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](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.

Appendix A: Additional Planning Resources
Figure 2. Community Database Online

Appendix A: Additional Planning Resources
Figure 3. ADCED Community Information Summaries

Alaska Community Database Community Information Summaries (CIS)

The CIS presents a summary of the most frequently asked questions for each community in Alaska. Including community location, population, taxes, climate, history, culture, demographics, utilities, schools, health care, economy, transportation, and major contacts.

1: Select a Community:
- Adak
- Aleknagik
- Aleutian
- Alaska
- Analaska
- Alakanuk
- Alitak
- Altitak
- Alipine
- Alaskan
- Alaskan Border

2: Click Here >>> Get Summary

Department of Community & Economic Development
Division of Community Advocacy
E-Mail: Research & Analysis
Phone: 907-269-4531 Fax: 907-269-4539

Appendix A: Additional Planning Resources
Figure 4. ADCED Detailed Community Information

Appendix A: Additional Planning Resources
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.
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.
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 (9) allows you pull up information on the sources and definition of the information, as well as links to more detailed articles.
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.

### Appendix A: Additional Planning Resources
The Bureau of Economic Analysis (BEA) provides information on a regional basis, although community-level information is limited. The BEA website (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/

Appendix A: Additional Planning Resources
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 it 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

Appendix A: Additional Planning Resources
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

Appendix A: Additional Planning Resources
References


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.


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.


(Denali Commission, Community Toolbox).

Appendix A: Additional Planning Resources

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.


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

Appendix A: Additional Planning Resources
A Recommended Checklist of Items  
To Include in Community Plan*

COMMUNITY VISION – to be done by community

COMMUNITY GOALS AND OBJECTIVES – to be done by community

COMMUNITY INVOLVEMENT & PARTICIPATION PROCESS
- Description / sign-in documents

BACKGROUND FOR PLANNING
- Location and Size
  Link:  http://www.commerce.state.ak.us/dca/commdb/CF CIS.htm  
  Comment: Select the appropriate community and click on “get data”, this will take you to a general community profile that provides the population size, physical size and location.

  Link:  http://www.commerce.state.ak.us/dca/lbc/lbc.htm  
  Comment: Click on “Certificates” under Quick Links. Select “cities” or “boroughs” and check appropriate city or borough for information on date and form of incorporation, and municipal boundary description and map.

- Physical Setting – Geology, Geography, Physical Hazards, Climate, Endangered and Threatened Species, etc.
  Comment: Select “Communities” to get to list of communities. Select appropriate community to get information on past floods, cause of the most recent flood, recommended building elevations and photos showing high water elevations on different structures.

  Link:  http://www.ak-prepared.com/plans/mitigation/localhazmitplan.htm  
  Comment: Division of Emergency Services hazard mitigation planning website.

  Link:  http://www.commerce.state.ak.us/dca/commdb/CIS.cfm  
  Comment: Select the appropriate community and click on “get data”, this will take you to a general community profile that provides some information on climate.

  Link:  http://www.wrcc.dri.edu/summary/listak.html  
  Comment: Click on community name for monthly and annual information on average maximum and minimum temperature, average total precipitation, average total snowfall, average snow depth. Information provided by Western Regional Climate Center. Not available for all communities.

- History – Cultural and Economic Development History, Major Events, etc.
• Subsistence Resources and Seasons
  Link: http://www.subsistence.adfg.state.ak.us/
  Comment: This link will take you to the State Of Alaska’s Department of Fish and Game – Subsistence web page.

  Link: http://www.subsistence.adfg.state.ak.us/geninfo/publctns/cpdb.cfm
  Comment: Click on Community Profile Database Version 3.12 for Access 2000, unzip file, select View Entire Table, and then select Issues. Information is provided on regulatory and habitat issues raised by each community. Some of this information may now be dated.

5. ECONOMY AND POPULATION
   • Existing Economy and Population
     Link: http://almis.labor.state.ak.us/?PAGEID=67&SUBID=115
     Comment: This link will take you to the Department of Labor’s web site. This web site will also be helpful in providing information for the Regions/Census Areas on the list components in this section (Economy and Population)

     Link: http://almis.labor.state.ak.us/?PAGEID=67&SUBID=135
     Comment: Four-page population and housing profiles include 2000 Census information such as employment, income, poverty, school enrollment and educational attainment for each census area and community. For community information, select the appropriate census area.

   ▪ 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
       Link: http://www.commerce.state.ak.us/dca/AEIS/AEIS_Home.htm
       Comment: The AEIS web site provides general information by Census area but only up to 2000. See link below for more current information.

       Link: http://almis.labor.state.ak.us/?PAGEID=67&SUBID=177
       Comment: The Department of Labor provides information by region (Census Area), where the user can select the components of the report to be generated.

   ▪ Future Population
     Link: http://almis.labor.state.ak.us/?PAGEID=67&SUBID=115
Comment: Department of Labor Population forecast. The community may have its own population forecast.

- Methods of Forecasting
- Forecasted Population

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
  Link: http://www.commerce.state.ak.us/dca/mapping.htm
  Comment: Land Management and Mapping Page
- 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

COMMUNITY FACILITIES AND UTILITIES
Link: http://www.commerce.state.ak.us/dca/commdb/CF_BLOCK.htm
Comment: Select the appropriate community from the left column and variables “General Overview”, “Facilities, Utilities and Services” and “Schools”. This will provide a snapshot for a number of the requirements in this section.

- Community Buildings
  - Municipal Buildings
  - Tribal Buildings
- Cultural Facilities
  - Library
  - Museum
  - Other
- Public Safety
  - Police
  - Fire Protection
  - Search and Rescue
- Health Clinic
- Education

Appendix B: Denali Commission’s Community Planning Checklist
Appendix B: Denali Commission’s Community Planning Checklist

Link:  http://www.eed.state.ak.us/Facilities/SchoolFacilityReport/SearchforSchoolFac.cfm
Comment: Select the appropriate attendance area (community) in the left column. Information on facility type, gross square footage and name of the school district will be provided on each building associated with the school or schools in that community, plus some additional comments.

Link:  http://www.eed.state.ak.us/stats/
Comment: Select “School Enrollment Totals for all Alaskan Schools” for enrollment information by grade for any school in the state. Information is organized by school district and then by individual schools in that district. Additional information on student ethnicity is provided by selecting “School Enrollment Totals by Ethnicity for All Alaskan Public Schools.”

- Parks and Recreation
- Cemeteries and Graves
- Utilities
  - Water and Sewer
Link:  http://www.commerce.state.ak.us/dca/ruba/report/Ruba_Report.cfm
Comment: Select individual RUBA community for report on current status of local water and sewer services.

Link:  http://www.state.ak.us/dec/water/pdf/proj_engineer.pdf
Comment: Lists Village Safe Water / Alaska Native Tribal Health Consortium engineers responsible for each community, together with contact information, to provide current water and sanitation information.

Link:  http://www.dsfc.ihs.gov/datasystems.cfm
Comment: Click on Web STARS (WSTARS), then click on Alaska Area, then Public Login, then fill out requested identification information, and then on Reports. On the Standard SDS Reports List for Alaska page, click SDS Narrative, then select “Community Name” filter field. Provides information on existing water/sewer system deficiencies, together with an estimate of the cost to correct those deficiencies.

- Solid Waste

Link:  http://www.dsfc.ihs.gov/datasystems.cfm
Comment: Follow same links as above except select SDS Solid Waste instead of SDS Narrative. Filter field values are listed by tribe.

- Electric Power
- Bulk Fuel
- Telephone
- Internet

TRANSPORTATION

Link:  http://www.dot.state.ak.us/
Comment: Department of Transportation link

Link:  http://www.dot.state.ak.us/stwdplng/areaplans/index.shtml
Comment: Long-range regional transportation plans currently listed on this site include those for Southeast Alaska, Prince William Sound, Southwest Alaska, Northwest Alaska and the Yukon-Kuskokwim Delta.

Link: [http://www.dot.state.ak.us/stwdplng/cip_stip/needlist.shtml](http://www.dot.state.ak.us/stwdplng/cip_stip/needlist.shtml)
Comment: Click on 2004-2006 Alaska Department of Transportation & Public Facilities Needs List. All transportation projects that have been nominated for inclusion in the STIP (Statewide Transportation Improvement Program) are listed by census area and community, together with the estimated project cost and the scoring assigned to the project by DOT/PF.

Link: [http://www.dot.state.ak.us/stwdplng/projectinfo/index.shtml](http://www.dot.state.ak.us/stwdplng/projectinfo/index.shtml)
Comment: List of currently funded Department of Transportation projects. Select individual projects for additional information.

Link: [http://www.commerce.state.ak.us/dca/commdb/CF_CIS.htm](http://www.commerce.state.ak.us/dca/commdb/CF_CIS.htm)
Comment: Select a community and select “get data”. This will generate a report from the community database that provides a section on transportation.

- Regional Transportation
  - Roads and Trails

Link: [http://www.dot.state.ak.us/stwdplng/cip_stip/index.shtml](http://www.dot.state.ak.us/stwdplng/cip_stip/index.shtml)
Comment: Select 04-06 STIP and click on Index of Projects. All currently planned road (and ferry) transportation projects are listed in community order, together with the page in the STIP where more detail on a particular project is provided.

- Air
Link: [http://www.gcr1.com/5010WEB/default.htm](http://www.gcr1.com/5010WEB/default.htm)
Comment: G.C.R. & Associates website provides information on airports throughout the U.S. Select “Associated City” and “State” to get information on individual airports. “General Information,” “Services & Facilities,” “Based Aircraft & Operations,” “Runway Info.” And “Remarks” provide detailed information for each airport.

Comment: Select “AIP Projects” to get information on projects planned for construction in immediate future. Provides a brief description of the project, when construction is scheduled, potential impacts on the airfield and the name and contact information of the project manager. Select “Alaskan Region Airport AIP Program FY 1982-2003” for history of airport improvements and their cost by community. Federal Aviation Administration, Airports Division, new airport improvement construction projects and 1982-2003 projects website:

- Water – Docks
- Local Transportation
  - Roads and Boardwalks
  - Small Boat Harbors / Boat Storage Facilities
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.
The Bristol Bay Region

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

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

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

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

Regional Social Conditions

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

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

- Close family ties, access to subsistence resources and other dimensions of village life are strong attractions; at the same time, like all of rural Alaska, Bristol Bay communities have high levels substance abuse, suicide, accidental death, and domestic violence.
- The lack of jobs and business opportunities mean a large percentage of young people leave the region to pursue educational opportunities and find a way to support themselves and their families.
- Deep ties to the land and traditional cultural values, but weakening as generations go by.
• “Two worlds problem”—again, like all of rural Alaska—there is frequently a gap between the expectations of villages and those of the world outside. Deep cultural differences, due to a very rapid shift over the last hundred years from traditional subsistence lifestyles to a cash economy, set up divisions between generations within the village, and create challenges for community development.

Regional Resilience

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

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

Regional Population

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

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

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

Decrease in Personal per Capita Income

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

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

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

Components of Personal Income

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

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

Regional Subsistence and the Village Economy

In addition to its cultural significance, subsistence is the foundation of many village economies, because there are few opportunities in some villages to earn cash. Subsistence offsets the high cost of living in villages within the Bristol Bay region. One of the paradoxes of subsistence is
that today cash is needed to engage in a subsistence lifestyle. According to a 1999 report by the National Resource Council (NRC) on CDQ communities, a household income of at least $20,000 to $25,000 per year is needed to engage in subsistence.

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

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

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

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

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

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

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

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

**Regional Employment**

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

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

<table>
<thead>
<tr>
<th>Place</th>
<th>Per Capita Personal Income ($</th>
<th>Rank</th>
<th>Total Personal Income ($1,000s)</th>
<th>Rank</th>
<th>Components of Total Personal Income</th>
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<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
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<td>Dividends, Interest, and Rent Earnings (%)</td>
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<tr>
<td>Alaska</td>
<td>32,799</td>
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<td>21,040,260</td>
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<td>66.4</td>
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<tr>
<td>Dillingham CA</td>
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<td>17</td>
<td>136,042</td>
<td>17</td>
<td>69.0</td>
</tr>
<tr>
<td>Lake and Peninsula</td>
<td>21,783</td>
<td>25</td>
<td>34,569</td>
<td>26</td>
<td>58.3</td>
</tr>
</tbody>
</table>


Source: Values calculated by Northern Economics, Inc.
Regional Challenges

Geographically Isolated

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

Transportation

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

Federal and State Disaster Area

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

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

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

Decline in Local Tax Revenues

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

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

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

**High Cost of Fuel and Energy**

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

**Regional Opportunities**

**Elements of Change**

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

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

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

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

**Workforce Education and Training**

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

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

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

**Restructuring of Bristol Bay Fishery**

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

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

Alaska Natives in the region possess a wealth of knowledge and skills as fish harvesters. These traditional skills in the subsistence economy, however, may not provide the financial resources and entrepreneurship to compete on an equal footing with participants whose experience is in market based economies. An organization such as Alaska Growth Capital, a community development finance institution, can help provide access to capital for local participation in a market-based economy.
In the years to come, Alaska salmon fisheries, especially Bristol Bay fisheries, face their greatest challenge—to remain viable in a global marketplace dominated by low-cost farmed fish. The prolific increases on world markets of farmed salmon from Norway, Chile, and Canada have been well-documented, as has the downward trend in salmon prices resulting from the increase in supply.

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

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

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

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

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

As with commercial fish harvesting, the fish processing industry requires a great deal of capital. The processor that is able to purchase and process the most fish during the short seasons is likely to generate the greatest profit. In order to process greater shares of the harvest, processors developed multiple processing facilities and use large vessels (tenders) to purchase fish on the grounds and bring them to their plants. If all other factors are equal, the processor with greater access to capital will generally be able to secure a larger portion of the processing market.
Exacerbating these conditions is the high cost of production at fish processing facilities in the
Bristol Bay region, which leads many facilities to minimize the processing steps they undertake
in the primary production process, and which contributes to decisions to forego processing of
lower value species. Production costs in the region are relatively high compared with the
production costs in Southcentral and Southeast Alaska and in the Lower 48 states. The higher
production costs are caused primarily by the high cost of energy in the region and the high cost
of transporting final products and production inputs, such as labor and packaging materials.

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

Proposed Development of On/Offshore Oil and Gas

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

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

Pebble Copper

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

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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. The community of Iliamna is located about 15 miles south of the project. Iliamna has an airport with two paved runways, 4,800-foot and 5,080-foot.

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

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

**Infrastructure Development**

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

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

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

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

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5 Ibid

 Appendix C: The Bristol Bay Region
**Sport Fishing, Hunting, Tourism and Eco-tourism**

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

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

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

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

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

Appendix C: The Bristol Bay Region
# Appendix D: Business Funding and Technical Assistance Resources

<table>
<thead>
<tr>
<th>Organization</th>
<th>Service</th>
<th>Contact</th>
<th>Address</th>
<th>Telephone</th>
<th>Fax</th>
<th>E-mail</th>
</tr>
</thead>
</table>
| Alaska Minority Business Development Center  
[www.tananachiefs.org](http://www.tananachiefs.org) | Business counseling, Nominal hourly fee based on sliding scale. | Lloyd Allen, Program Director  
Tanana Chiefs Conference, Inc. | 122 First Avenue Suite 600  
Fairbanks, AK 99701-4897 | (907) 452-8251 ext. 3277 or 800 478-6822 ext. 3277 | (907) 459-3957  
tallen@tananachiefs.org |
| Alaska Rural Development Council  
[http://ardc.alaska.edu](http://ardc.alaska.edu) | Technical assistance in working with regulatory agencies; Community Forums | Chuck Akers, Executive Director  
UAA  
3211 Providence Drive, ADM #279  
Anchorage, AK 99508 | | (907) 786-4660 | (907) 786-4662  
anca@uaa.alaska.edu |
| Alaska Small Business Development Center (Statewide Office) | Business counseling, Business training seminars, Library Resources | Bill Bear, Rural Director  
Rural Outreach | 430 W. 7th Avenue Suite 110  
Anchorage, AK 99501 | (907) 274-7232 or 800 478-7232 | (907) 274-9524  
anwsb1@uaa.alaska.edu |
| Alaska Village Initiatives  
[www.akvillage.com](http://www.akvillage.com) | | Thomas Harris, President CEO | 1577 C Street, Suite 304  
Anchorage, AK 99501 | (907) 274-5400 or 800 478-2332 | (907) 263-9971  
avl@akvillage.com |
| Anchorage Convention and Visitors Bureau  
[wwwANCHORAGE.net](http://wwwANCHORAGE.net) | | | | (907) 276-4118 | (907) 278-5559  
info@ANCHORAGE.net |
| Bureau of Indian Affairs - Indian Reservation Roads Program  
[www.doi.gov/bureau-indian-affairs.html](http://www.doi.gov/bureau-indian-affairs.html) | | Art High | P.O. Box 35520  
Juneau, AK 99802 | (907) 586-7386 | (907) 586-7357 |
| Bristol Bay Economic Development Corporation (BBEDC) | | | PO Box 1464  
Dillingham, AK 99576 | (907) 842-4370 or 800 478 4370 | (907) 842-4336 |
| First Alaskans Institute  
[www.firstalaskans.org](http://www.firstalaskans.org) | Capacity-building of Alaska Native peoples and their communities; policy and leadership development; education | Jason Metrokin | 606 E Street, Suite 200  
Anchorage, AK 99501 | (907) 677-1700 | (907) 677-1780  
info@firstalaskans.org |
| Natural Resource Conservation and Development Service  
800 W. Evergreen, Suite 100  
Palmer, AK 99645 | (907) 761-7780 | (907) 761-7790  
shirley.gammon@ak.usda.gov |
| Southwest Alaska Municipal Conference | | Wanetta Ayers, Executive Director | 3300 Arctic Blvd., Ste. 203  
Anchorage, AK 99503 | (907) 562-7380 | (907) 562-0438 |
| US Small Business Administration  
[www.sba.gov/ak/medak.html](http://www.sba.gov/ak/medak.html) | | Susan Roggenkamp, Assistant District Director | 222 W. 8th Ave., Suite 67  
Anchorage, AK 99513-7559 | 1-800-U-ASK-SBA or 907 271-4356 or 800 755-7034 | 202 481-5711  
susan.roggenkamp@sba.gov |
### Funding Sources

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<th>Address</th>
<th>Telephone</th>
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<tr>
<td>Rasmuson Foundation</td>
<td><a href="http://www.rasmuson.org">www.rasmuson.org</a></td>
<td>Invests in well-managed Alaskan based organizations that provide a unique public service, thereby ensuring that basic human needs are met and that quality of life for all Alaskans is enhanced. Rasmuson is primarily interested in capital funding, not for operations.</td>
<td>Rosie Ricketts, Grants Administrator</td>
<td>301 West Northern Lights Blvd., Suite 400 Anchorage, AK 99503</td>
<td>(907) 297-2825</td>
<td>(907) 297-2770</td>
</tr>
<tr>
<td>Denali Commission</td>
<td><a href="http://www.denali.gov">www.denali.gov</a></td>
<td>Multi-Use Facility Program: A Multi-Use Facility is a facility which provides two or more uses. A variety of uses may be consolidated into a single facility, but priority for funding under this program will go to uses associated with life, health and safety. The Multi-Use Facility Program is designed to encourage consolidation of compatible essential community services eliminating duplication of services and increasing the efficiency with which services are delivered.</td>
<td>Paul McIntosh, Program Manager</td>
<td>510 L Street Suite 410 Anchorage, AK 99507</td>
<td>(907) 271-1414</td>
<td>(907) 271-1415</td>
</tr>
<tr>
<td>M.J. Murdock Charitable Trust</td>
<td><a href="http://www.murdock-trust.org">www.murdock-trust.org</a></td>
<td>The Trust’s mission is to enrich the quality of life in the Pacific Northwest by providing grants to organizations that seek to strengthen the region’s educational and cultural base in creative and sustainable ways</td>
<td>John Van Zytveld, Senior Program Director</td>
<td>PO Box 1618 Vancouver, WA 98668</td>
<td>(360) 694-8415</td>
<td>(360) 694-1819</td>
</tr>
<tr>
<td>Paul Allen Foundation</td>
<td><a href="http://www.pgafamilyfoundation.org">www.pgafamilyfoundation.org</a></td>
<td>Paul Allen offers funding in four program areas: Arts &amp; Culture, Youth Engagement, Community Development &amp; Social Change, Scientific &amp; Technological Innovation</td>
<td>Anna Fulton, Grants Administrator</td>
<td>505 5th Avenue South, Suite 900 Seattle, WA 98104</td>
<td>(206) 342-2030</td>
<td>(206) 342-3030</td>
</tr>
<tr>
<td>Charlotte Y. Martin Foundation</td>
<td><a href="http://www.charlottemartin.org">www.charlottemartin.org</a></td>
<td>The Charlotte Martin Foundation is dedicated to enriching the lives of youth in the areas of athletics, culture and education.</td>
<td>Linda Pancheri</td>
<td>C/O Union Bank of California 910 Fourth Avenue, PO Box 2123 Seattle, WA 98114</td>
<td>(206) 587-3621</td>
<td></td>
</tr>
<tr>
<td>The Kresge Foundation</td>
<td><a href="http://www.kresge.org">www.kresge.org</a></td>
<td>The Foundation’s Bricks and Mortar program offers funding for facility construction; renovation, the purchase of major equipment or an integrated system at a cost of at least $300,000; or the purchase of real estate.</td>
<td>Sandra Harrison</td>
<td>2701 Troy Center Drive Suite 150 Troy, MI 48084</td>
<td>(248) 643-9630</td>
<td>(248) 643-0588</td>
</tr>
<tr>
<td>U.S. Economic Development Administration</td>
<td></td>
<td>To assist in the creation of public facilities needed to initiate and encourage the creation and retention of permanent jobs in the private sector in areas where economic growth is lagging behind the rest of the country and where there is significant economic distress.</td>
<td>Bernie Richerts, Director, Alaska Region</td>
<td>510 L Street, Suite 444 Anchorage, AK 99501</td>
<td>(907) 271-2272</td>
<td>(907) 271-2274</td>
</tr>
<tr>
<td>U.S. Department of Housing &amp; Urban Development (HUD) - Indian Community Block Grant (ICDBG)</td>
<td><a href="http://www.hud.gov">www.hud.gov</a></td>
<td>The ICDBG Program provides eligible grantees with direct grants for use in developing viable Indian and Alaska Native Communities, including decent housing, a suitable living environment, and economic opportunities, primarily for low and moderate income persons.</td>
<td>Colleen Bickford, Office Director</td>
<td>3000 C. Street, Suite 401 Anchorage, AK 99503</td>
<td>(907) 677-9800</td>
<td>Toll Free in Alaska: (877) 302-9800</td>
</tr>
</tbody>
</table>
### Appendix D: Business Funding and Technical Assistance Resources

<table>
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<tr>
<th>Organization</th>
<th>Service</th>
<th>Contact</th>
<th>Address</th>
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| **HUD: Community Development Block Grant (CDBG)** | Communities receiving CDBG funds from the State may use the funds for many kinds of community development activities including, but not limited to:  
- acquisition of property for public purposes;  
- construction or reconstruction of streets, water and sewer facilities, neighborhood centers, recreation facilities, and other public works;  
- demolition;  
- rehabilitation of public and private buildings;  
- public services;  
- planning activities;  
- assistance to nonprofit entities for community development activities;  
- assistance to private, for profit entities to carry out economic development activities (including assistance to micro-enterprises).  
The State may use $100,000 plus up to 50% the costs it incurs for program administration, up to a maximum of 3 percent of its CDBG allocation. The State may expend up to 3% of its CDBG allocation on technical assistance activities. However, the total the State spends on both administrative and technical assistance expenses may not exceed 3% of the State’s allocation. | Gus Smith, Community Planning & Development | 3000 C Street, Suite 401 Anchorage, AK 99503 | (907) 677-9890     | (907) 677-9802   | gus_smith@hud.gov     |
| **AK Department of Commerce, Community & Economic Development (DCCED)** | | | | |
| **DCCED: Div. of Community & Business Development** | | | | |
| Office of Tourism                                 | | | | |
| www.dced.state.ak.us/tourism/                     | | | | |
| **DCCED: Div. of Community & Business Development** | | | | |
| Development Section                               | | | | |
| Caryl McConkie, Development Specialist            | P.O. Box 110809 Juneau, AK 99811                                       | (907) 465-2012                           | (907) 465-3767       | caryl.mcconkie@dced.state.ak.us |
| **DCCED: Div. of Community & Business Development** | | | | |
| Development Section                               | | | | |
| Ruth St. Amour, Development Specialist II         | 550 W. 7th Ave., Suite 1790 Anchorage, AK 99501                        | (907) 269-4527                           | (907) 269-4539       | Ruth_St.Amour@commerce.state.ak.us |
| **DCCED: Small Business Economic Development Revolving Loan Fund:** | Small business loans to expand employment opportunities in rural Alaska. Provides start-up and expansion capital of small businesses. | | | |
| **DCCED: Mini-grant Assistance Program**          | Economic and/or comm. development projects, including projects using natural resources. | Jo Grove, Program Coordinator | Div. of Community & Business Development 209 Forty Mile Ave. Fairbanks, AK 99701-3100 | (907) 452-4468 | (907) 451-7251 | Jo_Grove@dced.state.ak.us |
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<tr>
<td>State of Alaska</td>
<td>Provides an extensive overview of resources and funding opportunities for Alaskan organizations/individuals.</td>
<td>Indra Arriaga</td>
<td></td>
<td>(907) 465-4750</td>
<td>(907) 465-5085</td>
<td><a href="mailto:Indra_Arriaga@commerce.state.ak.us">Indra_Arriaga@commerce.state.ak.us</a></td>
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<tr>
<td>United States Department of Agriculture (USDA)</td>
<td>(see below)</td>
<td>Dean Stewart - USDA Rural Development</td>
<td>800 W. Evergreen, Suite 201 Palmer, AK 99645</td>
<td>(907) 761-7722</td>
<td>(907) 761-7793</td>
<td><a href="mailto:dstewart@rdmail.rural.usda.gov">dstewart@rdmail.rural.usda.gov</a></td>
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<td><a href="http://www.rurdev.usda.gov">www.rurdev.usda.gov</a></td>
<td>(see below)</td>
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<td>USDA: Rural Business Opportunity Grants:</td>
<td>Assists with costs of providing economic planning for rural communities, technical assistance for rural businesses, or training for rural entrepreneurs or economic development officials.</td>
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<td>USDA: Housing &amp; Community Facilities:</td>
<td>Community Programs administers programs designed to develop essential community facilities for public use in rural areas. These facilities include schools, libraries, childcare, hospitals, medical clinics, assisted living facilities, fire and rescue stations, police stations, community centers, public buildings and transportation.</td>
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<tr>
<td>Administration for Native Americans Grants</td>
<td>Federal Agency: provides financial assistance to tribes and ANCSA communities for projects which will provide jobs, promote economic well-being, self-sufficiency and community health. ANA funds equipment and planning, but NOT construction.</td>
<td>P. J. Bell, ANA Project Manager</td>
<td>Native American Management Services, Inc. Administration for Native Americans, Region III 11723 Old Glenn Hwy., Suite 201 Eagle River, AK 99577</td>
<td>(907) 694-5711 or Toll Free: (877) 770-6230</td>
<td>(907) 694-5775</td>
<td><a href="mailto:director@anaklaska.org">director@anaklaska.org</a></td>
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### APPENDIX E: COMMUNITY BUSINESS & JOBS SURVEY FORM

#### Community-Wide Businesses and Jobs Survey

<table>
<thead>
<tr>
<th>Name of Business or Organization</th>
<th>Business Type*</th>
<th>Description or Type of Business</th>
<th># of Full-Time Jobs</th>
<th># of Part-Time Jobs</th>
<th># of Months in Operation</th>
<th>Year Established</th>
<th># of Employees When F/O</th>
<th># of New Jobs During Past Two Years</th>
<th># of Jobs Expected 5 Years from Now</th>
<th>Key Non-Locals Employed</th>
<th># of Non-Locals Employed</th>
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**TOTALS**

- Government Agency: 0
- Locally-Owned Business (For Profit): 0
- NOT Locally-Owned Business (For Profit): 0
- Non-Profit: 0
- Other: 0

* Types:
- G = Government Agency
- LB = Locally-Owned Business (For Profit)
- NLB = NOT Locally-Owned Business (For Profit)
- NP = Non-Profit Organization
- Other = Other (describe)
INPUTS
Sources of Wealth

Village

OUTPUTS
Wealth Leaving the Village

Wealth Staying in the Village

INPUT-OUTPUT MODEL of Village Economy