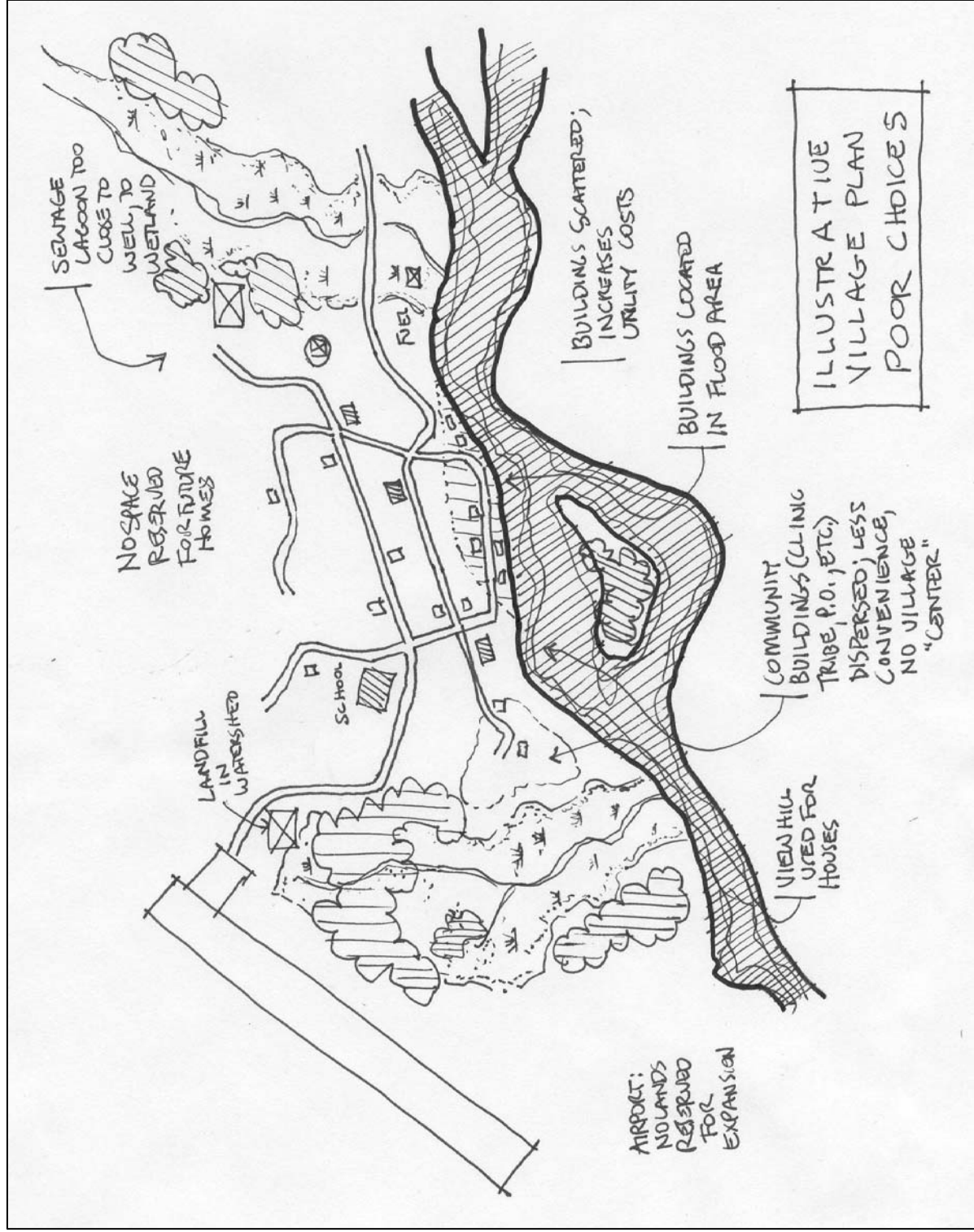
At the bottom of the diagram brainstorm and record Outputs – wealth that goes out of the village. Some examples include:

- Fuel
- Contractors from outside the village (repairs, construction, bookkeepers)
- Costco
- Grocery store in regional hub
- Health care expenses
- Snowmachine dealer
- Travel
- Computers and video games
- Lumber ordered from Anchorage or Seattle

VILLAGE DEVELOPMENT PATTERN – GOOD CHOICES



VILLAGE DEVELOPMENT PATTERN – POOR CHOICES



Brainstorm and record beside the curving arrow, wealth that remains in the village.

Some examples include:

- Subsistence resources traded or given
- Snowmachine repairs
- Childcare
- Wood cutting and hauling
- Local hire construction crews
- Carpentry
- Purchasing local products (e.g. sleds, clothing, crafts)
- Local grocery store
- Lumber from a local saw mill

1. In a different color, brainstorm and record future Inputs – potential sources of wealth.

Some examples include:

- Mining development
- Technology-based employment
- Value-added fish processing
- Hosting conferences and trainings
- Increased marketing for tourism businesses
- Increased marketing for arts & crafts

2. In a different color, brainstorm and record beside the curving arrow, ways of increasing wealth that remains in the village.

Some examples include:

- Alternative energy production
- New local products (e.g. lumber, sleds)
- New local services (e.g. equipment repair, bookkeeping)
- New local businesses (e.g. coffee shop, hotel, grocery store)

Come back together in a large group. Have children present drawings to the large group and describe what they included. Then, have one representative from each adult group presents map or diagram to larger group.

If you have a digital camera, be sure to take photos of all drawings and maps, and of the workshop as a whole.

Chapter 6: Community Values and Vision

This chapter of the *Guidebook* continues to be in the workbook format. The workbook steps and forms will assist your village in expressing its community values and a vision for the future. These values and vision form the foundation of the goals and action plan for a community and economic development plan.

Community Values

Values tell you what is most important.

What do you treasure about your community? Why do you live here?

Go round room, have each person describe what they most cherish about your community – the things that make each of you want to stay.

Community Vision

What future do you want for your Community?

Describe, in just a few words, your **vision** for your community. Describe what you would like your community to be in 20 years – what do you want the next generation to inherit from you?

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

Break to Summarize Community Input

If you are hosting a two-day workshop, this is a good point to end for Day 1.

To set the stage for goal setting on Day 2, Members of the planning team should gather the notes from the Values and Vision exercise and group public input under the following four headings:

- Economy
- Community & Culture
- Land & Environment
- Leadership

Create a flip chart for each category with the heading at the top. Group public comments under each heading, and copy them onto the flip charts. For example, if part of the vision was to 'have a community that continues to practice subsistence' copy this statement onto the flip chart under the heading 'Land & Environment'. For statements that are repeated, write them only once.

The goal is to organize and consolidate public input, without significantly altering its meaning. This becomes the basis for setting goals at the beginning of Day 2.

Chapter 7: Goals

Steps to Reach your Vision

VALUES tell you what's most important; VISION tells you your final destination; GOALS tell you the steps along the way.

Review community input on Vision and Values that the planning team has grouped under the four headings listed below.

Make additions, deletions, and changes until the whole group is comfortable that yesterday's work was accurately summarized.

Use the summaries as the basis for deciding goals. *What can we do in the next three years to move us closer to our 20-year vision?*

List goals in the following four categories.

Economy:

1. _____
2. _____
3. _____

Community & Culture:

1. _____
2. _____
3. _____

Land & Environment:

1. _____
2. _____
3. _____

Leadership

1. _____
2. _____
3. _____

Challenges, Resources, & Goals Workshop Form

Break into four small groups, one for each category. Using the goals set by the larger group, define challenges, resources and priority actions for your category.

ECONOMY GOALS:

1. _____
2. _____
3. _____

<i>CHALLENGES</i>	<i>RESOURCES</i>

List three immediate action steps; give date for reporting progress back to the group and a lead person to complete the step.

<i>ACTION STEPS</i>	<i>LEAD PERSON</i>	<i>REPORT BACK BY</i>

COMMUNITY & CULTURE GOALS:

1. _____
2. _____
3. _____

<i>CHALLENGE</i>	<i>RESOURCES</i>

List three immediate action steps; give date for reporting progress back to the group and a lead person to complete the step.

<i>ACTION STEPS</i>	<i>LEAD PERSON</i>	<i>REPORT BACK BY</i>

LAND & ENVIRONMENT GOALS:

1. _____
2. _____
3. _____

<i>CHALLENGE</i>	<i>RESOURCES</i>

List three immediate action steps; give date for reporting progress back to the group and a lead person to complete the step.

<i>ACTION STEPS</i>	<i>LEAD PERSON</i>	<i>REPORT BACK BY</i>

LEADERSHIP GOALS:

1. _____
2. _____
3. _____

<i>CHALLENGE</i>	<i>RESOURCES</i>

List three immediate action steps; give date for reporting progress back to the group and a lead person to complete the step.

<i>ACTION STEPS</i>	<i>LEAD PERSON</i>	<i>REPORT BACK BY</i>

Chapter 8: Action Plan

This chapter provides some workshop activities to identify community priorities to include in an Action Plan. This chapter also includes a method of determination a project's feasibility. There is a sample Action Plan as well.

Workshop. After breaking out for the preceding part of the workshop it is time to reconvene. Each small group presents to the larger group the Challenges, Resources and Action Plans. Record Action Plans on flip charts at the front of the room, grouped under the four headings (write each action only once, avoid repeats).

When all actions have been recorded, give every person twelve adhesive 'dots'. Ask each person to select the priority actions for the community and place their dots next to priority actions on the flip charts. People can put as many dots as they like next to their priority actions, but they should put no more than three dots on any one of the four sheets.

When everyone has votes, count up how many votes each action received. The top three actions in each category will be recorded in your community plan.

Thank everyone for coming. Set a time for the planning team to meet to compile results from the workshop. Publicize the date so anyone interested can attend.

PLANNING MEETING DATE & TIME: _____

LOCATION: _____

Project Feasibility**FEASIBILITY FILTER**

EVALUATION CRITERIA	PROJECT	PROJECT	PROJECT	PROJECT
Public or private sector?				
Project lead (e.g., tribal council, City, business person)				
Project markets, clients, users?				
Source of capital funding?				
Business plan prepared?				
Will revenues cover operations costs?				
Mesh with regional priorities? Regional support needed?				
Summary – odds of near term feasibility?				
Number of jobs created?				
Additional data required				

Workshop Follow-Up

- A. Following the community workshop, the planning team should come together to compile and type up the notes from the session. Using this workbook format, fill in the results, outlining all the elements discussed at the meeting (Values, Vision, Goals, Challenges & Resources, Priority Actions).
- B. Share the compiled results broadly with the community and gather feedback.
- C. Schedule a place on city and village council agendas to present results from community workshop.
- D. Revise document based on comments.
- E. Present to councils for approval.

- F. Gather other planning documents completed in and for your community, such as:
 - BIA Roads Plan (check with village council),
- G. Long-Range Environmental Plan (check with tribal environmental worker),
- H. Land Use plan (check with village corporation),
- I. Utilities plan (check with city gov't)
- J. Housing Plan (check with local or regional housing authority)

Complete Community Plan

A community plan will always be a work in progress. Separate programs or employees in your community may complete different sections of the plan, or some may be completed by outside contractors (for example, a utility feasibility study may be completed by Village Safe Water). These components should be collected in one place so that village councils and leaders can refer to them easily when making important decisions. Also, plans need to be updated periodically, so you need a format that allows you to easily add and remove sections.

We recommend using a large three ring binder with tab dividers to assemble your plan. Use photos of the community workshop, your village, the drawings created by local children and other artwork to personalize your plan.

The work completed at the community planning workshop and refined by the planning team and councils should be at the front of the plan. This is the guiding document for all that follows. It states the overall values and goals for the community. The sections that follow are more specific and detailed, and often deal with implementation (for example, a business plan for a new community facility).

Plans can have many different sections. Those listed below follow this workbook and are standard to most community plans. This list includes the sections recommended by major funding agencies in Alaska. As you complete sections, create a tab for each and include them in your binder. For full description of elements of a Community Plan recommended by the Denali Commission, see Appendix.

- Community Description & Background Information
 - Economy and Population summary
- Community Vision and Values
- Community Goals with Challenges & Resources and Priority Actions
 - Economy (plus Input-Output model)
 - Community & Culture (plus Community Facilities & Transportation map)
 - Land use & Environment (plus map)
 - Leadership
- Description of Community involvement and process
- Resolutions from governing bodies endorsing the plan
- Description of Process for updating plan on a regular basis

Add to the binder as completed:

- Housing plan
- Long-range Environmental Plan

- Transportation Plan
- Business plans for new community facilities
- Utilities plan
- Priority Capital Improvement Projects List

ILLUSTRATIVE ACTION PLAN – RESPONSIBILITIES, PRIORITIES, SCHEDULE

PROJECT	LEAD ORGANIZATION	CAPITAL COST	RESOURCES TO DO THE WORK	PRIORITY			COMMITTEE COMMENTS
				04/05	05/06	>06	

Another potential format for the plan is as follows:

Goal 1:

Strategic action 1: _____

Responsible organization: _____

Cost: \$ _____

Source of funding: _____

Timetable _____

Benefit or outcome to the community: _____

Strategic action 2: _____

Responsible organization: _____

Cost: \$ _____

Source of funding: _____

Timetable _____

Benefit or outcome to the community: _____

Chapter 9: Performance Measures and Monitoring

Performance measures help to answer the fourth question that makes up the fourth element of a CEDS.

Have we made it?

Performance measures are identified that can be used to evaluate how well a community is implementing their plan and if they are getting the results they wanted. Performance measures are often called indicators—condensed information enhances decision-making. Performance measures or indicators are used to evaluate trends over time or to compare alternatives. Useful indicators do not just reflect objective scientific information, but are the result of a repetitive process that integrates technical information, with public participation, and political decision making.

Effective monitoring and performance measurements are dependent on the ability to construct relevant, reliable, and valid measures or indicators. Monitoring progress on a community and economic development plan through the use of indicators helps a community learn what implementation strategies work. There are significant impacts on many levels if there is a mismatch between the needs and assets of a community and the designated indicator or performance measure.

Performance measures have many uses but in the case of community planning and economic development, the goal of using performance measures is to monitor progress and to evaluate the outcomes of your action plan. It is important to monitor the consequences of your action plan because outcomes are never fully known in advance. Only through monitoring and evaluation can we learn whether an action plan or project is successful.

When identifying indicators, a distinction should be made between inputs, outputs, and outcomes. Inputs are the financial, human, and other resources available to the community—for example funding or some other type of assistance from the Denali Commission or community volunteers. Outputs are the actual goods or services produced by the plan—for example the creation of six new jobs in the community or seven graduates from a work training program. In contrast, outcomes focus on the results of the community plan—the extent to which an action plan meets its objectives in terms of impact on the

community. Outcomes are the long-term objectives that the community wants to achieve. For example, an outcome for a community and economic development might be an educated workforce.

As a result, hundreds of alternative economic, social, and environmental indicators are being developed for many purposes at community, regional, and state levels. These indicators have been used for a wide variety of purposes including:

- Assist communities move towards a desired course or future
- Clarify key issues and challenges
- Prioritize resources, particularly budgetary resources
- Describe existing conditions, or the current state of affairs
- Help determine the impact of ongoing or future changes or actions
- Help achieve social consensus and enable cooperative action

Selection of measurement indicators is as much a political process as it is a technical one. Local communities and stakeholders should be involved in the process. Informal qualitative indicators may be more informative than the available quantitative indicators. Measurements should be tied to specific strategic actions and tasks.

An illustration of how to organize a set of performance measures in a community and economic development plan is presented on the next page.

Division Name:
Core Purpose:
Core Values:

RESOURCES	ACTIVITIES	OUTPUTS	OUTCOMES	GOALS
<p>Program Inputs (Money, people hours, etc.)</p>	<p>Processes or Events Undertaken (Phone calls, visits, grant applications, etc)</p>	<p>Units of Service or Products Produced (# of jobs filled, # of families reunited, etc.)</p>	<p>Changes in Beliefs, Attitudes, Knowledge, Behaviors (Increase employment, families successfully reunited, etc.)</p>	<p>Ultimate Impacted Expected (Self-sufficiency, healthy families, etc.)</p>

Appendices

Appendix A: Resources

This appendix contains several types of resources:

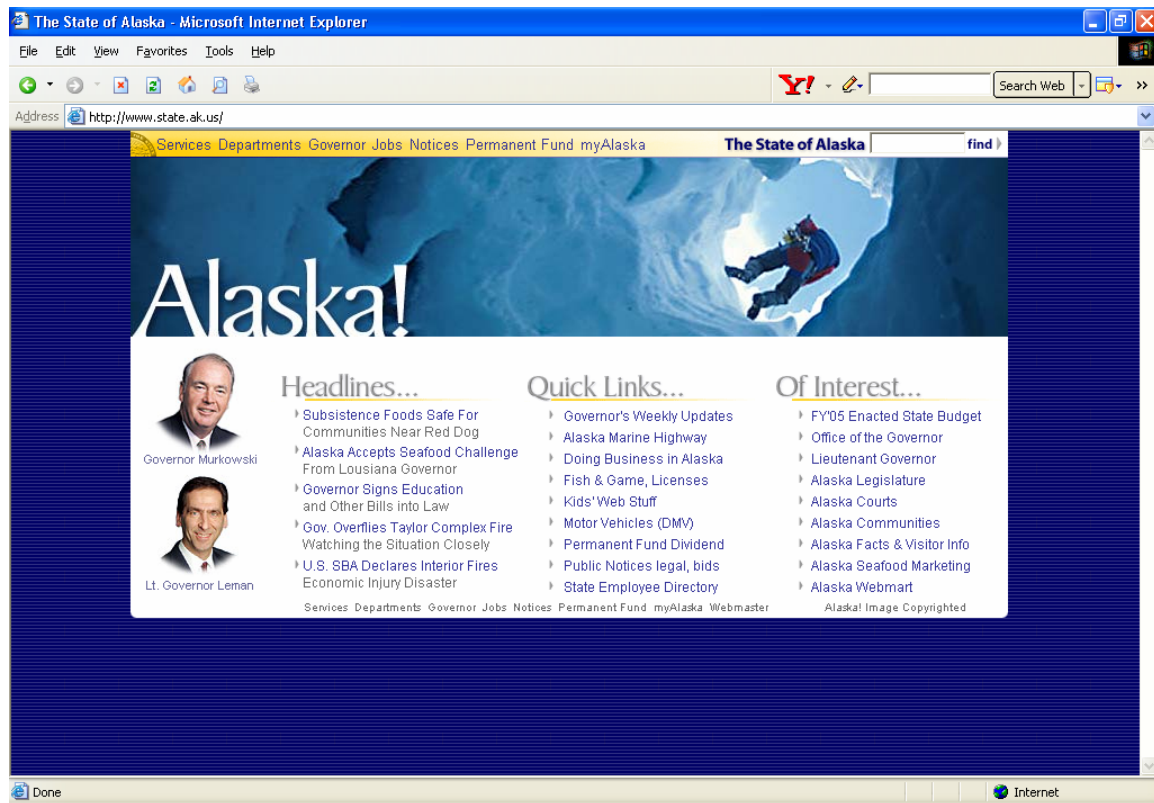
- Web links for socioeconomic profiles and planning
- Tips for putting together a socioeconomic profile
- Bibliography of economic development documents

As mentioned in the appendix with the sample socioeconomic profile, some information is available only at the borough or census area level while other information is available at the community level.

Fortunately for Alaska residents and researchers, the Alaska Department of Community and Economic Development (ADCED) and the Alaska Department of Labor and Workforce Development (ADOLWD), Research and Analysis Section, compile a lot of this information from a wide variety of sources and make it readily available on the web.

The State of Alaska's home page (see Figure 1) is found at: <http://www.state.ak.us>.

Figure 1. State of Alaska Webpage



On the right hand side of the window, under the caption "Of Interest" are bullets for "Alaska Communities" and "Alaska Facts & Visitor Info." You can follow these links to the information you need. Both of these are useful sites.

One of the most useful sites, by far, for a socioeconomic profile is the Community Profile webpage available online from ADCED (see Figure 2 through Figure 5) accessed at:

http://www.dced.state.ak.us/dca/commdb/CF_COMDB.htm.

The “Detailed Community Information” link leads you to a community overview, U.S. Census 1990 and 2000 population and housing characteristics, along with information on the economy including income, poverty, and employment, facilities, utilities and services, schools, a directory of municipal officials and employees, community and regional organizations contact information, municipal finances, business licenses for rural communities, capital projects and grants, and ANCSA status. In addition, the community overview shows the most recent estimated population for each community and borough in the State.

The profiles contain extensive information about Alaska communities. They draw on U.S. Census data and information from the ADOLWD. In fact, the information in these profiles will provide most of the background information you need for your community assessment or profile. However, this secondary information from ADCED should be validated or verified by your community. You will want to supplement your profile with local knowledge from and about your community.

There are three ways to retrieve community information from this web page. First, you can retrieve a one-page summary of a community by pressing the “Community Information Summaries” link at the upper left hand corner of the window. The “Detailed Community Information” link leads you to a community overview, U.S. Census 1990 and 2000 population and housing characteristics, along with information on the economy including income, poverty, and employment, facilities, utilities and services, schools, a directory of municipal officials and employees, community and regional organizations contact information, municipal finances, business licenses for rural communities, and ANCSA status.

The “Custom Data Queries” link lets you request specific information about any number of communities. By including your email with your request, you can also have the information sent back to you in an Excel spreadsheet. The “Capital Projects” link in the middle of the page will bring you a list of all capital projects for any community from the RAPIDS database of community projects for rural communities.

Also available from the Community Database Online are local contact information, capital projects, and photos from selected communities. Capital project information is from the RAPIDS database, which shows over 8,000 projects across the state that are planned, funded, or completed. The state agency that provides or administers the grant is shown, along with a project name, and the funding amount.

Figure 2. Community Database Online

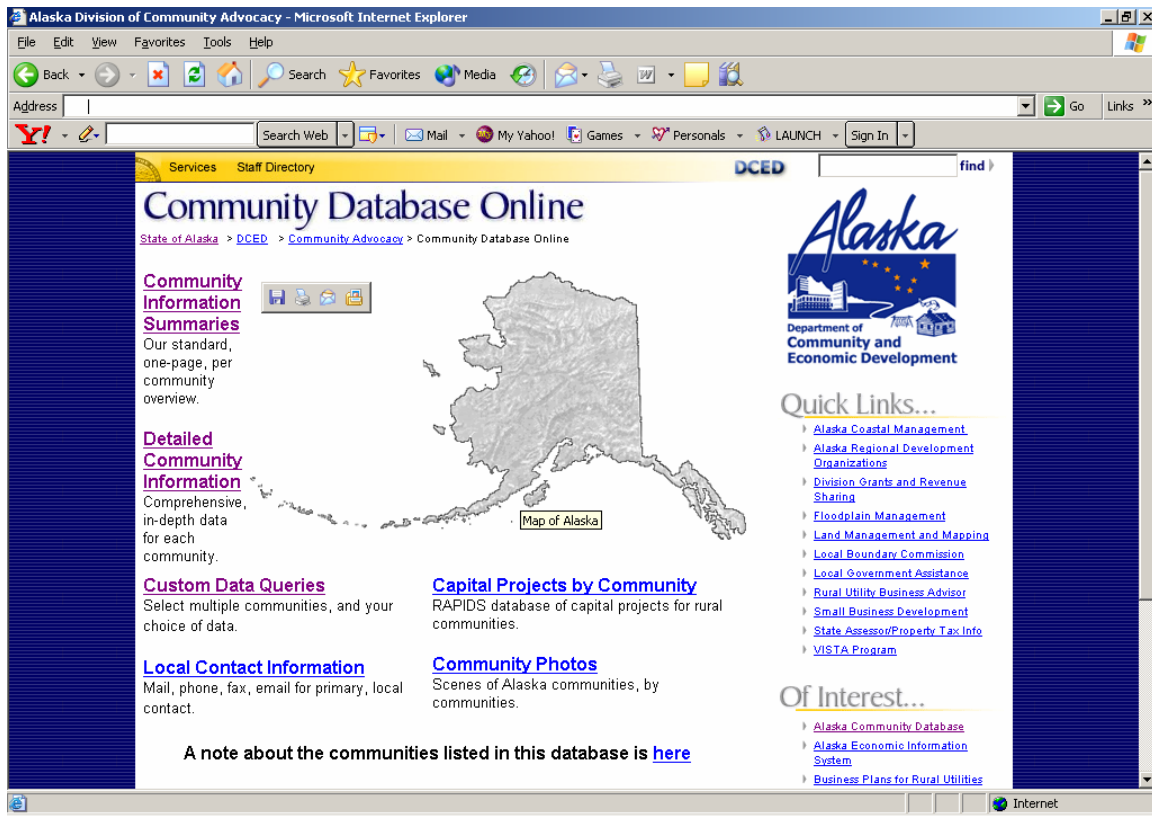


Figure 3. ADCED Community Information Summaries

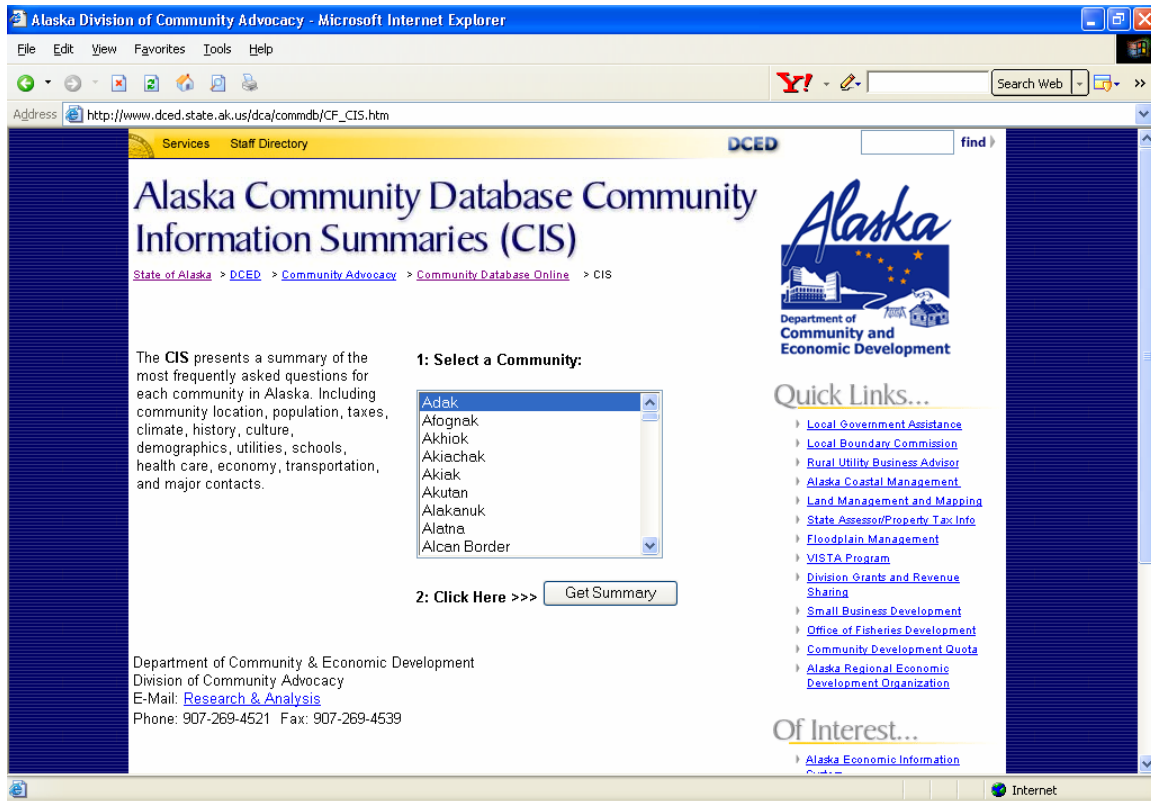


Figure 4. ADCED Detailed Community Information

Alaska Division of Community Advocacy - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Address http://www.dced.state.ak.us/dca/commdb/CF_BLOCK.htm

Services Staff Directory DCED find

Community Database Online

[State of Alaska](#) > [DCED](#) > [Community Advocacy](#) > [Community Database Online](#) > Detailed Community Information

The choices below allow you to retrieve one, or more "blocks" of different kinds of detailed information for a community.
(For instructions about making multiple selections [click here](#).)

1: Select a Community

Adak

Afognak

Akhiok

Akiachak

Akiak

Akutan

Alakanuk

Alatna

Alcan Border

Aleknagik

Aleneva

Aleutians East Borough

2: Select one or more Data Types

General Overview

2000 Population and Housing Characteristics

1990 Population and Housing Characteristics

Economy, Income, Poverty and Employment

Facilities, Utilities and Services

Schools

Municipal Officials/Employees Directory

Community/Regional Contacts Information

Municipal Finances


Business Licenses (Rural Communities)

Capital Projects and Grants

ANCSA - Alaska Native Claims Settlement Status

3: Click Here >>>

Get Data



Alaska
Department of
Community and
Economic Development

Quick Links...

- [Alaska Coastal Management](#)
- [Alaska Regional Development Organizations](#)
- [Division Grants and Revenue Sharing](#)
- [Floodplain Management](#)
- [Land Management and Mapping](#)
- [Local Boundary Commission](#)
- [Local Government Assistance](#)
- [Rural Utility Business Advisor](#)
- [Small Business Development](#)
- [State Assessor/Property Tax Info](#)
- [VISTA Program](#)

Of Interest...

- [Alaska Community Database](#)
- [Alaska Economic Information System](#)
- [Business Plans for Rural Utilities](#)
- [Calendar of Events](#)

Internet

Figure 5. ADCED Community Custom Data Queries

The screenshot shows a web browser window titled "Alaska Division of Community Advocacy - Microsoft Internet Explorer". The address bar displays "http://www.dced.state.ak.us/dca/commdb/CF_CUSTOM.htm". The page header includes "Services" and "Staff Directory" links, along with the "DCED" logo and a search bar. The main heading is "Alaska Community Database Custom Data Queries". Below this, a breadcrumb trail reads: "State of Alaska > DCED > Community Advocacy > Community Database Online > Custom Data Queries".

The page contains the following sections:

- Instructions:** "The choices below allow you to retrieve one or more fields of information for one or more communities. Data is presented in a table format. (For instructions about making multiple selections [click here](#).)"
- 1: Select one or more Communities:** A list box containing the following communities: Adak, Afognak, Akhiok, Akiachak, Akiak, Akutan, Alakanuk, Alatna, Alcan Border, Aleknagik, Aleneva, and Aleutians East Borough.
- 2: Select one or more Specific Data / Information Items:** A list box containing the following items: Current Population, Type of Municipal Incorporation, Latitude, Longitude, Zip Code, Section, Township, Range, Meridian, Land Area (square miles), Water Area (square miles), Borough, Census Area, School District/REAA, and Regional Native Corporation.
- 3:** "If you would like the generated table to be automatically e-mailed to you in a **Microsoft Excel** file format, enter your e-mail address in the window below." This section includes an "E-mail:" text input field and a "4: Click Here >>> Get Data" button.
- Quick Links...** A list of links: Local Government Assistance, Local Boundary Commission, Rural Utility Business Advisor, Alaska Coastal Management, Land Management and Mapping, State Assessor/Property Tax Info, Floodplain Management, VISTA Program, Division Grants and Revenue Sharing, Small Business Development, Office of Fisheries Development, Community Development Quota, and Alaska Regional Economic Development Organization.
- Of Interest...** A link to "Alaska Economic Information".

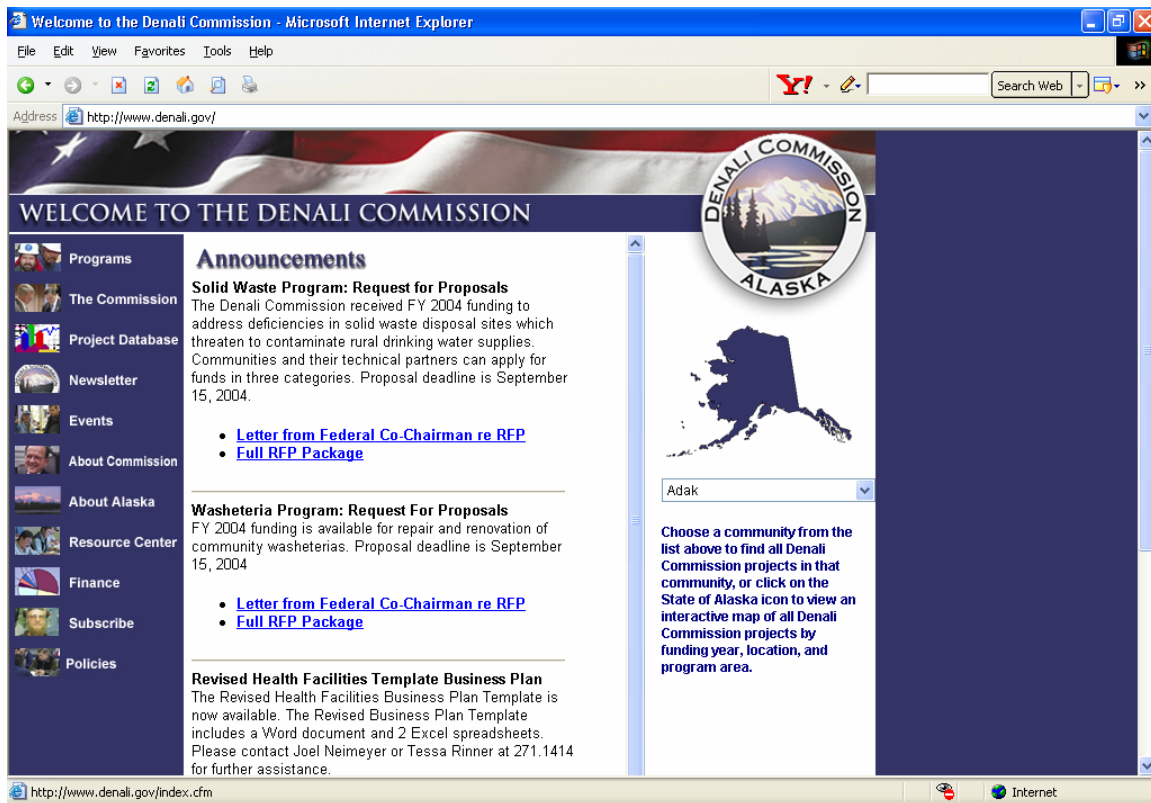
The browser's status bar at the bottom shows "Done" and "Internet".

Capital project information is also available from the Denali Commission web page (Figure 6):

<http://www.denali.gov/>

On the right side of the window there is a drop down menu that lets you select a community. You can find out all the Denali Commission projects in that community or you can click on the State of Alaska icon to view an interactive map of all Denali Commission projects by funding year, location, and program area.

Figure 6. Denali Commission Webpage



The ADOLWD Research and Analysis Section website (Figure 7) has useful information for a socioeconomic profile, although most of the information found here is available only at the borough or designated census area level. The Research and Analysis home page is available at:

<http://almis.labor.state.ak.us/>

On the left hand side of the window is a button "Population and Census" that will take you to:

- Population projections and estimates
- Alaska census data
- Alaska maps and profiles

If you follow the Alaska census data buttons, you will find a four-page demographic profile of each community from the U.S. Census Bureau, Census 2000. Each profile contains population and housing profiles including information on employment, income, poverty, school enrollment, and educational attainment. Much of the information for the community profiles on the ADCED webpage is taken from this census data. At the bottom of the census is a link to Census "Quickfacts" for the State and each borough and designated census area.

Figure 7. Department of Labor and Workforce Development, Research and Analysis Webpage

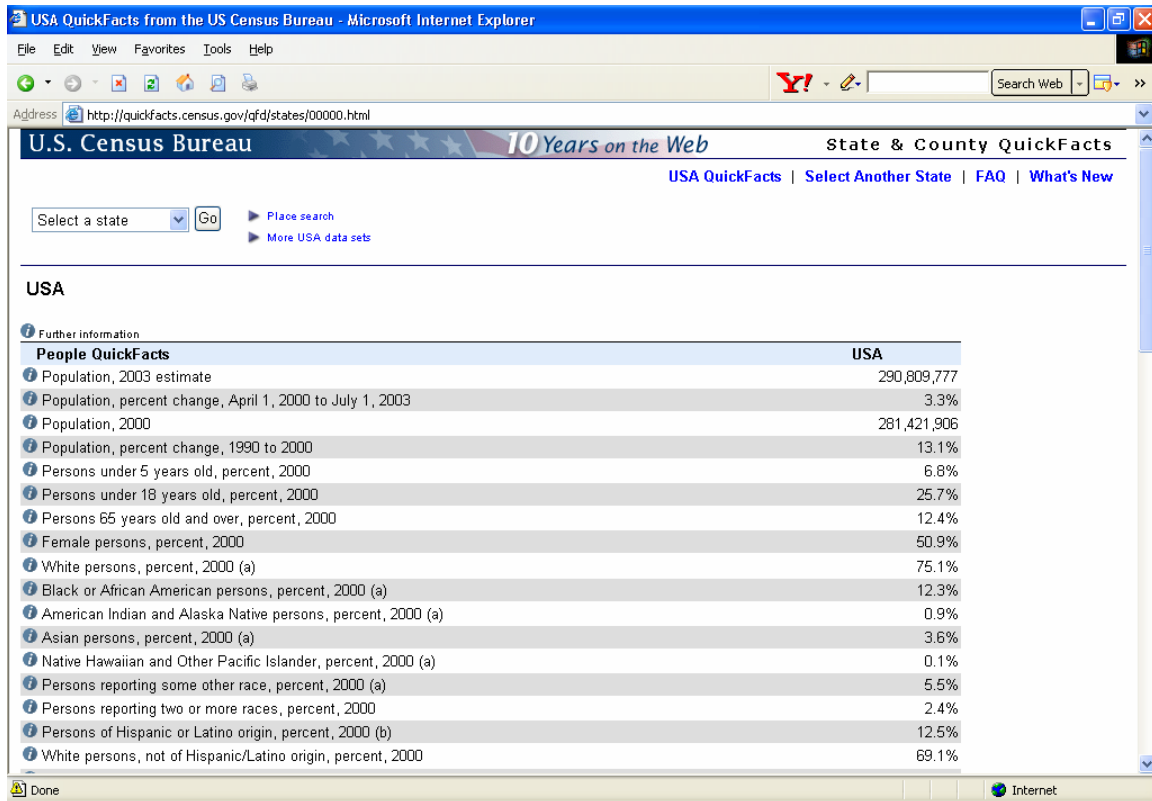


You can access the U.S. Bureau of the Census Quick Facts (see Figure 8) directly at:

<http://quickfacts.census.gov/qfd/states/00000.html>

From this screen, you can drill down to county-level data on population, business, and geography. For each piece of information offered, a link (i) allows you pull up information on the sources and definition of the information, as well as links to more detailed articles.

Figure 8. U.S. Bureau of the Census Quick Facts



The main opening page for the U.S. Census Bureau (see Figure 9) can be found at:

<http://www.census.gov/>

From this page, you can access all of the data offered by the U.S. Census Bureau, including information from the decennial Census, 5-year Economic Census, and other studies.

One particularly useful feature for finding decennial Census information is American FactFinder, which provides an interactive way to look at selected data for selected geographical areas. More advanced users can download data directly from the U.S. Census Bureau web site and work with it in a spreadsheet or database program.

Figure 9. U.S. Census Bureau



The Bureau of Economic Analysis (BEA) provides information on a regional basis, although community-level information is limited. The BEA web site (Figure 10) is found at:

<http://www.bea.gov/>

Bearfacts provide a one page briefing sheet on a borough or designated census area. This sheet includes current population, per capita personal income, total personal income, and the components of total personal income. You may access Bearfacts directly at:

<http://www.bea.doc.gov/bea/regional/bearfacts/>

Figure 10. U.S. Bureau of Economic Analysis



Land Use Maps

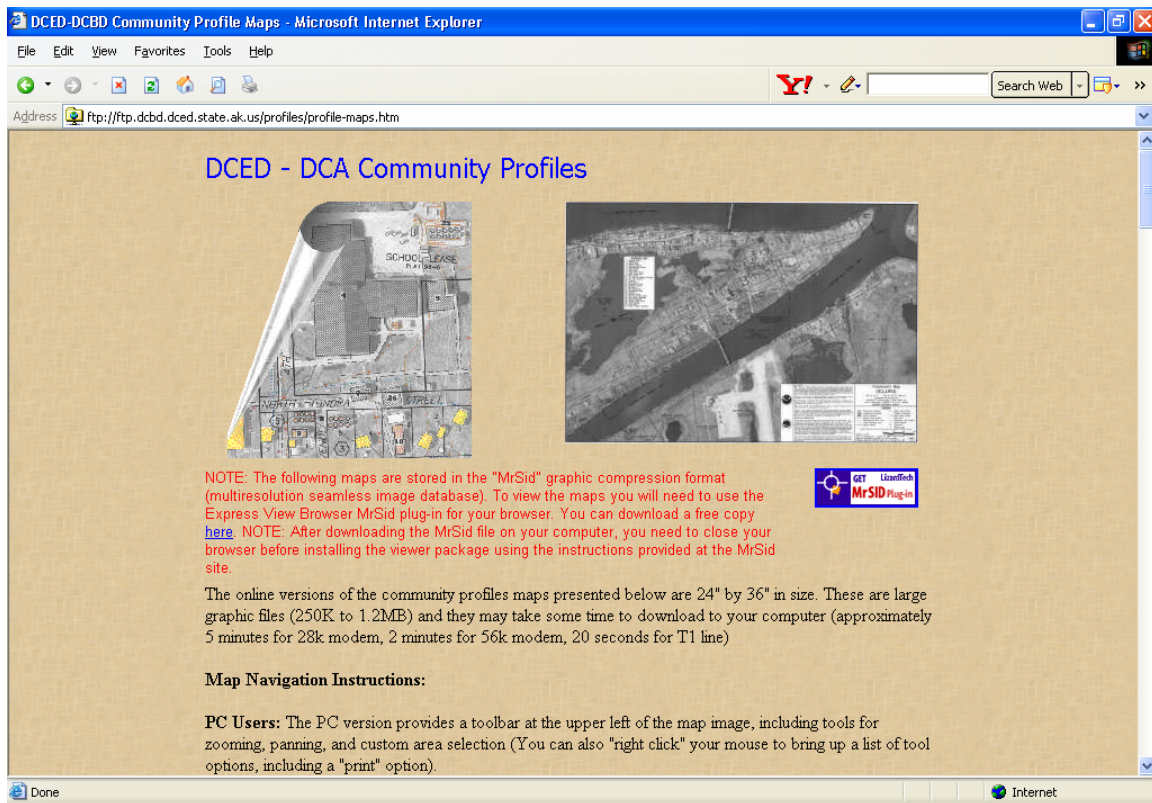
Through ADCED, there is an aggressive program to map all Alaska Native communities in the next five years. Numerous public agencies have pooled their money to produce community profile maps for development. Bristol Bay Native Association has partnered with Alaska Department of Community and Economic Development/Land Management and Mapping and with local governing entities to update community profile maps for several communities in the region. These communities include: Kolignak, New Stuyahok, Clark's Point, Ekuk, Portage Creek, Ekwok, Manokotak, Togiak, Twin Hills, and Aleknagik.

Land use and ownership information is necessary for community planning and project development and management. According to the ADCED, Land Management and Mapping, a good deal of this information already exists in some form, but is rarely available in one place or in an easily retrievable format. Site specific information is often kept at various government offices and is not readily available to community residents and groups that work in communities. Important information about land suitability, land claims, and the location of hazards and culturally important land is not usually known outside the community. A compilation of both agency and local land planning information is needed in a standardized map format that is understood by community residents and can be stored and accessed with personal computers.

Land use maps are available at:

<http://www.dced.state.ak.us/dca/grt/iaid/iaidhome.htm>

Figure 11. Community Profile Maps



You can also use the following link to go directly to the ADCED Database Online at:

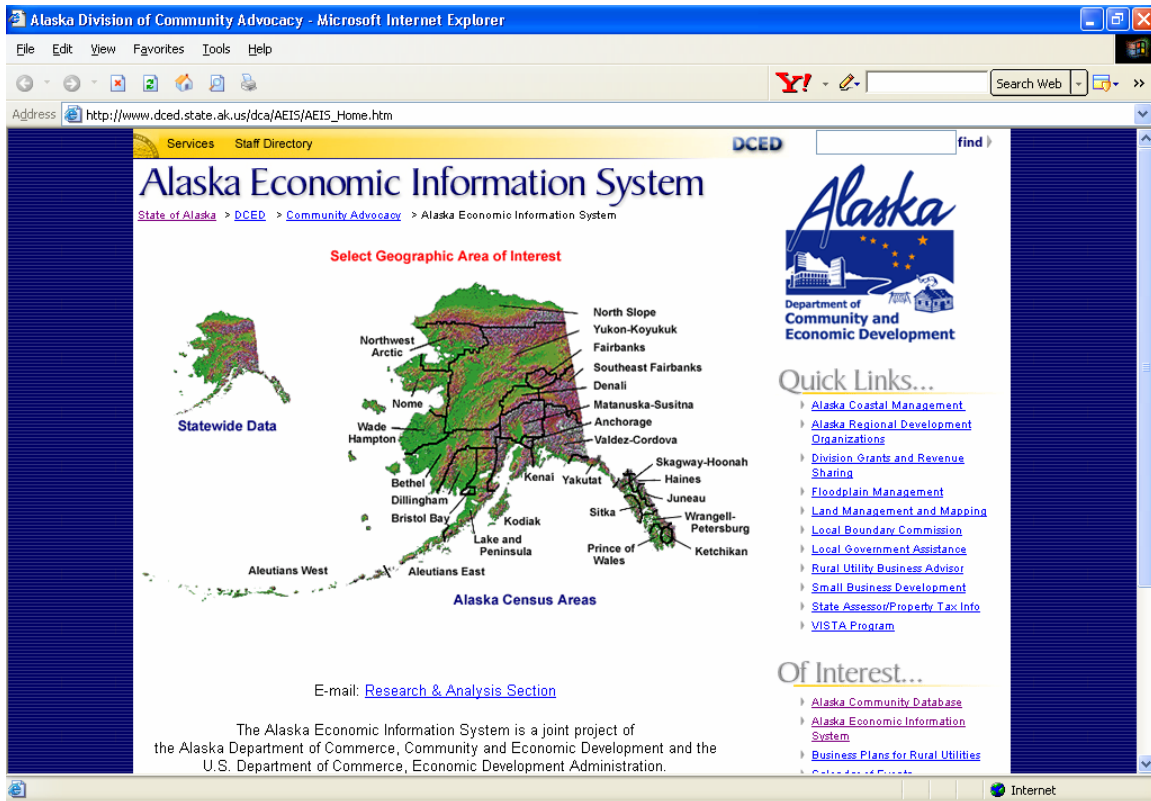
http://www.dced.state.ak.us/dca/commdb/CF_COMDB.htm.

Another state resource that includes information from ADCED, ADOLWD, and other state agencies is the Alaska Economic Information System (see Figure 12), found at:

http://www.dced.state.ak.us/dca/AEIS/AEIS_Home.htm

From this site, you can pull up information on the general economy, several economic sectors, and subsistence for boroughs and census areas across the state. In the AEIS, the left side of the screen provides links to additional information of interest.

Figure 12. Alaska Economic Information System



References

Alaska Directory of Rural Resources. Suanne Unger, Alaska Humanities Forum, under the direction of Dr. Sheila A. Selkregg. Support provided by U.S. Department of Agriculture-Rural Development, Alaska, Denali Commission, State of Alaska, Department of Community and Economic Development, Alaska Humanities Forum. May 2001.

http://www.denali.gov/Community_Toolbox/Alaska%20Directory%20of%20Rural%20Resources.pdf (Denali Commission, Community Toolbox).

Western Alaska Economic Diversification Strategy Local Decisions about Local Economies. June 2002. Prepared with funding from the U.S. Economic Development Administration for the Alaska Department of Community and Economic Development, Division of Community and Business Development.

http://www.dced.state.ak.us/dca/pub/diversification_plus_appendix.pdf

Denali Commission in partnership with the U.S. Department of Agriculture has developed a Strategic Planning toolbox to help communities identify and communicate their priority needs. Note: Many of these documents are very large and only available electronically.

A Community Economic Development (CED) Training Guide for Peace Corps Volunteers. Peace Corps. 2002. Publication Number M0069

http://www.peacecorps.gov/library/pdf/M0069_cedcomplete.pdf.

Guide developed for use by Peace Corps Volunteers to show why and how community economic development is used to improve individuals' and families' economic well-being. The guide includes five modules covering ever from how this approach is different from traditional economic development, importance of citizen participation, and numerous training and planning activities and implementation strategies

Community Strategic Plan Guide and Form: A Straightforward Way to Get What You Need. Sheila A Selkregg, PhD. May 2001. Support provided by U.S. Department of Agriculture-Rural Development Alaska, Denali Commission, and Alaska Humanities Forum.

http://www.denali.gov/Community_Toolbox/Community%20Strategic%20Plan%20Guide%20and%20Form.pdf

(Denali Commission, Community Toolbox).

Basic Steps in Strategic Planning for Community Development in North Dakota. The Leadership Initiative for Community Strategic Planning for the State of North Dakota. Funded by: North Dakota Department of Economic Development & Finance, North Dakota Rural Development Council, North Dakota Association of Regional Councils, North Dakota Division of Community Services, and North Dakota Planning Association.

<http://www.state.nd.us/dcs/community/init/>

In November 1998, a group of federal, state, and nonprofit agencies met to discuss how to assist North Dakota communities to identify and meet their needs, while also satisfying the planning and program requirements of various agencies. It was agreed by the group members that in order to assist communities, a single strategic planning should be created. This single strategic planning process will reduce the need for communities to complete a strategic plan for every agency requiring a plan for funding purposes. (Taken from author).

They estimate that the meeting portion of the Strategic Planning Process takes approximately 4 - 6 months to complete. A facilitator is appointed who assembles a resource team from state agencies who go out to the community and assist in the action planning phase. Several manuals are provided including one for community leaders if they to undertake their own planning process. There is also a manual for facilitators. These manuals are a great source of information about strategic plans and contains surveys and other forms that may be of use to Alaska communities. We used this resource extensively in developing this work product.

Effective Local Institutions for Collective Action in Arctic Communities: Workshop Summary. David Natcher, Sharman Haley, Gary Kofinas, and Walt Parker, June 21, 2003. A Workshop Supported by the National Science Foundations, Arctic Social Sciences Program.

<http://www.iser.uaa.alaska.edu/Home/ResearchAreas/EffectiveAction/Workshop%20Summary.pdf>

DENALI COMMISSION

Recommended Checklist of Items To Include in Community Plan*

1. COMMUNITY VISION – to be done by community
2. COMMUNITY GOALS AND OBJECTIVES – to be done by community
3. COMMUNITY INVOLVEMENT & PARTICIPATION PROCESS
 - Description
4. BACKGROUND FOR PLANNING
 - Location and Size
 - Physical Setting – Geology, Geography, Physical Hazards, Climate, Endangered and Threatened Species, etc.
 - History – Cultural and Economic Development History, Major Events, etc.
 - Subsistence Resources and Seasons
5. ECONOMY AND POPULATION
 - Existing Economy and Population
 - Composition of Employment
 - Unemployment & Seasonality of Employment
 - Barriers to Development
 - Income Levels
 - Population Trends
 - Population Composition
 - Potential for Growth
 - Sector Analysis – Major Existing or Potential Components, e.g. Fisheries, Wood Products, Mining, Tourism
 - Future Population
 - Methods of Forecasting
 - Forecasted Population
6. LAND USE
 - Existing Land Use
 - Overall Land Use Patterns
 - Commercial Land Use
 - Industrial, Warehousing and Utilities Land Use
 - Residential Land Use
 - Land Status / Land Tenure – Community and Vicinity
 - 14(c)(3) Lands Reconveyance Status
 - Future Land Use Needs
 - Future Commercial Land Use
 - Future Industrial / Warehousing / Utilities Land Use
 - Future Needs for Housing

- Land Use Plan
 - Plan for Commercial Land Use
 - Plan for Industrial / Warehousing / Utilities Land Use
 - Plan for Residential Land Use

7. COMMUNITY FACILITIES AND UTILITIES

- Community Buildings
 - Municipal Buildings
 - Tribal Buildings
- Cultural Facilities
 - Library
 - Museum
 - Other
- Public Safety
 - Police
 - Fire Protection
 - Search and Rescue
- Health Clinic
- Education
- Parks and Recreation
- Cemeteries and Graves
- Utilities
 - Water and Sewer
 - Solid Waste
 - Electric Power
 - Bulk Fuel
 - Telephone
 - Internet

8. TRANSPORTATION

- Regional Transportation
 - Roads and Trails
 - Air
 - Water – Docks
- Local Transportation
 - Roads and Boardwalks
 - Small Boat Harbors / Boat Storage Facilities

9. CARRYING OUT THE PLAN

- Description of the Consultation Process
- Adoption of the Plan – City / Tribal / Village Corporation Joint Resolution
- Development Project List
- Capital Improvements Plan
- Plan Review Process
- Other Proposed Actions, e.g. Annexation, Regional Coordination, etc.

* Comprehensive Community Plan has specific legal definition and is not used in this document. See AS 29.40.030.

Appendix C: Summary of BBNA Community Priorities Inventory

1. Introduction

This short paper summarizes the results of an inventory of community projects in the Bristol Bay area. The goal of the project is to better understand the range of projects in progress or planned in each of the villages in the Bristol Bay area. The project, funded by Bristol Bay Native Association, is designed to help BBNA be better prepared to assist villages with carrying out their priorities.

2. Process

The information gathering process began by using secondary data sources, such as work previously completed by the Lake and Peninsula Borough, BBNA through its regional CEDS process, and data available online through DCED. The consulting team then added additional details based on their personal familiarity with projects in villages where they have done work.

A hard copy of this draft information, along with a cover letter describing the project, was then distributed by mail to tribal and city organizations. Villages were asked to make edits and additions to this draft inventory. The team then contacted individual villages directly to assist them in reviewing the draft. For a variety of reasons – including overlap with the fishing season, lack of interest, desire to rely on previously prepared data - we were not able to collect data from all villages.

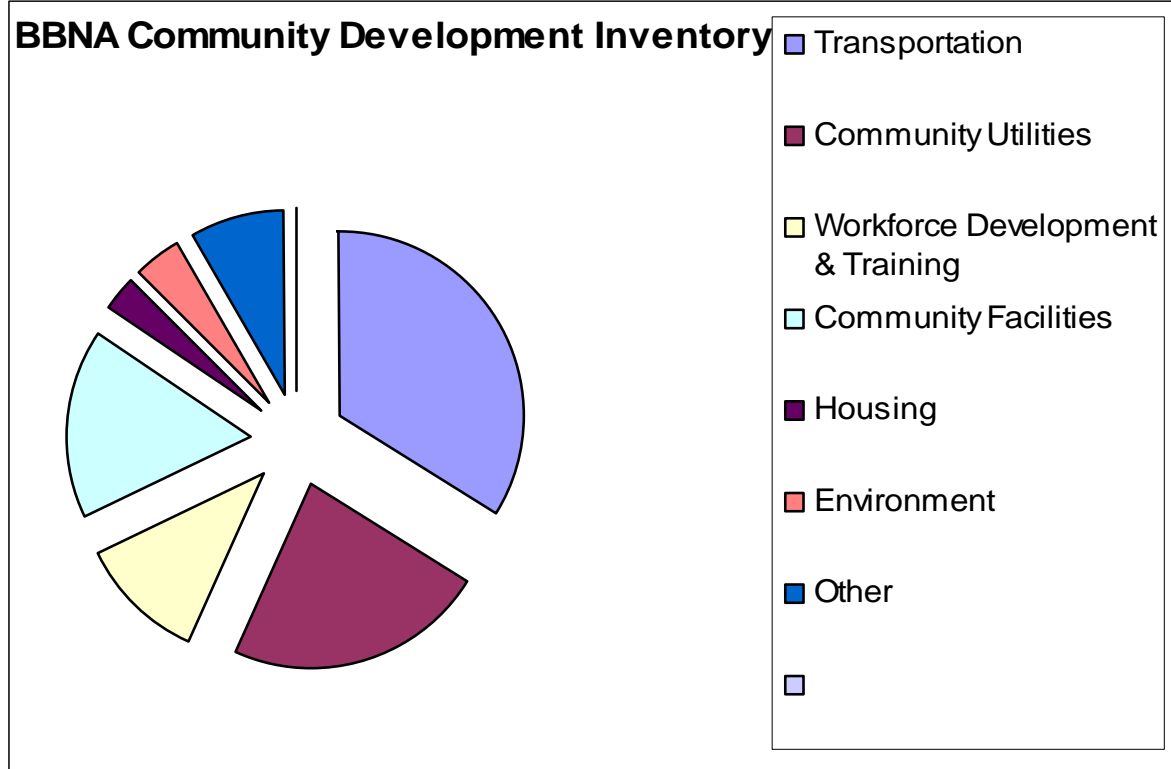
Recommendations to streamline and improve information gathering process are listed below:

Time of year (season) is a key factor in making contact with village leaders and representatives in order not to compete with spring and summer fishing and harvesting lifestyle as well as outdoor activities. Recommendation is to start process in the late fall after hunting season.

1. The best and most helpful contacts were the village and city administrators and clerks: Start with phone calls to villages to make sure that specific contact information is accurate, i.e. name of contact, organization, mailing address, email address, phone number, etc. Establish relationship.
2. Ensure that all villages receive information request mailing. Send by email where appropriate or if requested
3. Follow-up with phone call after mailing to notify specific contact to expect it. Establish relationship. (Make note of specific person talked to.)
 - a. Is there another contact (am I speaking to the right person for this info,
4. Ten to fourteen days after mailing, follow up with phone call:
 - a. Ask how information gathering is going
 - b. Is there someone else to contact for specific categories i.e., environment, roads, housing, etc.
5. Be persistent

The most important point regarding the process is the need to post results on internet, so they can widely used, reviewed and updated. More on this is presented in section 4.

3. Findings



The chart above gives an overview of the most common categories of projects identified in the inventory process. As the chart shows, the transportation-related category is the most common community project, followed by community utilities and community facilities.

The remainder of this section presents more detailed information about specific categories.

Transportation

Airport and road upgrades and construction ranked highest under this category. Airport projects called for new runway or upgrade and/or resurface existing runway, construction of crosswind runway, relighting existing runway. Some villages reported more than one road project, for example, 1) new community road construction 2) existing road upgrade or 3) inter-tie road between villages. Port and harbor improvements ranked second with projects ranging from new dock construction, existing harbor dredging, seaplane dock construction, etc. Heavy equipment purchase needs included snow removal equipment, cats, graders, and fuel trucks.

Table 1. Transportation (38% of all projects)

Project	# of projects	# of villages
Airport Upgrade or Construction	35	25
Road Construction: Community Roads	30	21
Road Construction: Inter-tie	28	18
Port & Harbor Construction	22	15
Heavy Equipment Purchase	15	13
Bridge Construction	9	9
Trail Construction & Associated Facilities	5	4
Transport Vehicle Purchase	4	3
Regional Infrastructure Development	3	3

Community Utilities

Water and sewer projects are the most common type of community utility, with 18 of 31 villages currently planning some form of water or sewer initiative. Water and sewer project needs included redeveloping existing wells, installation of water and sewer service lines, water treatment improvements, lagoon containment improvements and expansion, water source studies, evaluation and testing of existing resource, and sanitation feasibility studies. Fuel storage tanks and power generation – from fuel, hydro, or other sources – collectively account for 32 projects.

Table 2. Community Utilities (25% of all projects)

Project	# of projects	# of villages
Water & Sewer	38	19
Landfill	21	17
Power Generation – Fuel	16	14
Power Generation – Hydro	11	9
Power Generation – Other	5	5
Community Computer System Development	3	2
Heating System Upgrade	1	1

Community Facilities

Cultural and community centers are priorities in 13 of the villages in Bristol Bay (2 projects Iliamna) and health clinics in 12 villages. The prominence of both categories reflects a combination of community need and the fact that the Denali Commission and other major funders have active programs supporting these types of projects. In a number of communities, particularly smaller villages like Koliganek, projects are underway to develop health clinics /family resource centers, that include additional, behavioral health functions in addition to more traditional physical health facilities.

Table 3. Community Facilities (18% of all projects)

Project	# of projects	# of villages
Cultural / Community / Youth Center	14	13
Health Clinic	12	12
Heavy Equipment Storage Facility	7	6
Administrative Building Construction or Upgrade	7	6
School Replacement or Remodel	7	6
Community Freezer	7	6
Family Resource Center / Health Clinic	6	6
Facilities Weatherization	3	3
Mental Health Facility	2	1
Emergency Services	2	2
Tsunami Shelter Construction	2	2
Post Office	1	1
Library Construction	1	1
Office Equipment Upgrade (Administrative)	1	1
Salmon Camp Construction	1	1
Community Greenhouse Construction	1	1
Park Construction	1	1
ENTECH Retrofit	1	1

Workforce Development & Training

Nearly half of all Bristol Bay villages are working on some form of small business development or vocational education programs. In addition to these general programs, 8 communities are actively working on commercial fishing related projects, and an equal number on tourism related efforts.

Table 4. Workforce Development & Training (12%)

Project	# of projects	# of villages
Small Business Development – General	11	9
Vocational Education	11	11
Small Business Development – Fish	8	8
Small Business Development – Tourism	8	7
Laundromat Construction or Renovation	2	2
Village Store	2	2
Lumber Mill	2	2
Facilities Operation & Maintenance	2	2
University Facility Upgrade	1	1
Regional Marketing Plan	1	1
River Patrol	1	1

Other/Miscellaneous Planning Projects

This catch-all category includes a range of actions generally all tied back to the need for planning. Most common is the aerial mapping work, sponsored by the State, BBNA and other regional organizations.

Table 5. Other (8%)

Project	# of projects	# of villages
Aerial Mapping	21	18
Long Range Transportation Plan (LRTP)	3	3
Community Infrastructure Planning	1	1
Capital Improvement Plan	1	1
Local Comprehensive Economic Development Strategy	1	1
Community Comprehensive Plan	1	1

Environment

Environmental projects make up a relatively small portion of community projects in Bristol Bay. Most common is a set of environmental remediation projects taking place in 5 villages (with two projects in Koliganek).

Table 6. Environment (4%)

Project	# of projects	# of villages
Environmental Remediation	6	5
Erosion Control	3	3
Environmental Management	3	3
Move Fuel Tanks	2	2
Recycling Implementation or Upgrade	1	1
Salmon Restoration	1	1
Test Fisheries Project	1	1
Vessel Removal	1	1

Housing

Housing makes up a small portion of all the community projects underway in Bristol Bay, but this conclusion is potentially misleading because the category is relatively narrow, and doesn't create the longer, more complicated array of projects that show up in a category like community facilities. In fact, 11 of 31 Bristol Bay villages are actively planning some form of housing-related project.

Table 7. Housing (3%)

Project	# of projects	# of villages
Housing Development & Maintenance	12	11
Emergency Shelter	2	2

4. Implications for Future Projects

This section will be drafted after discussion with BBNA and further review of the primary findings listed above. Emerging implications include:

- Tremendous array of projects in progress or in planning stages
- Very difficult to sort through define highest priorities among these projects without communities going through a focused community planning process, where the main objective is to identify the one or two highest community priorities
- Availability of funding (e.g., for clinics) has a dramatic impact on the kinds of projects communities seek
- Need for coordinating community based priorities with regional economic opportunities
- While villages are often successful on their own in working to plan, develop and operate community projects and facilities, there is a real need for expanded assistance. Specific examples include:
 - o Project development – assistance in planning, programming, site control, working with contractors, etc.
 - o Grant writing
 - o Community plan preparation
 - o Project Feasibility evaluation
 - o Technical assistance to villages in specific fields, e.g., road development, water and sewer development, tourism development
- Planning Process
 - o Include internet access as part of infrastructure development
 - o Need for posting results on internet
 - o Need for better coordination among regional entities doing inventories
 - o Need for better communication among regional organizations and governments regarding community projects, need for more coordination in identifying, lobbying for regional priorities (e.g., with funders, with legislature, with Congress)

Denali Commission Health Facility Project BUSINESS PLAN TEMPLATE

Applicant Name

Community

Business Plan Submittal/Revision Date

The purpose of this Business Plan is to demonstrate:

- 1) That the Applicant has the financial and managerial ability to provide services and to sustain the facility.
- 2) That the Applicant has identified the services that will be provided in the new facility.

Successful completion of this step and the Site Plan Checklist will lead the Applicant into the Facility Design and Construction process for a new or renovated facility.

Note – If the construction project is not started within 24 months after the Business Plan is approved, the Business Plan must be updated before Construction Funds can be awarded.

Send an original plus 3 copies of your Business Plan to:

Denali Commission
Attn: Health Facilities Program
510 "L" Street
Suite 410
Anchorage, Alaska 99501

Send Additional copies to:

Your Technical Assistance (TA) Advisor(s)

Please note that your Business Plan submission should be reviewed by your assigned TA Advisor **prior** to submission to the Denali Commission.

Please contact your TA Advisor directly if you have questions about the Business Plan.

Denali Commission



Alaska Primary Care
Association



State of Alaska
Dept of Public Health
Community Health/EMS



Alaska Center
for Rural Health



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INTRODUCTION

This Business Plan is the basic tool or template to be used by applicants seeking funds for Primary Care Facilities from the Denali Commission. Applicants seeking funding for “Other Than” Primary Care Facilities may also be directed to complete this Business Plan, and in addition may be required to complete a module specific to their project or provide additional documentation. Please contact the Denali Commission for further guidance.

PLEASE NOTE: Applicants applying for funds for CONCEPTUAL PLANNING ONLY are required to complete Section 1 (Executive Summary) and Section 2 (Applicant Overview). Please submit those sections to the Denali Commission address provided on page 1.

All other applicants must complete all sections.

The Business Plan has 2 parts:

This **Microsoft Word document** contains text boxes that will expand as you type your answers. **The Denali Commission suggests that the organization that provides services complete Section 3 – Market Analysis, Section 4 – Services, and Section 6 – Management and Personnel.** Some sections of the Microsoft Word document require attachments. The attachments should be numbered according to the section of the business plan, and the order it appears within the section. For example, the first attachment for Section 3 would be numbered 3-A, the second attachment would be 3-B, etc. Not all sections require attachments.

The **Two Excel Spreadsheets**, the “Single Organization File” (SOF), and the “Multiple Organization File” (MOF) are also included. Following are the instructions for completing the SOF and MOF files:

If the applicant provides services **and** maintains the facility the applicant should:

- Complete **ALL** of the SOF file, and **NOT** complete any portion of the MOF file.

If the applicant maintains the facility, and another organization (e.g., a Regional Health Corporation) provides services:

- The **Regional Health Corporation/Other Organization** should complete **ALL** pages of the SOF **EXCEPT** page 10 (facility expense).
- The **Organization maintaining the facility** should complete **ALL** pages of the MOF file.

Every applicant will be assigned one or two Technical Assistance (TA) Advisors. These Advisors are part of the Technical Assistance SubCommittee (TASC). Other members of the TASC, who do not serve as Technical Assistance Advisors to applicants, serve as reviewers of submitted business plans. The TASC meets on a monthly basis to discuss and take action on submitted business plans.

TA Advisors serve as resources for applicants. TA Advisors do not participate in the review process for those applicants they have assisted in the Business Plan preparation. Because TA Advisors help applicants ensure they have met the requirements of this business plan format, applicants who work closely with their TA Advisors are more likely to have their applications processed in a timely manner by the Commission.

TASC members have extensive experience working within and for both Tribal and non-Tribal health systems. Their subject matter expertise in areas such as finance, clinical and facility administration and community development and healthcare planning provide an invaluable resource for communities. TASC members are currently providing technical assistance to more than fifty communities around the State, and have been working in that capacity for over two years.

While it is the sole responsibility of the applicant to submit a complete and accurate Business Plan, Commission Staff suggest that applicants submit their business plans to their TA Advisor(s) for review before officially submitting the application to the Denali Commission.

If you are a new applicant and have not been assigned – or contacted by – a TA Advisor, please contact Tessa Rinner or Joel Neimeyer, Denali Commission Health Facilities Program, at 271-1414, trinner@denali.gov or jneimeyer@denali.gov.

The Commission's Health Facility Program includes three major stages: Conceptual Planning, Design, and Construction. Applicants must complete one stage before moving into the next stage.

Typically, when the Business Plan is approved, the project should be ready to move into the formal Facility Design stage. (Please note that the Site Plan Checklist document must also be approved before moving to the Design stage). The Design stage will finalize site control issues, resolve any design issues, determine final project costs and produce architectural documents. Construction is the final stage of this process.

The TASC is comprised of the following members:

Contact	Phone	E-mail Address	Organization
Suzanne Niemi	929-2732	suzanne@alaskapca.org	Alaska Primary Care Association
Carolyn Gove	276-4683	carolyn@alaskapca.org	Alaska Primary Care Association
Marilyn Kasmar	929-2722	marilyn@alaskapca.org	Alaska Primary Care Association
Pat Carr	465-8618	pat_carr@health.state.ak.us	State of Alaska, Department of Health and Social Services
Noel Rea	269-5024	noel_rea@health.state.ak.us	State of Alaska, Department of Health and Social Services
Mark Millard	465-8534	mark_millard@health.state.ak.us	State of Alaska, Department of Health and Social Services
Beth Landon	786-6589	anbml@uaa.alaska.edu	Alaska Center for Rural Health
Mary Anaruk	786-6589	Shamara1@aol.com	Alaska Center for Rural Health
Joel Neimeyer	271-1459	jneimeyer@denali.gov	Denali Commission
Tessa Rinner	271-1624	trinner@denali.gov	Denali Commission

BUSINESS PLAN APPLICATION

Applicant Information		
Name of Applicant		
DUNS Number Dun and Bradstreet (D&B) Data Universal Numbering System	(Contact Joel Neimeyer or Tessa Rinner at the Denali Commission for assistance)	
TIN Number Taxpayer Identification Number	(Contact Joel Neimeyer or Tessa Rinner at the Denali Commission for assistance)	
Community(ies) to be served:		
Descriptive Title of Proposal:		
Type of Application	<input type="checkbox"/> Primary Care <input type="checkbox"/> Behavioral Health <input type="checkbox"/> Hospital <input type="checkbox"/> Elderly Supportive Housing Services <input type="checkbox"/> Other	
Applicant Contacts		
*Signatures serve as notification that the Representative has reviewed the Business Plan.		
<u>Contact Person:</u> Name: Phone and Fax : E-mail address: Mailing address:	(The person who filled out the Business Plan and can answer questions about it)	
<u>Health Care Services Rep</u> Name: Phone and Fax : E-mail address:	(The representative of the organization that will be the primary provider of health care services)	
*Health Care Services Rep Signature:		Date:
<u>Facility Representative</u> Name: Phone and Fax : E-mail address:	(The person responsible for facility operations & maintenance)	
*Facility Rep Signature:		Date:
<u>Applicant Representative</u> Name: Phone and Fax : E-mail address: Mailing Address:	(The person who can conduct business on behalf of the Applicant)	
*Applicant Rep Signature:		Date:

SECTION 1 EXECUTIVE SUMMARY

You must include a 1-2 page Executive Summary. **THIS SHOULD BE PREPARED AFTER ALL OTHER SECTIONS HAVE BEEN COMPLETED.** In the case of applicants for Conceptual Planning grants only, complete this section after you have completed Section 2.

“Tell Us Your Story”.

This is the most important section of the Business Plan. Include everything you would cover in a 5- to 10 - minute interview. Make it professional, complete and concise. This should be a summary of the whole plan. It brings all the other sections together to present the “big picture” on how you will manage this facility to make it sustainable.

Keep in mind that this is your opportunity to “sell” your vision for the project and to make your case that the proposed project is realistic, needed and sustainable, and improves the quality and accessibility of healthcare.

Explain:

- who you are
- why you need this project
- how your proposal will meet the specific needs of your community
- how you will be able to maintain and support the new or expanded health care services described in your proposal, as well as the building itself (financially and otherwise) far into the future (30 years).

Describe:

- who was involved in the development of this proposal
- what level of support you have from community members, health care providers, and facility owners
- how soon the project will be construction-ready (including having secured the required community cost-share funding)
- what project tasks are complete
- what remains to be done.

Executive Summary:

--

SECTION 2 APPLICANT & COMMUNITY OVERVIEW

A. Applicant Description

1. *Provide a brief description of the Applicant's organization. Is your organization is publicly or privately owned?*

2. *If another organization is involved, describe the relationship between the Applicant and the Organization that is responsible for programs and services (salaries, supplies, equipment). Discuss changes that will occur with the new facility.*

3. *If another Organization is involved, describe the relationship between the Applicant and the Organization that is responsible for facility (building related) expenses and maintenance. Discuss changes that will occur with the new facility.*

B. Applicant Governance

Does a board or advisory council oversee the facility? Include a list of Board Members. Label as ATTACHMENT 2-A.

		<u>Name of Board/Council</u>
<i>Programs and Services?</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	_____
<i>Facility Operations & Maintenance?</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	_____

C. Community Profile

1. Community Information

Identify the community(ies) to be served

*Describe the geographic location of the community(ies):
Include a map of the community and surrounding region. Label as ATTACHMENT 2-B.*

Describe transportation to the community and within the community. Include any particular travel challenges that affect your project.

Population statistics. See www.dced.state.ak.us/cbd/commdb/CF_COMDB.htm

Population as of the 1990 census _____

Population as of the 2000 census _____

Most recent DCED certified population _____

Does your community have a significant seasonal change in population?

____ Yes ____ No

If yes, explain the reason for the seasonal change (e.g. tourism, fishing, etc.) and provide an estimate of the seasonal population change:

Please read the Denali Commission Draft Investment Policy, available on the Commission's website, www.denali.gov, "Policies". If your community has a population of 100 or less in either the 2002 Census or a more recent DCED certified census, provide a separate addendum to this document responding to each of the Draft Investment Policy issues related to your community and/or project. Please note that the Denali Commission may also require communities with populations greater than 100 to provide an addendum if there are issues with the proposed project and/or community relating to the Draft Investment Policy.

Did you include an addendum regarding the Draft Investment Policy? Yes_____ No _____

2. Community Governance Organizations

Identify all governance organizations in your geographic area:

Community/City Council: _____

Borough Assembly or Council: _____

Tribal Council: _____

Regional Health Corporation: _____

Health Advisory Board: _____

Other: _____

3. Community Involvement in Project

Identify the organizations involved in planning or applying for this project and describe their roles:

D. Community Health Care Services

1. Describe your community's current health care delivery system. (between ½ - 2 pages). Including information about local health authority and local taxation to support health care services.

Are the following programs and services currently available in your community?

If not, How far must community members travel to access these services outside of your community?

Programs and Services	In your community			Outside your community		
	At your facility? Yes / No	At another facility? Yes / No / N/A		Location	Travel Time or Distance	Via (circle all that apply)
Behavioral Health						Road / Air / Water
Dental Care						Road / Air / Water
Domestic Violence Program						Road / Air / Water
Domestic Violence Shelter						Road / Air / Water
Elder Care / Assisted Living						Road / Air / Water
EMT Services						Road / Air / Water
Hospital						Road / Air / Water
Primary Care						Road / Air / Water
Other						Road / Air / Water

Do any of these providers limit access to their services, (e.g., serve only IHS beneficiaries, serve only those who are insured or have the ability to pay, do not accept Medicaid, or are open part-time, etc.)?

2. Local Providers/Competition

- a) Is your organization the only provider of these services in your community?

___ Yes ___ No

- b) Identify all health care organizations/providers in your community and describe the level of services they offer:

City or Borough: _____

Tribal: _____

Private: _____

- c) If there are providers of similar programs and services in the community who are not connected with the proposed project, explain how they will be affected by the new facility:

- d) Describe communication you have had with other local healthcare providers about your project:

- e) Discuss any unresolved concerns between your organization and the other providers in your community. Please explain:

Provide copies of letters of support from local healthcare providers. Label as **ATTACHMENT 2-H**

3. Open Door Policy

The Denali Commission requires that all health care facilities that it funds be open to all who seek service and can pay for this service. We recognize that some organizations are not set up to handle third-party billing (i.e., Medicaid/Medicare, and other insurance forms). At a minimum, however, we expect the clinic to provide health care services to anyone who can pay for those services. All applicants must have appropriate and necessary resolutions and support letters to acknowledge their responsibility for compliance with this policy. Your resolution (ATTACHMENT 2-G) must include a statement endorsing the Open Door Policy.

E. Community Health Care Planning

1. Overview of Community Planning Process

Has your community been involved in a planning process for health care services or facilities? ☐ Yes ☐ No

Who was involved in the planning process? List participants and affiliations.

Are there minutes or any documentation of the planning process? ☐ Yes ☐ No
If yes, Label as **ATTACHMENT 2-D**

If your community has a community plan, provide a copy of the portion of the plan that discusses the **health care needs** of the community. Label as **ATTACHMENT 2-E**. Please note that beginning in Federal Fiscal Year (FFY) 2005 the Denali Commission will require community planning documents prior to funding infrastructure development.

If your community plan specifically addresses your **facility (current or new)** or organization, please provide a copy of that portion of the plan. Label as **ATTACHMENT 2-F**

If your organization has conducted a needs assessment as a part of a local health care planning process (within the last 2 or 3 years), or for this current project, please provide a copy of that needs assessment. Label as **ATTACHMENT 2-G**.

2. Outcome of Planning Process

Briefly state the problems or needs identified by any formal planning process or identified informally by the applicant. Include the goals to be achieved. What will you accomplish when this project is complete?

F. Applicant Resolution

The applicant organization must provide confirmation of approval and support of the proposal and acceptance of responsibility for the duties assigned in the proposal.

The resolution also establishes signatory authority for an appropriate individual who is authorized by the organization to conduct normal and usual business regarding this project.

The suggested format for the resolution may be adapted to the particular circumstances of the applicant, provided the new format correctly identifies the responsible participants and documents their commitment to the project.

Please provide a signed original of the resolution adopted by the applicant organization. A sample resolution is provided on page 26 of this Business Plan. Label as **ATTACHMENT 2-H**

SECTION 3 MARKET ANALYSIS

G. Identification of Patient Population

1. Market Share

What is the most current DCED certified population? (from Section 2): _____

Briefly (*less than 1 page*) describe what segment of the population currently uses your facility and why. Include year-round and seasonal patients. Discuss changes that will occur with the new facility.

2. Current Patient Visit Data

What is the total number of individuals seen in your facility in the past year?

PATIENTS: _____

(*If a person comes to your facility five times over the course of the year, only count the patient once*)

Explain variations between the total population and the number of patients.

How many patient visits occurred in the past year?

Local _____

Itinerant _____

TOTAL VISITS: _____

Please indicate your definition of “visits” and your source of information.

Calculate the **Average Number of Visits per Patient** (Visits divided by Patients)._____

If your patient volume has a seasonal change of 25% or more, please explain the reason for the seasonal change and identify the months of change.

3. Budgeted/Projected Patient Visit Data

Please complete the Excel spreadsheet “Visits” page . Be sure to state assumptions used to determine number of visits over a 3-year period.

H. Health Care Coverage (Insurance or Other) of Population

1. **Health Care Coverage of Patients**

Complete the table below based on the available health care coverage of the patients served: Please LIST number of PATIENTS, **NOT** VISITS

- Data may be obtained from clinic records or practice management systems
- If this information is not readily available, estimate the number and explain how you came up with the estimate.
- Medicaid and Denali KidCare data can be obtained from the state Medicaid program.

Enrolled (Covered):	Number of Patients	Source of Data
Indian Health Service (IHS), P.L. 93-638, or similar funding mechanisms		
Medicaid / Denali KidCare		
Medicare		
Commercial / Third-party insurance (private or public)		
Uninsured: Those without ability to access any type of insurance or medical assistance *do not include IHS beneficiaries*		
TOTAL		

Please note: patient numbers may be duplicated since patients may have multiple sources of coverage (e.g., an IHS beneficiary with commercial insurance, as well as Medicaid or Medicare).

2. **Insurance Billing**

Is insurance information obtained from patients who receive services and are claims sent to insurance companies? ☐ Yes ☐ No

If NO to either question, explain why not:

If YES, identify the organization that does the billing. Are billing payments used to pay for operating expenses, either directly or indirectly? Please explain:

3. **Collection of Payments**

Are you able to collect payments for services rendered, either from patients or from insurance? ☐ Yes ☐ No

Please explain:

SECTION 4 SERVICES TO BE PROVIDED

A. Hours of Operation

List the days of the week, times of day and months of the year that the facility will be open. Discuss changes that will occur with the new facility.

--

B. Identification of Services

(Be sure to include revenue and expenses in the budget for all services included)

1. Briefly describe any significant changes in services for consumers when the proposed facility is complete and programs are operational:

--

2. List of Services

Identify the services that will be provided in your facility. This should reflect the needs, staffing, and space for equipment noted elsewhere in your Business Plan.

Services	Currently Offered (yes/no)	To be offered w/this project (yes/no)	Notes
Primary Medical Care			
Dedicated Emergency/Trauma area			
Ambulance Services			
Behavioral Health Services			
WIC			
Dental services			
On-site compressor and dental chair			
Laboratory services			
CLIA waived testing			
CLIA moderate testing			
CLIA complex testing			
Radiology services			
On-site X-Ray machine (fixed or portable)			
Teleradiology/Digital X-Ray			
Ultrasound			
Mammography			
Pharmacy services:			
Retail Pharmacy			

Provider dispensary			
TelePharmacy machine			
Tele-Health equipment			
Video conferencing equipment			
Other			

3. How will the new facility improve the QUALITY OF CARE provided to patients?

4. Potential for Increased Use of Programs and Services

Are there factors that will increase the demand for your services, (e.g., new development in the area, construction, tourism, etc.)?

Do you have plans to provide additional services that will increase the number of patients using your facility?

Please explain:

SECTION 5 FACILITY SIZE, TYPE AND LOCATION

A. Current Conditions

1. Current Facility Condition

If a Code and Conditions survey has been completed for your facility, copy the “Executive Summary” the “New Clinic Analysis,” and “Conclusions and Recommendations” sections and label as **ATTACHMENT 5-A**. If those section titles are not found in your Code and Conditions survey please contact the Denali Commission.

Code & Condition surveys are available on-line at www.apcds.org.

- Click on the “Standard Reports” tab at the top of the page
- Click on “PDF Code and Conditions Survey Reports”
- Click on the community you need.

If a Code and Conditions survey was NOT done for your facility, describe your current facility—its condition, adequacy, suitability for continued use, and other pertinent information. Include third-party documentation, (e.g., engineering studies, State Fire Marshall Report, etc.) if available.

B. Site Selection

If your site has been selected or narrowed down to a few alternatives, include a site plan as **ATTACHMENT 5-B**

Have you selected a preferred site for the new facility? ☐ Yes ☐ No

If NO, skip ahead to Question C.

NOTE: Applicants must complete a Site Plan Checklist. The Site Plan Checklist is separate from the Business Plan, and is approved by Alaska Native Tribal Health Consortium (ANTHC).

Describe the general location (not the legal description) of your new facility and the major factors involved in selecting the site.

Why is the site you selected the best for the project? What factors were considered in site selection?

Indicate the status of your progress on the Site Plan Checklist:

- ☐ 1) Site Plan Checklist not started
☐ 2) Site Plan Checklist underway but not complete
☐ 3) Site Plan Checklist complete and submitted
☐ 4) Site Plan Checklist approved

C. Denali Commission Clinic Space Guidelines

The Denali Commission recommends the following clinic square footage based upon community size:

<i>Population:</i>	<i><100</i>	<i>100-500</i>	<i>500-750</i>	<i>750+ or serving multiple communities</i>
<i>Primary Care</i>	<i>1,500 Sq Ft</i>	<i>2,000 Sq Ft</i>	<i>2,500 Sq Ft</i>	<i>user defined</i>
<i>Dedicated Dental **</i>	<i>0</i>	<i>360</i>	<i>360</i>	<i>user defined</i>
<i>Dedicated Behavioral Health**</i>	<i>0</i>	<i>220</i>	<i>320</i>	<i>user defined</i>
<i>TOTAL</i>	<i><u>1,500</u></i>	<i><u>2,580</u></i>	<i><u>3,180</u></i>	<i><u>user defined</u></i>

- **Definitions for qualified dental care and behavioral health space are available on the Commission's website (www.denali.gov). Please refer to "Addendum No. 1 to the Notice of Funding Availability" for information on Dental and Behavioral Health space guidelines.
- Also check with the Commission for updated policies regarding funding above the minimum space guidelines for Small clinics and funding limitation on maximum space for Large clinics. If the space for your project does not fall within these guidelines please contact the Commission.

- If your community has a population less than 750, but has on-site mid-level providers or physicians you may be eligible for additional space. Contact your Technical Assistance Advisor for guidance.

D. **Facility Design**

1. How many square feet are you planning?

These numbers must be the same as those on the Applicant Cost Share spreadsheet.

Primary Care	Dental Care	Behavioral Health	SUB-TOTAL	Multi-Use	TOTAL

If your design is already underway, please include a basic floor plan and a furniture plan as **ATTACHMENT 5-C**

2. Mid-Level or Physician on Site?

Do you currently have a mid-level provider or physician(s) on site? ☐ Yes ☐ No

Do you plan/project to have a mid-level provider or physician(s) on site? ☐ Yes ☐ No

3. Appropriateness of Size, Design, & Cost

Discuss the appropriateness of the size, design, and cost of your proposed project for the service area you have identified. Include information that shows that the proposed project is the most appropriate and cost-effective approach to address the identified need(s).

If your community has a population of 750 or less, do you intend to use the Denali Commission clinic prototype design? ☐ N/A ☐ Unknown ☐ Yes ☐ No

If you have chosen a design that differs from the prototype clinic design and/or square footage recommendations, please explain:

4. Will the facility be multi-use? ☐ Yes ☐ No

Please Note: "multi-use" facilities house both essential primary care services, (e.g., medical, dental, behavioral health, itinerant quarters) and non-clinic programs, (e.g., Tribal/City offices, Head Start, a Washeteria, etc). If the clinic is a minor portion of a larger multi-use facility, or if the health portion of the multi-use is not primary care the applicant may apply for funding under the Commission's Multi-Use Program. The interior construction of the non-primary care portion of the multi-use space **IS NOT** funded under the Health Facilities Program.

If **NO**, skip ahead to the next question.

If **YES**, what is the size of the multi-use space in square feet? _____ Square feet

Has the applicant applied for Denali Commission funding under the "Multi-Use Facility" program? ☐ Yes ☐ No

If YES, what is the status?

Identify the other tenants and/or programs that will share your facility and why you chose to combine the programs in one building:

Describe the advantages of joint occupancy (e.g., save money on utilities, administration, etc.).

5. Facility Maintenance Plan

Describe how you will be able to afford to maintain the facility. This includes paying for utilities, janitorial services, and other expenses to keep the facility in good condition; reserve funds for repairs, etc.

Describe the management of the facility (building), including the duties of any administrative employees who do not work in the clinic itself, but are primarily responsible for the operation and maintenance of the facility.

Will the building be covered by fire and liability insurance?

___ Yes ___ No

If YES, note the amount of coverage: \$_____

(Note: the cost of this coverage should be included in the Facility Expense budget)

SECTION 6 MANAGEMENT & PERSONNEL

A. Providers and Staff

1. Please complete the table below, then complete the Excel spreadsheet "Salary" pages for the positions listed below.

Position Titles	Current Facility		New Facility	
	# people	FTEs Full-Time Equivalents	# people	FTEs Full-Time Equivalents

TOTALS				

2. *Itinerant Services provided at your facility*

Complete the table listing itinerant personnel who provide services at your facility. Include only those days spent **directly** working in the facility. Insert additional rows into the table below.

Type of Provider	Sponsoring Organization	Days per year that services are provided	
		Current	New

If you receive itinerant services have you included revenue and expense for services in the budget?

3. *Staffing issues*

Do you routinely or currently have unfilled positions for periods of 3 - 6 months or more?

___ Yes ___ No

Identify any staffing issues, (e.g., difficulty in recruiting and retaining personnel) and steps taken to resolve these problems. Include issues specific to your community.

4. *Organizational Chart*

Please provide an organizational chart showing current clinical and administrative staff and lines of supervision. If two or more organizations are involved in the clinic, provide a chart from each organization. Indicate any changes in staffing patterns or supervision that will occur with this project. Label as **ATTACHMENT 6-A**.

SECTION 7 EXTERNAL RELATIONSHIPS

Describe the relationships among the partners responsible for the facility including: the facility owner, local oversight or advisory body, and any other organizations involved in running the facility. Discuss anticipated changes with the new facility.

Name of Partner	Relationship to the Clinic

SECTION 8 FINANCIAL DATA

A. Explanation of Section

Use the Excel spreadsheet to complete your financial / budget data.

All applicants should complete the Business Plan spreadsheets (services & facilities).

If a separate organization is responsible for facility expenses, (e.g., the Regional Health Corporation is responsible for services and the Village is responsible for the facility), two separate spreadsheets must be completed:

- The organization responsible for services should complete the Business Plan spreadsheets EXCEPT FOR the facility page.
- The Facility organization should complete the Business Plan Facility spreadsheets.

B. Financial Support Resolution

If the budget includes revenues not directly generated by or specifically received for the facility, a resolution of financial support required. Include as **ATTACHMENT 8-A**

For example, if an organization such as a Regional Health Corporation (RHC) receives grant funding or contract healthcare funding, and allocates funds to individual programs or facilities within its system, then those revenues will need to be shown either by the RHC, if it is an applicant and receives grants, or by local villages receiving grant funds from the RHC.

A sample resolution is included at the end of this document.

The figure provided in the resolution should be taken from the financial support resolution spreadsheet in the Excel documents.

The **Two Excel Spreadsheets**, the “Single Organization File” (SOF), and the “Multiple Organization File” are also included. Following are the instructions for completing the SOF and MOF files:

If the applicant provides services **and** maintains the facility the applicant should:

- Complete **ALL** of the SOF file, and **NOT** complete any portion of the MOF file.

If the applicant maintains the facility, and another organization (e.g., a Regional Health Corporation) provides services:

- The **Regional Health Corporation/Other Organization** should complete pages 1-9 and 11-13 of the SOF file.
- The **Organization maintaining the facility** should complete page 10 (“Facility Expenses”) of the SOF file **and** complete **ALL** of the MOF file.

C. Facility Budgets

The two Excel Spreadsheets present an overall financial budget for the facility operations by combining:

- Projected Visits
- All revenue
- Programs and Services expenses
- Facility (operations & maintenance) expenses

The budget should indicate the overall sustainability of the proposed new facility, including both provision of services and maintenance of the facilities.

There are 3 columns on the budget forms. The first column is for financial information about the existing clinic. The columns for “Year 1” and “Year 2” are for budgets for the new clinic.

- **Health Care Services Expense** (Does not include expenses related to the facility itself).
- **Facility Operations & Maintenance Expense** (Does not include expenses related to the provision of care).

D. Financial Data

The Denali Commission will file “**DOCUMENTS OF RECORD**” for applicants so that common documents will not have to be filed with individual Business Plan applications. The documents currently accepted include:

- Audited Financial Statements – must be supplied annually
- Regional Health Corporation Organizational Charts – must be supplied annually, or upon update
- Community Plans – must be supplied upon update

1. *Current Year Financial Reports – Health Care Services*

Provide a copy of the most recent year-end financial statements for the organization that will be paying for delivery of services (salary, supplies, etc). Audited statements are preferred, however municipal certified statements from the State of Alaska are allowable. Include the financial statements as **ATTACHMENT 8-B**

2. *Current Year Financial Reports - Facility Operations & Maintenance*

Provide a copy of the most recent year-end financial statements for the organization that will be paying the facility related expenses. Audited statements are preferred. Reports from QuickBooks or copies of bank statements may be accepted if financial statements are not available. Include the financial statements as **ATTACHMENT 8-C**

3. *Qualified Audit Opinion or Reportable Conditions*

Do any of the financial statements include a qualified opinion or reportable conditions?

___ Yes ___ No

If YES, indicate current status.

--

E. Financial Opportunities

1. *Revenue Improvement*

Do you have plans to increase patient revenue or non-patient revenue? Discuss your plans, (e.g., revenue will be increased because: a) of an increase in services offered, b) you expect more people in the patient base, c) you will be billing for Medicare, Medicaid or other third party insurance, you are pursuing other grant funding, etc.).

--

2. *Cost Control*

What are your plans for controlling costs for the clinic?

--

SECTION 9 ESTIMATED PROJECT COST / COST SHARE

A. Estimated Project Cost

Choose one of these options for estimating the cost for your project. Label documentation as **ATTACHMENT 9-A**.

1. If you have a Code and Conditions Survey, you may attach a copy of the "New Clinic Analysis" section that shows the estimated cost. If your project cost varies from the C&C survey, please explain in the box below.

-OR-

2. Work with your Regional Health Corporation Engineer, ANTHC Engineer or a private Architectural & Engineering firm to develop this estimate. Attach a copy of their cost estimate.

Estimated Total Cost of your Project: \$ _____

Note: This \$\$ amount should be entered on the "Project Cost" worksheet in the Excel spreadsheet

Source of estimate:

NOTE: This calculation is an estimate and will change upon final construction cost calculations. You must provide documents showing that you have the minimum cost share funding in hand before you can receive construction funding.

1. Applicant Cost Share Calculations

Go to the Excel spreadsheet - "Project Cost" tab for cost share calculations.

2. Source of Applicant Cost Share

Go to the Excel spreadsheet - "Cost Share" tab to list cost share sources.

Cash

Provide copies of supporting documentation for cost share (i.e. copies of agreements, written notification, etc.). Label as **ATTACHMENT 9-B**.

Land Value

The value of land can only be used as cost share if the land is owned by the applicant. A lease is treated as an in-kind donation and does not qualify for cost share status. Please refer to the Commission's lease policy for further information.

Explain the method used to estimate a value for the donated land, (e.g., a BIA valuation; a commercial real estate dealer's appraisal or opinion letter; or recent valuation accepted for a similar lot in the community). Attach documentation to support valuation as **ATTACHMENT 9-C**.

NOTE: Check the Denali Commission website (www.denali.gov) for updated policies regarding standard rates to use for valuation of land in rural areas.

Land Improvements - Line C

In some cases the costs of improvements to the clinic site can be used as cost share. Examples include extension of utilities, site clearing, imported sand and gravel, and parking lots.

Explain the method used to estimate the value of land improvements. Attach documentation to support valuation as **ATTACHMENT 9-D**

--

CHECKLIST OF APPLICATION MATERIALS

Check all attachments that are included. If not applicable, mark as "N/A"

- _____ Completed Business Plan document
- _____ ATTACHMENT 2-A List of Board Members
- _____ ATTACHMENT 2-B Map of community and surrounding region
- _____ ATTACHMENT 2-C Letters of Support from local providers
- _____ ATTACHMENT 2-D Documentation of community planning
- _____ ATTACHMENT 2-E Community Planning documents regarding health care needs
- _____ ATTACHMENT 2-F Community Planning documents regarding facility
- _____ ATTACHMENT 2-G Community Needs Assessment documents
- _____ ATTACHMENT 2-H Applicant Resolution
- _____ Photos which will assist
in understanding your
project. Limited to no
more than 5 photos.
- _____ ATTACHMENT 5-A Code and Conditions "Executive Summary" & "Conclusions
and Recommendations" sections
- _____ ATTACHMENT 5-B Site Plan
- _____ ATTACHMENT 5-C Basic Floor Plan and Furniture Plan
- _____ ATTACHMENT 6-A Organization Chart
- _____ ATTACHMENT 8-A Resolution of Financial Support
- _____ ATTACHMENT 8-B Financial Statements – Programs and Services
- _____ ATTACHMENT 8-C Financial Statements - Facility
- _____ ATTACHMENT 9-A Project Cost Estimate
- _____ ATTACHMENT 9-B Documents verifying cost share - Cash
- _____ ATTACHMENT 9-C Documents verifying cost share - Land
- _____ ATTACHMENT 9-D Documents verifying cost share – Land Improvements

ATTACHMENT 2-H

Authority to Participate and Commitment to Operate

RESOLUTION NUMBER _____

A RESOLUTION of the ^{**1}_____ authorizing participation in the Denali Commission Rural Primary Health Care Facilities RFP and committing to clinic operation.

WHEREAS, the Council/Board of Directors of ^{**1}_____ wishes to provide a Community Health Clinic for the community of _____ (hereinafter the “Council” and the “Community”);

WHEREAS, the Council wishes to participate in the Denali Commission Rural Primary Health Care Facilities RFP; and

NOW, THEREFORE, BE IT RESOLVED THAT the Council endorses the Community’s proposal to the Denali Commission’s **Rural Primary Health Care Facilities RFP** and commits to sustaining the facility and the health care program to be offered within it.

BE IT FURTHER RESOLVED THAT the Council commits to fulfilling the responsibilities and duties assigned to the Council in the proposal.

BE IT FURTHER RESOLVED THAT the Council commits to an “Open-Door” Policy that assures the clinic will provide service to all who seek and can pay for such services.

BE IT FURTHER RESOLVED THAT the ^{**2}_____ of the Council is hereby authorized to negotiate and execute any and all documents required for granting and managing funds on behalf of this organization.

The ^{**2}_____ is also authorized to execute subsequent amendments to said grant agreement to provide for adjustments to the project within the scope of services or tasks, based upon the needs of the project.

PASSED AND APPROVED BY THE _____

on _____, _____.

IN WITNESS THERETO:

By: _____ Attest: _____

Signature and Title

¹ Insert name of organization that is submitting the application

² Insert title of person responsible for project oversight, usually the Council President or entity CEO

List Board Member Names or Attach List as ATTACHMENT _____

_____	_____	_____
_____	_____	_____
_____	_____	_____

Sample Resolution

ATTACHMENT 8-A

Resolution of Financial Support

RESOLUTION NUMBER _____

A RESOLUTION of the ^{**1}_____ confirming an intent to provide funding for the _____ Clinic.

WHEREAS, the Council/Board of Directors of ^{**1}_____ (hereinafter the "Applicant") wishes to provide a Health Care Clinic in the community of _____, and

WHEREAS, the Applicant wishes to participate in the Denali Commission Rural Primary Health Care Facilities Program, and

WHEREAS, the Denali Commission requires that construction projects are sustainable in the long term (defined as 30 years), and

WHEREAS, the Business Plan of the clinic includes revenues that are not directly generated by or specifically received by the clinic, and

WHEREAS, the Applicant receives grant funding or contract healthcare funding, and allocate funds to the _____ clinic.

NOW, THEREFORE, BE IT RESOLVED THAT the Applicant's intent is to allocate funding for the _____ clinic as generally outlined in the Business Plan to assure sustainability for the facility and for services provided for a period of at least 30 years.

PASSED AND APPROVED BY THE _____

on _____, _____.

IN WITNESS THERETO:

By: _____ Attest: _____

Signature and Title

¹ Insert name of organization that is submitting the application

Appendix E: Sample Socioeconomic Profile of Ekwok

What Is in this Appendix?

Appendix E has two sections. The first section talks about data—who collects it, where to find it, how to use it, and its limitations.

The second section is a profile for the BBNA community of Ekwok constructed from secondary information available on the Internet. Links are provided to the sources we used and then a sample profile page.

Where Do Socioeconomic Data Come From?

Socioeconomic data come from a wide variety of sources—many connected to the federal government. More than 65 federal agencies publish collections of data. Knowing what data exist, where to find them, and what they mean can be a daunting task. Often it is difficult to obtain the specific local data for your community that you need.

Fortunately, for Alaska residents, the Alaska Department of Community and Economic Development and the Alaska Department of Labor and Workforce Development, Research and Analysis Section compile a lot of this information and make it readily available on the web. It is amazing how much information is available online once you know where to look.

We used several sources of information for the Ekwok profile including U.S. Census data, the Community Profile for Ekwok from the Department of Community and Economic Development (DCED), the Bristol Bay Native Association Economic Development Strategy, and some airport planning documents for Ekwok we found online.

Internet links to these sources are provided for each section of the profile. However, we should acknowledge that these links may not stay current. If a link you try to follow is broken, you may be able to find the new page address by entering the agency or organization name in a search engine such as Google at Google.com.

Who Completes the Profile?

You might elect one person or a group of people to gather information. It also would be a great assignment for a high school class or a community volunteer with access to the Internet. You may also want to hire someone to do this work.

Community profiles are compiled for a wide range of project types including environmental impact statements and economic development plans. Sometimes the projects involve only a few hours of work gathering statistics from the U.S. Census Bureau and DCED. Other times, social and economic profiles involve weeks of extensive field work interviewing local residents and leaders and/or conducting surveys and analysis.

No matter who collects the data, once a profile is constructed from secondary data, it should be verified or validated by community members or someone very familiar with the local area.

As mentioned previously, your planning efforts should take advantage of any prior plans or work conducted in your community. We provide an extensive list of funding, planning, and data resources in Appendix A of this document.

The hardest part of creating a socioeconomic profile is that the burden of making sense of the data is on you. That is one reason village residents have a head start in this process. No one knows your community as well as you do. You can take the data from DCED and DOL/WF and decide if it “makes sense”—does it tell the “story” of your community?

How Extensive Should Your Planning Effort Be?

While the following Ekwok profile is fairly detailed, remember that your data gathering and planning efforts should be in proportion to the size of your community and/or the size of the project that you have in mind. In most cases, smaller BNNA communities are not going to need such a detailed analysis as presented in the sample.

What is the Purpose of a Socioeconomic Profile?

The aim is to organize and analyze data from a variety of sources to tell a coherent, internally consistent, truthful story about your local economy, first to yourself, then to your potential audience. It is important to know what the data can and cannot tell you. Socioeconomic analysis is really just a form of storytelling. You need to gather and analyze data and integrate the findings to develop themes, patterns, and conclusions that can be used to inform decision makers and other readers.

Tools in the Tool Box

There are two tools in the economic analysis tool box that are useful in putting together a socioeconomic profile: times series analysis and cross-sectional analysis. These are two concepts that help put information about your village's population and economy into a regional, state, and national perspective.

Time Series Analysis

Time series analysis like the name implies involves tracking trends over time. For example, how has the per capita income in your community changed over time? Time series analysis also lets you compare these changes with another place. For example, how has your local per capita income changed over time in comparison to the State of Alaska? For example Figure 3 shows the variability of the population of Ekwok at 10 year intervals.

Cross Section Analysis

Cross section data on the other hand, helps the analyst understand how one attribute or variable is distributed across the community at one specific point of time. It helps us understand the structure of the economy, if we know how jobs in the community are distributed? For example how many people work in government, in the private sector, or are self-employed?

Making sense of employment information for rural Alaska can be confusing because often one job in a village will be shared by more than one individual providing cash income to more than one household or family. If you look at census data, it may appear that a community has 12 jobs, when in reality these 12 jobs are shared by more than 12 individuals and are providing cash income to 20 or more households.

Cross sectional data is often presented using visual tools like a bar graph or pie chart. For example, Table 5 and Figure 2 in the Ekwok profile show the same information about employment by occupation. As demonstrated in Figure 2, sometimes the differences across areas are easier to show in a picture. Other questions that can be answered with cross sectional data include: how is population distributed within the region by race, how is income distributed by source, or how much do various communities or the State as a whole depend on transfer income compared to earnings? How much does the local economy depend on earnings from the commercial salmon fishery?

Limitations to the Data

While such data can help describe a community, it is important to remember that no matter how impressive the data from the U.S. Census Bureau or DCED may appear, there are limitations to this information. First of all, these data describe the past, not the present economic activity.

Another limitation is that data measure the real world only imperfectly. No matter how extensive the data collection process or how good the efforts of statisticians, all data like total population or per capita income are just estimates. Even the population figures for the Decennial Census, which are extremely accurate, have to be adjusted at times for undercounting.

Participating in a community and economic development planning process provides the opportunity to gather more current, local information on the population and economy.

Undercounting Employment in Fishing and Processing Industries

A serious problem for many Alaska communities is the undercounting of employment in the fishing and processing industries. For example if you look at employment by industry data from Census 2000, it appears that only 60 people in Dillingham work in the fishing industry. But anyone familiar with Dillingham knows this is not the case and that the number must be much higher.

One of the reasons these discrepancies occur is that often data we need to use in a socioeconomic profile is collected for another purpose. For example, most of the data we have on income and employment are generated through compliance with laws that impose taxes such as unemployment insurance. But self-employed proprietors like fishing captains do not contribute to the unemployment insurance system, and so they are not counted. As a result certain segments of Alaska's employed population are excluded from unemployment insurance coverage, and no ongoing method of collecting employment and payroll information is available for these individuals

In the case of census data, there may be discrepancies because of the timing of the census as it relates to data collection. Census data are collected at the beginning of April when no one may be commercial fishing.

Another problem is that some things are not counted at all or are not counted for small areas. The smaller the area of your

interest, the less data there are. However, to compensate for the lack of data in smaller areas, it is possible to gather this information at a local level. Our consultants have found that, in many small Alaska villages, this information can be gathered very effectively by residents. In a village with 35 to 100 residents, a group of well informed residents can often sit down together and come up with a pretty good estimate of local employment and a list of major employers. It may be necessary for a community to conduct a door-to-door survey of its own residents to gather current information on population, household size, household income, and employment.

What the Profile Contains

A socioeconomic profile can also be used as a baseline against which to measure the economic impacts of a new mine, or the downturn in commercial fishing. It provides the foundation for an economic development plan. The profile tries “to tell a story” about the local economy to help identify and clarify potential strengths, weaknesses, opportunities, and challenges

At the same time, many communities interested in securing a sustainable future are looking for analytical tools meaningful at the community level to measure their progress. Many of the problems faced by communities in Alaska and throughout the United States require locally specific information and solutions.

First the data analysis and the economic development plans should not be viewed as ends in and of themselves. Instead they are intended to stimulate discussion, to reaffirm current thinking about a local area, or to challenge local perceptions. The secondary data along with the Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis with local groups are used to identify strengths in the local economy that can be built upon and weaknesses that need to be addressed. The data analysis is also intended to identify potential threats and opportunities to the local economy.

Background Information

❑ Village location and population size

Sources:

www.dced.state.ak.us/dca/commdb/CIS.cfm.

—DCED Community Profiles

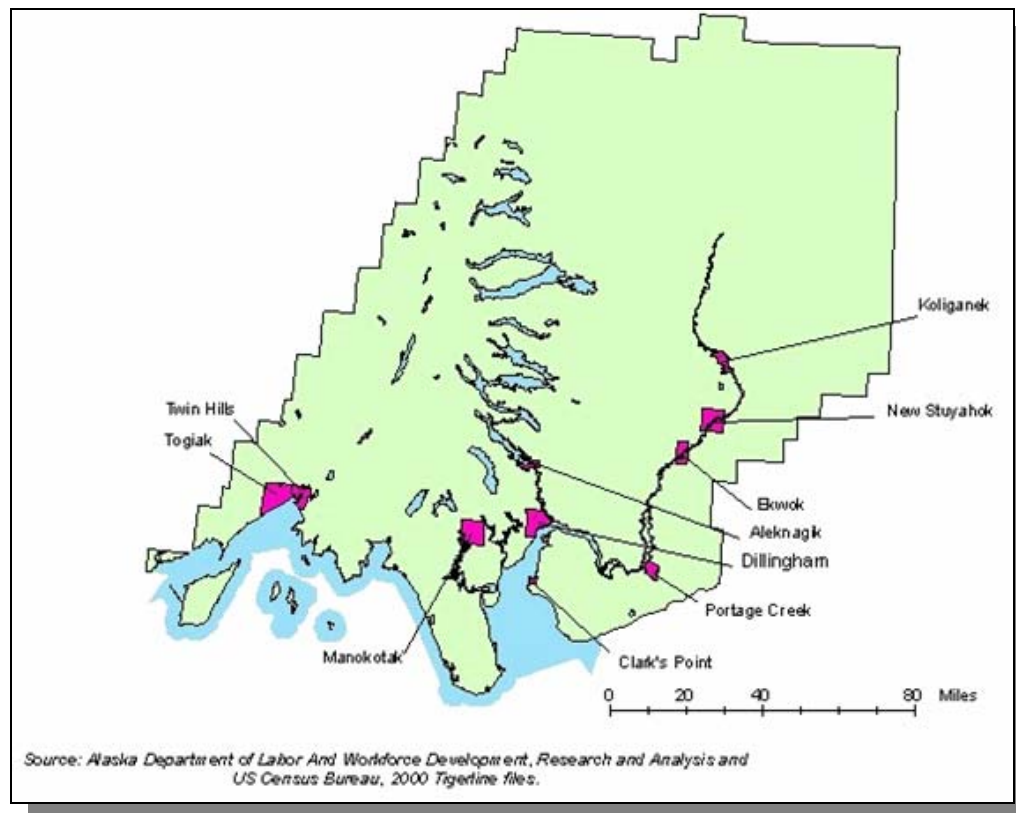
<http://146.63.75.50/research/cgin/cenmaps/statemap.htm>

—Community maps

Sample Profile:

Ekwok is a small Yup'ik Eskimo village with a fishing and subsistence lifestyle located in the Bristol Bay Region of Southwest Alaska along the Nushagak River. Ekwok is 43 miles northeast of Dillingham, and 285 miles southwest of Anchorage at approximately 59.349720° North Latitude and -157.47528° West Longitude. (Sec. 35, T009S, R049W, Seward Meridian.) Located in the Bristol Bay Recording District, Ekwok encompasses 16.0 sq. miles of land and 1.4 sq. miles of water. Ekwok is in the Dillingham Census Area.

Sample Location Map:



❑ **Physical setting – geology, geography, physical hazards, climate, endangered and threatened species, etc.**

Sources:

www.dced.state.ak.us/dca/commdb/CIS.cfm

—DCED Community Profile

—Information about geology, soils, and typography is taken from the Ekwok Airport Rehabilitation Environmental Assessment, March 2004 available at: <http://www.dot.state.ak.us/stwdplng/projectinfo/index.shtml> and the Ekwok Airport Rehabilitation Phase I Preliminary Site investigation, October 2002.

Sample Profile:

Ekwok is in a climatic transition zone. The primary influence is maritime, although a continental climate also affects the weather. Average summer temperatures range from 30°F to 66°F; winter temperatures average from 4°F to 30°F. Precipitation averages 20 to 35 inches each year. Extremely strong winds are common during winter months. Fog is prevalent during summer months. The river is ice-free from June through mid-November.

Ekwok is adjacent to the Nushagak River. Klutuk Creek, south of the City, drains into the Nushagak River. Spring flooding from the Nushagak River is common in Ekwok which was most recently flooded in May of 2002. The Nushagak River and Klutuk Creek provide water and substrate necessary for spawning, rearing, and migration of anadromous fish populations including sockeye, king salmon, and Arctic char.

Wetland and upland habitats in the Ekwok vicinity support moose caribou, brown bear, black bear, wolverine, tundra, and snowshoe hares, lynx, and red fox.

The rate of subsistence hunting for moose and caribous is high in the Ekwok vicinity.

Sample Profile, continued:

Avian populations from the North American Pacific Flyway and several Asiatic routes funnel through Bristol Bay semiannually on their way to and from northern nesting grounds (Alaska Land Use Council, 1985). Ekwok area wetlands support significant populations of these migratory waterfowl, swans, shorebirds and cranes (Alaska Coastal Management Program, 1992). Resident bird species around Ekwok include yellow warblers, Wilson's warblers, common redpolls, fox sparrows, spruce grouse, black-bill magpies, and common ravens, tree swallows, and American robins.

Surveys for bald eagles have not been conducted in the area, but the Ekwok area can be classified as prime eagle habitat because of the Nushagak River and Klutuk Creek provides salmon habitat and thus offer a good food source.

The Nushagak Lowlands province is largely glaciofluvial or outwash deposits consisting of rounded but poorly sorted gravel, sand, and silt. According to local sources, Ekwok has an abundance of gravel. The deposits originated as debris eroded by glacial action and were reworked, partially sorted, and distributed by streams into the Nushagak Valley. In many places, moss or other vegetation covers the terrain. The topography around Ekwok is relatively flat with lowlands on the Nushagak River and rolling terrain to the north.

Based on the Alaska vegetation classification system in Viereck et al. (1992), the location of the City of Ekwok is described as mixed woodland forest consisting of black spruce, paper birch, and quaking aspen. Typical understory vegetation includes low shrubs such as bog blueberry, and dwarf arctic birch and herbaceous plants such as crowberry and lowbush cranberry.

- ❑ **Environmental issues (if any) related to flood plains; air quality; wetlands; historic preservation; hazardous waste site and contamination.**

Sources:

Local knowledge,

Local transportation plans

www.dced.state.ak.us/dca/commdb/CIS.cfm.

DCED community mapping

www.dced.state.ak.us/dca/grt/iaid/iaidhome.htm

Sample Profile:

Local Knowledge

❑ **History – cultural and economic development history, major events, etc.**

Sources:

www.dced.state.ak.us/dca/commdb/CIS.cfm

—DCED Community profile

Local Knowledge

Sample Profile:

Ekwok means “end of the bluff,” and is the oldest continuously occupied Yup'ik Eskimo village on the Nushagak River. During the 1800s, the settlement was used in the spring and summer as a fish camp, and in the fall as a base for berry-picking. By 1923, it was the largest settlement along the river. In 1930, a BIA school was constructed. Mail was delivered by dog sled from Dillingham until a post office opened in 1941. Many of the earliest homes in Ekwok were located in a low, flat area near the riverbank. After a severe flood in the early 1960s, villagers relocated on higher ground, to the current location. The City was incorporated in 1974.

❑ Subsistence resources and seasons

Sources:

www.dced.state.ak.us/dca/commdb/CIS.cfm

—DCED Community profile

<http://www.subsistence.adfg.state.ak.us/geninfo/publctns/articles.cfm>

—Alaska Department of Fish and Game

Local Knowledge

Sample Profile:

Wild resources play a prominent role in the economic, social and cultural life of Ekwok. Resource harvest levels are high. The entire population of Ekwok depends on subsistence activities for various food sources. Salmon, pike, moose, caribou, duck and berries are harvested. Summer gardens are also popular, because families do not leave the village to fish for subsistence purposes.

A 1991 study by the Alaska Department of Fish and Game found that Ekwok residents had some of the highest subsistence harvests in the State of Alaska at 797 pounds per capita. According to this study, salmon contributed about 57 percent of the overall edible harvest, followed by moose and caribou. According to the household survey conducted by Fish and Game, approximately 57 percent of Ekwok's adults were employed for an average of 6.5 months per year. Most jobs were part time and seasonal in nature. After commercial fishing most jobs were with the local governments or the school district.

Some cash was earned by trapping and selling furs, particularly beavers. Some families migrated to summer fish camps in Nushagak Bay to participate in subsistence and commercial salmon fishing. Transportation used for subsistence harvesting was generally skiffs, snowmachines, and all terrain vehicles.

Economy and Population

□ Income Levels and Unemployment

Sources:

Local knowledge

www.census.gov/

—U.S. Bureau of the Census

a. Per capita and median family and household income

Sample Profile:

As defined by the U.S. Bureau of Economic Analysis, per capita personal income is the annual personal income of residents divided by annual resident population. Per capita income is broadly defined and includes wages, transfer payments, proprietors' income with inventory valuation and capital consumption adjustments, personal dividend income and personal interest income. The per capita income of Ekwok residents in 1999 (U.S. Census Bureau) was \$11,079 which is less than half of the statewide per capita income of \$22,660. Median household income in Ekwok is one third of the median household income in Alaska. Comparisons of median incomes and other incomes measures become even more meaningful when one takes into account the high cost of living in these isolated areas of the state.

**Table 1. Income in 1999 for Ekwok,
Dillingham Census Area, and Alaska**

	Ekwok	Dillingham Census Area	Alaska
Median Household Income (\$)	16,250	43,079	51,571
Median Family Household Income (\$)	20,000	45,391	59,036
Per Capita Income (\$)	11,079	16,021	22,660

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

Sample Profile, continued:

The Denali Commission has classified Ekwok as a distressed community which gives it priority status in certain funding situations. In Ekwok approximately 50 percent of all households have an income of less than \$14,999 and almost 41 percent of family households have an income less than \$14,999. The median household income in Ekwok is \$20,000. In comparison, in the Dillingham Census Area as a whole approximately 16.5 percent of family households have an income less than \$14,999 and for Alaska as a whole, only 7 percent of households have such an income.

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

	Family Households	% Family	Households	% Households
Less than \$10,000	3	12.5	12	33.3
\$10,000 to \$14,999	7	29.2	6	16.7
\$15,000 to \$24,000	4	16.7	4	11.1
\$25,000 to \$34,999	1	4.2	2	5.6
\$35,000 to \$49,999	0	0	0	0
\$50,000 to \$74,000	4	16.7	7	19.4
\$75,000 to \$99,999	3	12.5	3	8.3
\$100,000 to \$149,999	2	8.3	2	5.6

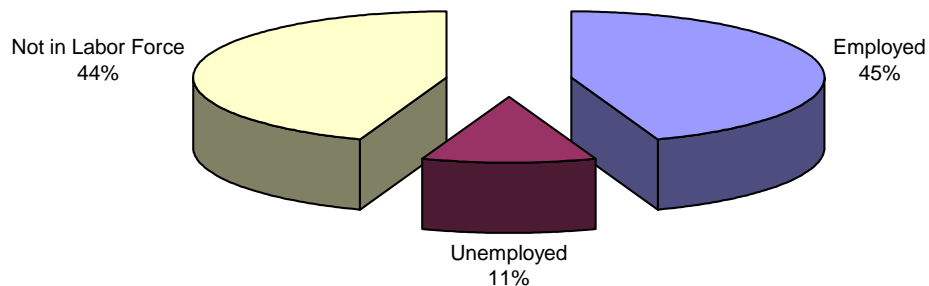
Source: U.S. Bureau of the Census, Census 2000, DP-3.

b. Labor Force**Sample Profile:**

The size of a community's labor force provides a measure of how much employment and economic activity a community may have. Labor force is defined as the number of persons 16 years of age or older, the age at which an individual is legally eligible to work. Employment levels are based on the number of people in the labor force, while unemployment levels are based on the number of people in the labor force that are unemployed but are actively looking for employment.

The percentage of people in Ekwok in the labor force is much lower than in the Dillingham Census Area or in the State as a whole. Almost as many people are not in the labor force as there are people employed. The percent in the labor force is 44 percent compared to the rate of 62 percent for the Dillingham Census Area and 73 percent for the State as a whole. There are many reasons people are not in the labor force. They may have given up actively seeking employment because of the lack of opportunities, the community may have a high percentage of retired individuals, the community may be highly dependent on subsistence, etc.

Figure 1. Civilian Labor Force for Population 16 Years and Over



Source: U.S. Census Bureau, Census 2000

At the time of Census 2000, no residents were enlisted in the armed forces.

c. Unemployment rate

Sample Profile:

Ekwok has experienced an unemployment rate much higher than the Dillingham Census Area or the State of Alaska. At the time of Census 2000, the unemployment rate in Ekwok was 11.1 percent compared to 7.2 percent for the Census Area and 6.1 percent for Alaska. However, unemployment rates can be deceptive because they do not take into account individuals who are underemployed or discouraged workers who have given up hope of finding a job and are not actively seeking employment.

d. Percent in poverty**Sample Profile:**

The Census Bureau uses a set of money income thresholds that vary by family size and composition to determine who is poor. If a family's total income is less than that family's threshold, then that family, and every individual in it, is considered poor. The poverty thresholds do not vary geographically, but they are updated annually for inflation using the Consumer Price Index (CPI-U). The official poverty definition counts money income before taxes but it does not include capital gains or non-cash benefits such as subsistence.

The poverty rate is a commonly used indicator of the level of economic need in a community. Almost every positive personal and community outcome is negatively affected by poverty. Community factors such as the status of resources like affordable housing, transportation, education and training, jobs providing a living wage, health insurance, and availability of child care determine to a large extent an area's poverty rate. Previous research has shown that poverty populations in rural communities are more likely to be long term poor than poverty populations in urban areas.¹

The poverty rate for families in Ekwok was more than four times the poverty rate for families in Alaska as a whole.

Table 3. Poverty Status in 1999

	Ekwok	Dillingham Census Area	Alaska
Families	29.2	18.3	6.7
With Related children under 18 Years	33.3	23.0	9.3
With Related Children under 5 Years	33.3	26.3	13.4
Individuals	32.1	21.4	9.4

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

e. Transfer payments**Sources:**

Only available at the borough or census area level. Consolidated Federal Funds Report

www/census/gov/

Sample Profile:

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

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

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

❑ Number of jobs in community (Don't forget self-employed)

Sources:

Local knowledge and U.S. Census Bureau

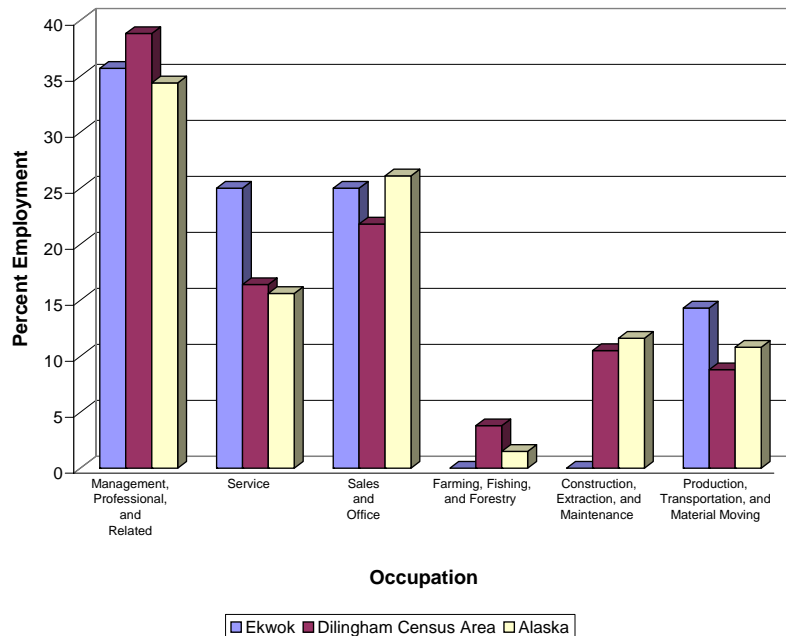
Sample Profile:

Table 5. Employment by Occupation for Ekwok, Dillingham Census Area, and Alaska

Occupations	Ekwok	Dillingham Census Area	Alaska
Management Professional, and Related	35.7	38.8	34.4
Service	25.0	16.4	15.6
Sales and Office	25.0	21.8	26.1
Farming, Fishing, and Forestry	0.0	3.8	1.5
Construction, Extractions, and Maintenance	0.0	10.5	11.6
Production, Transportation, and Material Moving	14.3	8.8	10.8

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

Figure 2, Employment by Occupation for Ekwok, Dillingham Census Area, and Alaska



Source: U.S. Census, Census 2000.

Sample Profile, continued:**Table 6. Employment by Industry, 2000**

Industry	Ekwok		Dillingham Census Area		Alaska	
	Number	Percent	Number	Percent	Number	Percent
Agriculture, Forestry, Fishing and Hunting, and Mining	0	0	69	3.9	13,774	4.9
Construction	0	0	75	4.2	20,534	7.3
Manufacturing	0	0	33	1.9	9,220	3.3
Wholesale Trade	0	0	10	0.6	7,215	2.6
Retail Trade	0	0	177	10	32,638	11.6
Transportation and Warehousing, and Utilities	5	17.9	174	9.9	25,043	8.9
Information	0	0	19	1.1	7,652	2.7
Finance, Insurance, Real Estate, and Rental and Leasing	0	0	48	2.7	12,934	4.6
Professional, Scientific, Management, Administrative, and Waste Management Services	0	0	31	1.8	21,322	7.6
Educational, Health and Social Services	11	39.3	669	37.8	561,165	21.7
Arts, Entertainment, Recreation, Accommodation and Food Services	2	7.1	52	2.9	24,099	8.6
Other Services (Except Public Administration)	2	7.1	166	9.4	15,866	5.6
Public Administration	8	28.6	242	13.7	30,070	10.7

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

❑ Top three types of employment and major employers

Sources:

Local knowledge and U.S. Census Bureau

Sample Profile:

Local Knowledge

Tourism is a growing component of the local economy including employment hauling fuel, and hunting and sports fishing guides. Some residents work seasonally at Ekwok Lodge.

❑ Number of small businesses and types

Sources:

www.dced.state.ak.us/dca/commdb/CIS.cfm.

—DCED Community Profiles

Sample Profile:

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

Table 7. Current Business Licenses in Ekwok

Business Name	SIC Codes (Primary - Secondary)
Brandon Transfer	4889
L And P Enterprises	4539 5900
Nelson William Store	4223, 4451, 5300
Peter And Judy Walcott Enterprise	7140
Robert's	4451
Salmon Paradise Lodge	7211
Trophies Only	7140
Williams Guides And Kennels	713991, 7140, 7900

❑ **Major sectors of the economy and their past, present and projected contributions to employment, income, and revenue.**

Sources:

www.dced.state.ak.us/dca/commdb/CIS.cfm.

—DCED Community Profiles

www.census.gov

Sample Profile:

Of the few jobs in Ekwok at the time of Census 2000, 75 percent of them were government workers. Less than 22 percent of workers in Ekwok are private wage and salary workers compared to approximately 45 percent in the Dillingham Census Area and almost 65 percent in Alaska as a whole.

Table 8. Class of Worker

Class of Worker	Ekwok	Dillingham Census Area	Alaska
Private Wage and Salary Workers	21.4	44.7	64.9
Government Workers	75.0	47.5	26.8
Self-Employed Workers in Own not Incorporated Business	3.6	7.0	8.0
Unpaid Family Workers.	0.0	0.8	0.3

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

□ Population Trends

Sources:

www.dced.state.ak.us/dca/commdb/CIS.cfm.

—DCED Community Profiles

www.census.gov

—U.S. Census Bureau

Sample Profile:

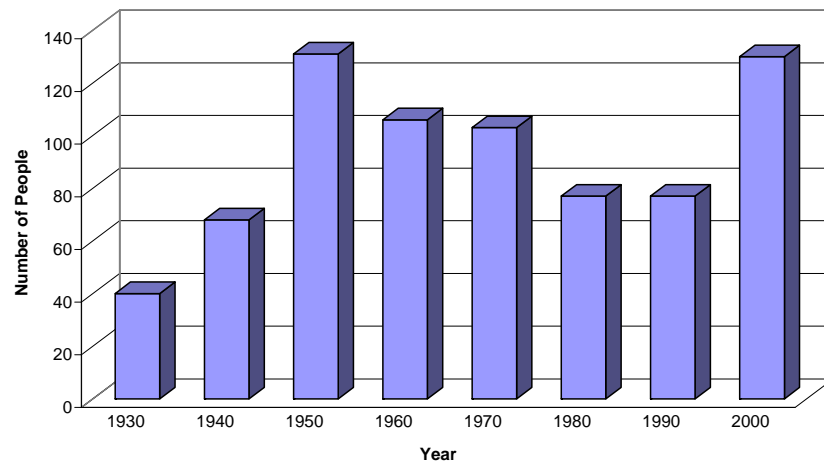
The amount, rate, and patterns of population growth can significantly affect a community's infrastructure, economy, and social institutions, as well as having profound impacts on the natural environment. Changes in population, land-use policy, and employment affect the level of public services needed in a community. The growth or decline of population has a greater relative impact in smaller, rural areas like Ekwok. As the high cost of fuel demonstrates, delivery of basic services in smaller and less dense areas not on the road system is more difficult and expensive. Declining populations can exacerbate those difficulties.

Growth has both positive and negative effects. On the positive side are the benefits to the local area, including increases in jobs and income, growth of services, and developed areas. On the negative side are the costs and inconveniences that accompany growth, such as loss of open space, changing lifestyles, pollution, and increased demands on public and subsistence lands. When a community loses population it also loses talent and revenues. How a community is fiscally affected by growth is often contingent on the rate, location, and type of growth—on in- or out-migration.

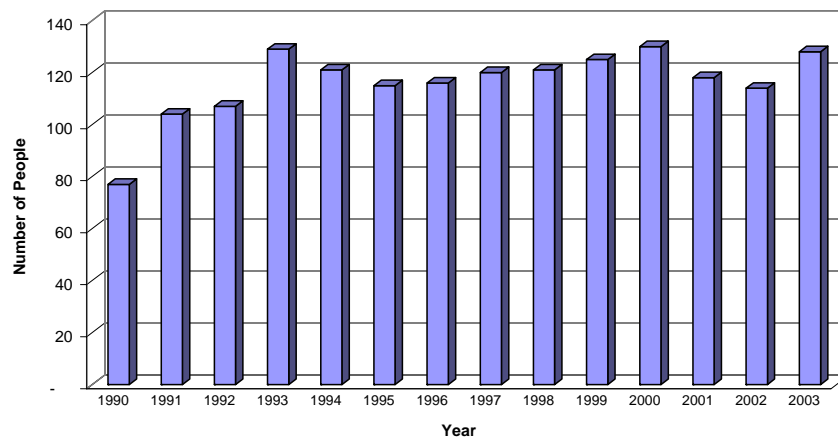
Important factors that influence in- and out-migration include employment opportunities, the physical environment, perception of regional, state, and local government taxing policies, labor markets, cost of living, population composition, and local and state social legislation.

Sample Profile, continued:**Total Population Trends**

Figure 4 shows the variability of Ekwok's population at 10-year intervals from 1930 to Census 2000. The population almost doubled between 1990 and 2000 from 77 to 130. Figure 4 shows the population of Ekwok at annual intervals from 1990 to 2003. The estimated population in 2003 is 128, an increase of 14 people from 2002. This population increase contrasts with Bristol Bay Borough, Dillingham Census Area, and Lake and Peninsula Borough which all experienced a decline in net migration between April 1, 2000 and June 30, 2003.

Figure 4. Ekwok Population, 1930-2000

Source: 2000 Census Data compiled by State of Alaska Department of Community and Economic Development. Alaska Community Database Website, Accessed June 8, 2004.

Figure 4. Annual Ekwok Population 1990-2003

Sample Profile, continued:

At the time of Census 2000, 96 of the 130 residents of Ekwok were five years old and over. Of this group 65 individuals or almost 68 percent lived in the same house they had lived in 1995. Twelve individuals lived in the same census area, but a different house than in 1995. Another 19 individuals moved into Ekwok from somewhere else in Alaska but from outside of the Dillingham Census Area, sometime between 1995 and Census 2000.

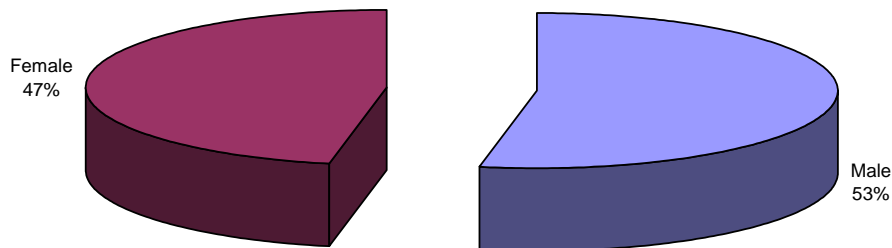
Table 9. Resident in 1995 of Population 5 Years and Over

	Ekwok	Dillingham Census Area	Alaska
Population 5 Years and Over	96	4,435	579,740
Same House in 1995	67.7	65.3	46.2
Different House in the U.S. in 1995	32.3	33.9	51.6
Same Borough	12.5	17.4	27.7
Different Borough	19.8	16.5	24
Same State	19.8	9.1	7.5
Different State	0.0	7.4	16.5
Elsewhere in 1995	0.0	0.8	2.2

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

Gender

At the time of Census, Ekwok had 69 males and 61 females. Fifty-three percent of the population is male compared to 51.7 percent in the state as a whole (Census 2000).

Figure 5. Gender Distribution in Ekwok, Census 2000

Source: U.S. Census Bureau, Census 2000, Table DP-1.

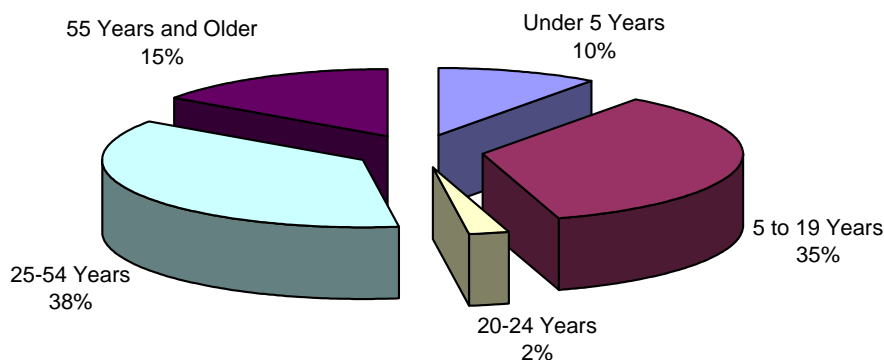
Sample Profile, continued:**Age**

Age distribution gives an indication of whether the population of a community is generally young or old and growing or declining. It is a predictor of future school enrollments, an indicator of what resources and programs the community may need for specific age groups, and one source of information about the available labor force, and the impacts of changes in the nature of the local economy.

Age and the state of family development influence the patterns of benefits from outside employment and education. For example, families with very young children and older community members are less likely to be able to take advantage of employment or educational opportunities outside of the village. These people need to be served by development projects that take place within the village. According to the NRC (1999), young men and women are in a precarious position, because the traditional way of life can not proceed without cash.

At the time of Census 2000, approximately 10 percent of the population was under 5 years and another 35 percent was between 5 to 19 years (Figure 6). Approximately 45 percent of the population is 19 years or younger; this contrasts with the State as a whole where just over 33 percent of the population is 19 years or younger. Only two percent of the population is 20 to 24 years of age in contrast to 6.4 percent in the state as a whole and 6.7 percent nationwide. It would appear that individuals in this age group are leaving the community for educational or employment purposes. Furthermore, a significant portion of the population is about to enter the labor force and there are limited jobs available in the community.

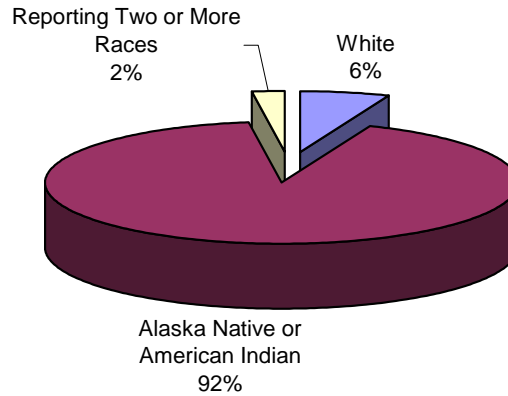
Figure 6. Age Distribution in Ekwok, Census 2000



Source: U.S. Census Bureau, Census 2000, Table DP-1.

Sample Profile, continued:**Race**

In Census 2000, individuals could report their race alone or in combination with one or more other races. In Ekwok 93.8 percent of the population reported they were Alaska Native and/or American Indian alone or in combination with some other race.

Figure 7. Race Distribution in Ekwok

Source: U.S. Census Bureau, Census 2000, Table DP-1.

❑ **List community facilities including public buildings, water, sewer, communications, electrical, transportation modes, docks, boat storage, and ice houses**

a. Energy Costs

Sources:

Local knowledge

www.dced.state.ak.us/dca/commdb/CIS.cfm.

—DCED Community Profiles

Bristol Bay, Alaska Comprehensive Economic Development Strategy

Sample Profile:

The high cost of living and energy in the Bristol Bay Region is a barrier to economic development efforts. The cost for home-heating fuel and electricity in many of the Bristol Bay villages is four times as high as the Anchorage area (BBNA 2004).

Because of their remoteness, many of the region's residents living in smaller communities generally pay about twice as much for electricity than Dillingham consumers and four times as much as Anchorage consumers.

Table 10. Fuel and Energy Costs

	Naknek/King Salmon	Anchorage	Portland, Oregon
Electricity 1,000 k2Wh	176.33	107.49	81.68
Heating Oil 55 Gallons	105.05	78.47	132.00
Gasoline 55 Gallons Unleaded	141.35	92.40	80.25
Propane Gas	105.00	45.86	43.66

Source: BBNA 2004.

According to local knowledge to cost of gas in Summer 2004 was \$3.90 per gallon.

❑ Find a land ownership map to include in your plan

Sources:

www.dced.state.ak.us/dca/grt/iaid/iaidhome.htm

—DCED Community Maps

www.dced.state.ak.us/dca/commdb/CIS.cfm.

—DCED Community Profiles

Ekwok is currently being mapped.

ANCSA Land Ownership

The Ekwok Natives Limited village corporation has a 12(a) Land Entitlement of 92,160 acres (from the federal government) and a 12(b) land entitlement of 1,522 acres(reallocated from the regional Native corporation). Ekwok Natives Limited 14(c) reconveyance of land to the local city government to provide for community use and expansion have been conveyed.