



Lake and Peninsula Borough Comprehensive Plan Update

PUBLIC REVIEW
DRAFT PLAN
SEPTEMBER 2012



Prepared for the
Lake and Peninsula Borough
by Agnew::Beck Consulting

Executive Summary

Public Hearing Draft Lake and Peninsula Borough Comprehensive Plan
September 2012

To: Borough residents, businesses and landowners
Village and regional corporations, tribes, and other organizations
Borough Staff and Planning Commission

This document is the public review draft of the Lake and Peninsula Borough Comprehensive Plan. Building from past planning efforts, this plan focuses on identifying specific, tangible, near term actions to can be taken to address the challenges and opportunities facing the region.

The plan has three main elements:

- Executive Summary – summarizes the plan priorities.
- Regional and Sub-regional Plans – include background information on regional trends and the full set of implementation recommendations.
- Village Plans – “three page plans” that identify priorities in each borough community.

This project was prepared from the ground up. In late spring of 2012, borough staff, Planning Commission and Assembly members, working with consultants, held a public workshop in almost every community in the region. The results of the 2011 Bristol Bay Visioning project and other planning efforts were used as a starting point; each community was asked to expand upon and/or refine this information. The goal was to identify the biggest issues facing each village and then to identify priorities to respond to these challenges. Building from the recommendations in individual villages, strategies were then developed at the sub-regional level (Pacific, Bristol Bay and Lakes areas). From this sub-regional work came recommendations for actions at the borough-wide scale.

While comments on all aspects of this draft plan are encouraged, **we ask reviewers to focus on priorities for action at the sub-regional and borough-wide level.** This request reflects the overall goal of this planning process, that is, to understand views of the fifteen borough communities and, building from those views, to identify shared regional priorities for action. The plan assumes that many issues are shared between communities, and that by working together, villages can better address challenges and opportunities. This assumption was confirmed during conversations with each community in the spring 2012 workshops. While each village is different, there is a great deal of common ground in the challenges facing Lake and Peninsula Borough communities.

Starting Context – Profound Challenges for Rural Alaska

“We have to do something soon or our village won’t survive.”

– Lake and Peninsula Borough Community Member

Lake and Peninsula Borough communities have many strengths: strong cultural traditions, abundant fish and wildlife, pristine and often beautiful national landscapes, to name a few. At the same time, like most Alaska rural villages, these communities face an interlocking and increasingly difficult set of challenges. The economic and cultural foundations that have sustained Alaska village life are eroding. Evidence is growing that many villages may not survive as year-round communities. The specific challenges we heard from communities include:

- High and rising costs of living, in particular the cost of energy (e.g., fuel prices at \$8.00/gallon and rising in some communities).
- High and rising access costs (e.g., it costs less to fly from Anchorage to Europe than to Chignik Bay).
- In many communities, declining populations and risks of imminent school closure.
- Aging water, sewer electricity generation systems, which require costly maintenance and upgrades; minimal or no locally-generated revenues to fund this work.
- Limited local jobs, an increasingly competitive global economy, and very few examples of successful rural private business to guide and inspire.
- Accelerating declines in outside funding (the Denali Commission budget, for example, dropped from over \$100 million to \$6 million per year); more accountability required by funders.
- Media and communications that shift the interests of youth from local life to the larger world.

A Shift towards Self-Sufficiency

“We can’t keep looking to other people to solve our problems - from now on we’re going to have to solve them ourselves.”

– Lake and Peninsula Borough Community Member

One overriding theme emerged in many different villages: for villages to prosper, individuals and communities are going to have to be much more self-reliant. Villages are not going to have a choice about greater self-sufficiency: federal budget deficits are a national concern, Ted Stevens is no longer in office, and Alaska’s oil production is on a steady downward track. The borough and other regional organizations are resolved to help villages to become more self-sufficient, for example, working to leverage funding, provide technical and political support, and bring people together to work on shared issues. Ultimately, however, the engines that must drive solutions will be local residents, local businesses, tribes, communities and community leaders.

Priorities for Action

“If our villages work together we can accomplish things we can’t do on our own.”

– Lake and Peninsula Borough Community Member

The Public Hearing Draft Comprehensive Plan responds to the urgency of borough issues by focusing on tangible, near-term strategic actions. Previous plans provide a base of background information and goals. Rather than repeating that work, this plan identifies a set of practical, specific, high-priority actions the borough and its member communities can immediately pursue.

More Jobs for Locals, In and Out of the Village

“We will have to be fluent in two cultures – we’ll have to know subsistence, and know how to compete for jobs and political power in the urban world.”

– Lake and Peninsula Borough Community Member

Priorities include:

- **Take better advantage of local job opportunities.** Encourage and assist community members to do work that is available in the borough, work that too often goes to people from outside the region. One key strategy to reach this goal is to improve local job skills. As community members have said, a qualified resident in one village could work in their own as well as surrounding villages, doing work like weatherization, carpentry, or generator repair. Specific steps to implement this action include:
 - **Job Training** – Work with SAVEC, leaders of the “BB’s”, the school district and the UAF Dillingham campus to significantly improve job training opportunities. Ideally this will focus on SAVEC, but if necessary the focus could shift to other job training entities.
 - **Certifications and Licenses** – In many cases, residents have the skills to do a job, but lack the needed certifications. For example, someone with a boat and a “6-pack” Coast Guard license could earn extra money serving hikers, boaters or anglers.
 - **Regional jobs clearinghouse** – Develop a two-way information source (likely a website) that lists qualified businesses and individuals in each village, identifying people with proven skills in construction or other fields. Include information on the availability of support services such as rental housing, food service, equipment, or access to materials like gravel. The same website could provide information on upcoming job opportunities or pending contracts. For locals to get public contracts requires offering dependable, experienced services at prices equal to or below competitors. Villages have the advantage of lower mobilization costs, as well as their ability to offer cost-competitive support services, such as lodging and daily meals.

- Create more robust job training programs so motivated residents can get good jobs outside of their community, outside the region. Actively share the message that in-village jobs tend to be scarce and seasonal, and to continue to live in the village and enjoy the benefits of living in rural Alaska, some people will need to work outside the region. Alaska offers well-paid jobs structured to fit the lives of people who reside in communities, regions, and even states outside and away from the job site (e.g. North Slope workers).
- Provide the training, support and infrastructure so local residents gain more benefits from the commercial fishing industry. This will require actions like those summarized below. Most of these initiatives are already being pursued by BBEDC in portions of the borough; but many villages are not eligible for this assistance.
 - Continue to work to lower the high cost of entry into commercial fishing.
 - Infrastructure that creates more competition and options for selling seafood, e.g., the proposed new public dock in Chignik Bay (*see details below*).
 - Continue to support actions that produce more value-added fish products, for example, through smaller scale processing capability, focused on small volume, high value fish products. Togiak’s exclusive fish harvest area and affiliated processing facility is one community-specific example.
- Build the foundation for expanded local jobs in tourism. Tourism requires hard work, consistent high-quality service, and often does not pay well, particularly at the entry level. But in many communities tourism offers one of the few available job opportunities.
 - Better prepare locals to get jobs in the existing multi-million dollar Bristol Bay sport fishing and sport hunting industry (e.g., expand the “Bristol Bay Youth Fly Fishing and Guide Academy”).
 - Create/improve sub-regional and regional tourism websites that better describe the businesses and attractions that do exist in the area (e.g., a trip to the Aniakchak Crater caldera).
 - Work collaboratively with BBNC as it seeks profitable investment opportunities in tourism within the region.
 - Work with the National Park Service (NPS) to train and employ more local residents; the NPS repeatedly has said it wants to employ more people from the region.
 - Work to ensure that every village has one attractive, reliable place to stay and get a meal, to serve business travelers and service providers as well as “tourists”.
- Be Prepared for Possible Large Scale Resource Development. AS many people have noted, the borough and its residents need to actively monitor and better understand the status of any large-scale resource projects within its boundaries.

Reduce the Cost Of Living and Increase the Quality of Rural Life

“We need to create communities that people want to come back to.”

“High gas prices are killing our community.”

– Lake and Peninsula Borough Community Members

Priorities include:

- Reduce energy consumption and provide new, locally-based energy sources. Continue local projects that are now in progress; wherever possible, pool resources and knowledge so lessons gained in one community can be shared in another. Where possible, form new businesses that can profit from sharing this information, as has occurred with four villages who created a wind energy company in the Yukon-Kuskokwim area.
 - Provide political and technical support to communities working to shift from low- to high-penetration wind systems, and those working to develop small hydroelectric projects.
 - Investigate (and if feasible) proceed with the second phase of the Tazimina hydroelectric project.
 - Connect villages with Alaska Energy Authority Community Energy Plan funds.
 - Build from and work to implement the 2008 Lake and Peninsula Borough Regional Energy Plan.
- Grow more food locally. Perryville and several other villages are finding they can produce healthy, lower cost food by doing the hard work needed to plant gardens and/or construct greenhouses; villages (or motivated entrepreneurs) could share or sell lessons being learned in other borough communities.
- Protect subsistence resources. Work with partners to actively advocate for the protection of and protect access to subsistence resources.
- Investigate and act on options to consolidate services and facilities among adjoining villages, e.g. shared facilities in Nondalton, Newhalen and Iliamna.
- Improve village health, safety and appearance. Take full advantage of and strengthen the impacts of the many programs that are available to serve this objective. To pick one specific example, if a village is committed to owning and operating a house, the village could get funds through AHFC, Bristol Bay Housing Authority or other entities to hire a local person to renovate a dilapidated home. The house could then be used to fill an empty village health aide or Village Public Safety Officer position.
- Support from “the BB’s”. A number of Lake and Peninsula Borough communities expressed frustration with what they regard as limited support from regional non-profits. Borough staff should work with regional leaders and local tribal leadership to further investigate this concern. The objective will be to ensure Lake and Peninsula Borough communities are getting their fair share of compacted resources currently flowing to these regional organizations.
- Housing. Many communities expressed a need for new housing, despite the fact that often these same communities have lost population and have many vacant homes. In some instances homes that are labeled vacant in fact are

used seasonally; in other instances these homes are truly vacant but not available for others to use, or need repair or rehabilitation. The lack of available affordable housing can be a barrier to young people who would like to move back to the village; where housing is available this can help support VPSO's and others who can contribute to village life. Several specific strategies are proposed:

- Inventory housing stocks in individual communities.
- Increase the supply of housing by training local work crews who can rehabilitate dilapidated homes. Work with Bristol Bay Housing Authority and others to get needed training, and secure funding for materials and tools.
- List housing available for rent or sale on the “jobs clearinghouse” website mentioned above.

The overall aim of this set of actions is to create a housing market in the Borough that can connect people seeking housing with people who would like to earn money renting or selling homes.

Push Ahead with Regional-Benefiting Capital Projects

“The borough can’t by itself fund large capital projects. But if individual villages, or better yet groups of villages, can put effort into a project, and we add borough financial and political support, together we can leverage our efforts and get things built.”

– Borough Mayor Glenn Alsworth talking with residents at spring workshops

Priorities include:

- **Williamsport-Pile Bay Road.** This borough priority project connects Cook Inlet with Lake Iliamna. This link reduces costs and increases reliability for delivery of fuel, freight and food to Lakes Area villages. The project requires a system of improvements: securing the rights to the Williamsport “port”, constructing tidewater facilities so watercraft can use the site at all or most tides, improving the road between tidewater and the lake, securing funds for ongoing road maintenance and safety, improving and/or constructing new barge landings at area villages.
- **Chignik Bay Dock.** This dock would provide a number of benefits to surrounding villages, including setting the stage for diversifying commercial fish processing and helping to continue service by the Alaska Marine Highway. To fully succeed, the project will require securing funding (the site is secured), providing new public utilities (e.g., water, sewer, power), and providing space for the private sector to develop service businesses adjoining the planned dock (e.g., welding, engine repair, etc.). An engineering firm completed a 35-percent study of the proposed public dock. The first phase of project is estimated to cost \$7.7 million. Bristol Bay Native Corporation may be interested in a role in this project, in part because they have gravel resources near town that could be exported via the dock.

- **Runway Expansions.** A number of villages expressed interest in modest expansions of their runways, typically increases of 1,600 to 2,000 feet. This change could open up options for larger planes to use the airstrip, lowering costs of freight (especially fuel delivery) and opening new options for exporting fresh fish products.

Find New Approaches to Providing a Quality Education; Address School Closures

“Lose your school and you lose your community”

– Lake and Peninsula Borough Community Member

Priorities include:

- Convene a committee to address the issue of education quality and school closings. Include respected and representative members of the region. The committee will require staff support and access to current facts and trends; it will be tasked within a fixed timeframe to reach focused, practical, and lasting solutions. As part of this process, engage community members in an honest, two-way dialogue about how to improve education. Possible strategies include:
 - Continue to strengthen the emphasis on vocational education; develop curricula that engage students and help them prepare for getting jobs.
 - Strengthen the partnerships between the school districts and Southwest Alaska Vocational Education Center (SAVEC). The Bristol Bay Native Association (BBNA) and SAVEC were recently awarded federal job training/job development funds which could support this action.
 - Where practical, explore consolidating schools for cost savings and to offer better-quality education.
 - Resolve certification and insurance issues so that skilled (but uncertified) people can teach classes on locally relevant topics (e.g., carpentry in village woodworking shop).
 - Work with the state so that policies on school size do not stand in the way of creating successful regional boarding schools for junior/high school-aged youth.
 - Offer village-based housing to families with children as a stopgap measure.

Hard Work, High Standards, Consequences and Rewards

“The best thing about the Red Dog Mine - sometimes people get fired.”

– *Comment by Kotzebue School Board Member, said during a May 2012 informational trip to Northwest Alaska by Lake and Peninsula Borough Assembly members*

Not all villages in Bristol Bay and the borough are experiencing declining populations. In a handful of communities, populations and school enrollments are stable or even increasing. Every community is different, so generalizations about cause and effect can be risky. For example, some communities have jobs more through good fortune than careful planning and hard work. However, most successful communities almost always have three characteristics:

1. Good leadership.
2. Residents who find or create jobs, and then have the work habits to hold these positions.
3. A village-wide commitment to building a better community.

These characteristics are driven by a set of intangible but critical human qualities: qualities like initiative, optimism, selflessness, and the capacity for hard work. No matter how clearly this plan outlines practical strategies, without those intangibles, lasting solutions to regional challenges will be hard to find. So the question is, what if anything can this plan do to encourage development of these personal attitudes, habits and skills?

- Cultivate Strong Leadership:
 - Invest resources in current and emerging leaders, for example, through the current borough program that hires local residents to research and develop grant proposals for *all* communities in the region.
 - Create a “youth seat” on the Borough Assembly.
 - Take advantage of leadership development programs that already exist, for example BBNC’s scholarship and “training without walls” programs.¹
 - Continue to utilize opportunities for cross community contact, so leaders can learn from and take strength from one another’s efforts (e.g., Borough Assembly meetings, regional leadership gatherings, watershed councils).
- Model and Cultivate a Successful Work Ethic:
 - Access to jobs is critical to village survival. As the quote implies, jobs not only put money in the bank, but create practical, tangible incentives for good work habits, like complying with drug standards, and getting to work on time. These behaviors in turn create positive role models for youth, and the capacity to do bigger and more important tasks. This plan aims to draw attention to both “the chicken and the egg,” that is, the necessity of good work habits, and the necessity of actions to generate economic opportunities.

¹ <http://www.bbnc.net/index.php/who-we-are11/training-without-walls>

<http://www.bbnc.net/index.php/our-education/for-students>

- Cultivate community-wide commitment:
 - Prepare a plan, get everyone involved, agree on priorities, and get to work.
 - Aim for success with small steps to create the capacity to take on bigger challenges.

Conclusion

The goal of this plan is to produce a framework for action. The remainder of the plan outlines in more detail what communities have said about their recommended priorities. These are difficult issues, but the Lake and Peninsula Borough has the resources, the land and the people to be a vital, successful place to live, to work and visit. Everybody needs to work hard and work together to reach that future.

Acknowledgements

To be inserted

Resolutions and Ordinance from Assembly and Planning Commission

To be inserted

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Chapter 1. About the Plan

Purpose of the Plan

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

The comprehensive plan also:

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

Plan Structure

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

Responding to the urgency of some borough issues, the comprehensive plan blends comprehensive and strategic action planning to focus on high-priority actions the borough and its member communities can immediately pursue. Following the guidance of Alaska Statutes 29.40.030, the plan includes policies, goals and standards related to land use, transportation and public infrastructure. Beyond these required comprehensive plan subjects, individual borough communities identified additional topics to be addressed, including education/job training, health and wellness, culture and subsistence, energy, community leadership, city, tribal and borough government relations, employment/economic development and housing.

Chapter Two provides contextual information about the Lake and Peninsula Borough. Chapter Three presents a set of overarching issues and recommendations for actions at the borough-wide scale. The issues and priorities identified by individual borough communities are presented in Chapter Four. For each community there is a discussion of current issues and community priorities. Chapter Four also includes a summary of common themes and possible actions in each of the Lake and Peninsula Borough's three sub-regions (Pacific, Bristol Bay and Lakes Area).

Relevant Planning Efforts

This plan builds upon other relevant planning efforts, including:

- 2011 Bristol Bay Regional Vision Project Vision and Community Discussion Summaries
- 2011 Lake and Peninsula Borough Coastal Management Plan (Draft)
- 2011 Kijik Corporation Land Use and Resource Plan
- Lake and Peninsula Borough Assembly Meeting Minutes: April 2010, September 2010, February 2011, March 2011, April 2011, May 2011, September 2011, October 2011
- 2008 Lake and Peninsula Borough Regional Energy Plan
- 2007 Lake and Peninsula Borough Comprehensive Plan (Draft)
- 2006 Nondalton Long-Range Environmental Plan
- 2006 Perryville Community Plan
- 2005 Levelock Watershed Community Planning Project Final Summary Report
- 2004 Chignik Bay Comprehensive Community Plan
- 2004 Village of Chignik Lagoon: Strategic Community Development Plan
- 2002 Lake and Peninsula Borough Comprehensive Economic Development Strategies
- 2001 Igiugig Village Community Comprehensive Strategic Plan
- 1996 Lake and Peninsula Borough Comprehensive Plan
- 1992 Community of Iliamna Visioning Report
- Iliamna Village Council Community Projects and Planning, ongoing

Process to Prepare the Plan

The process to prepare the 2012 Lake and Peninsula Borough Comprehensive Plan included the following steps:

- Review of relevant planning efforts.
- Initial data research and analysis.
- Community listening sessions in 14 Lake and Peninsula Borough communities and written input from Nondalton.
- Public circulation and review of the Draft Comprehensive Plan (*this document*).
- Planning Commission review, approval and recommending approval to Assembly

- Plan refinement, circulation of the Final Draft Comprehensive Plan.
- Assembly review and approval.

Borough Role in Assistance to Communities

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

- Match and leverage local funding and resources. This includes sizeable matching grants as well as the issuance of general obligation bonds for capital grants.
- Provide assistance with planning, coordination and communication.
- Provide grant writing assistance to communities at no cost to leverage outside funding.
- Connect people with the information they need to find solutions to problems.
- Provide political support. For example, work with the borough lobbyist in Juneau to advocate for community and borough objectives.

Chapter 2. Regional Context

Government Administration

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

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

Overview of Trends, Strengths and Challenges

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

Regional strengths include:

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

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

Regional challenges include:

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

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

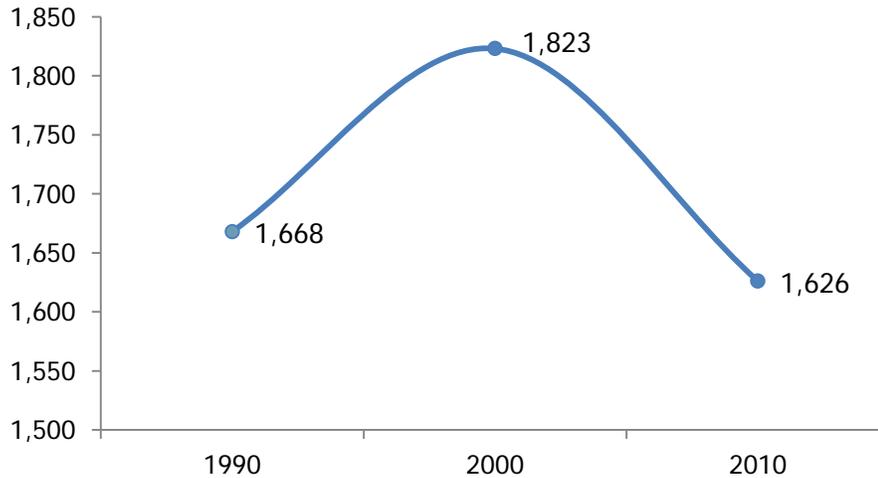
Figure 2.1 Map of Lake and Peninsula Borough Communities



Population

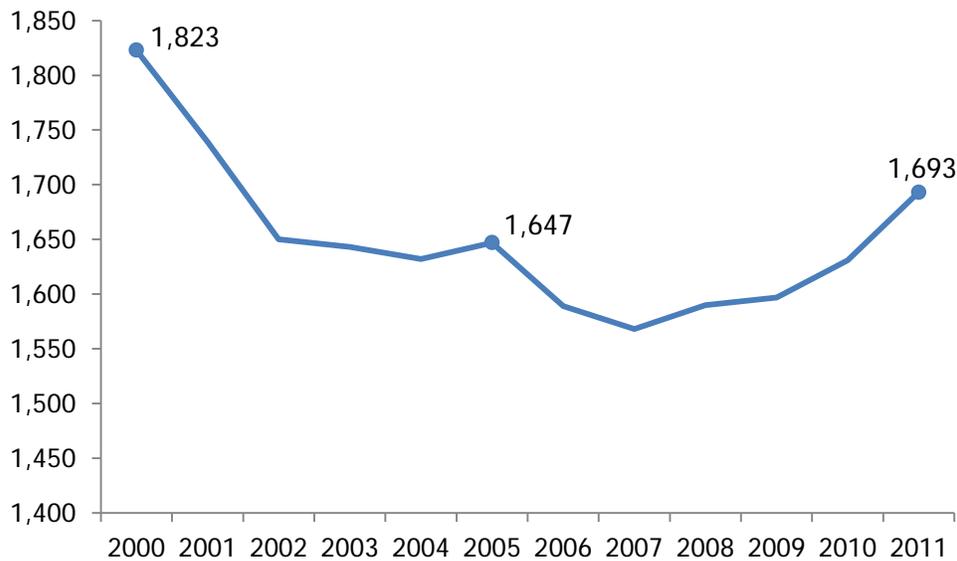
Borough population has risen and declined over the past twenty years, hitting a high of just over 1,800 people in 2000, and dropping to just over 1,600 people in 2010.

Figure 2.2 Lake and Peninsula Borough Population, 1990 - 2010



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

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



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

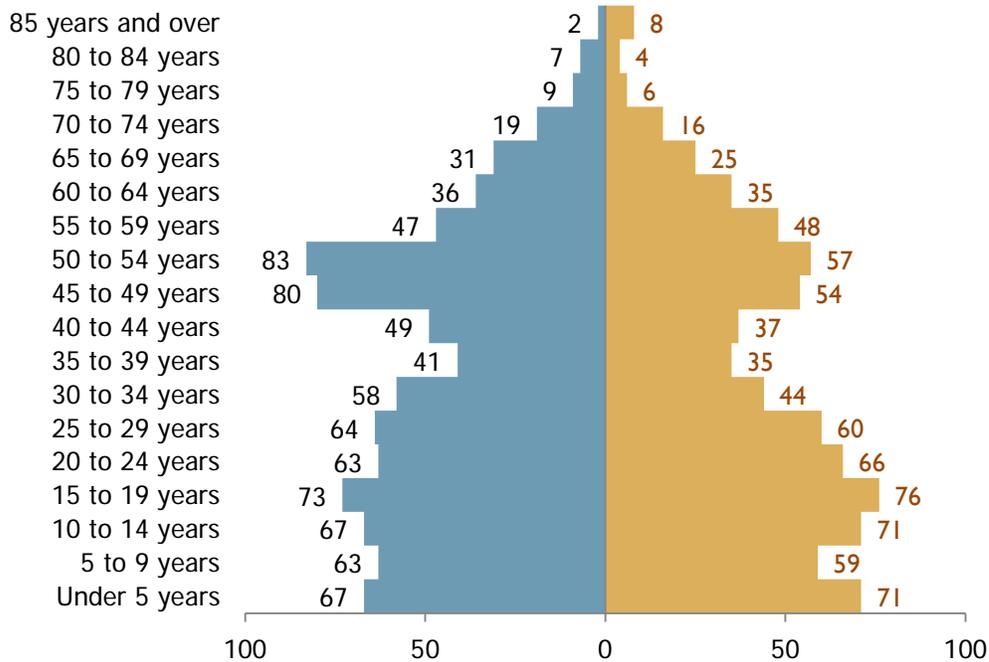
Migration patterns reveal that most people who move to and from the borough are moving to and from the hub cities of Anchorage and Dillingham, mainly Anchorage.

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

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

Source: Alaska Department of Labor and Workforce Development

Figure 2.5 Lake and Peninsula Borough Population Pyramid, 2010



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

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

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

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

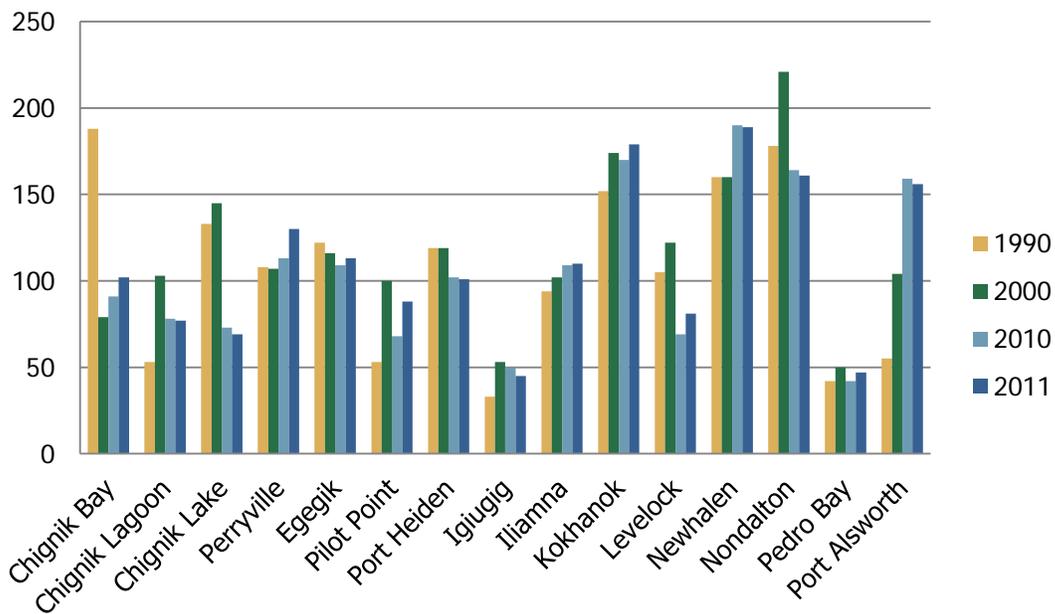
² In 2000, the proportion of young people in the Lake and Peninsula Borough was higher: 51 percent of the borough's population was under the age of 30; 41 percent was under age 20. Source: US Census Bureau.

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

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

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

Figure 2.6 Lake and Peninsula Borough Population, 1990-2011



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

Cost of Living

Population decline is partly driven by an increasingly high cost of living in remote communities. The borough is experiencing a high and rising cost of living, mainly due to rising energy and, consequently, transportation prices. High transportation and shipping costs drive up the price of store-bought foods, causing many to

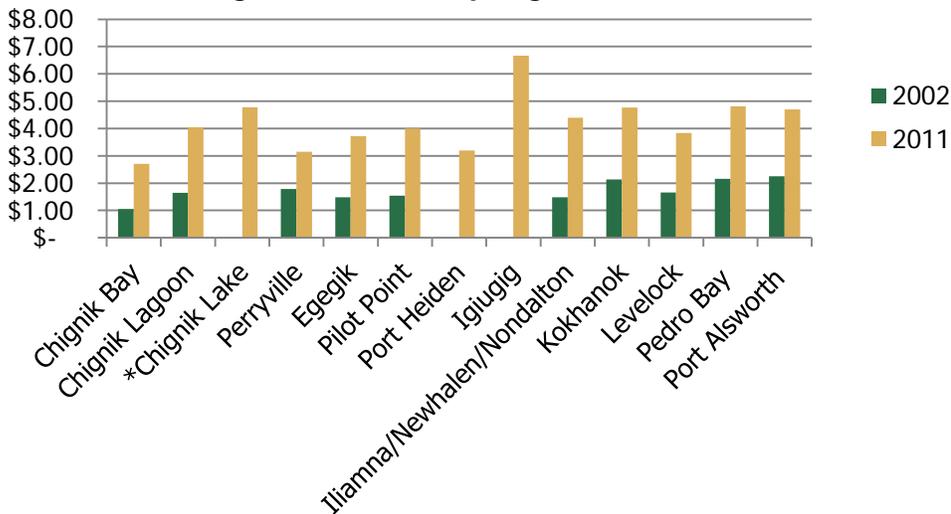
consider increased subsistence activity and community garden farming as a way to lower grocery bills.

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

Energy

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

**Figure 2.7 Lake and Peninsula Borough
Average Cost of Fuel (per gallon), 2002-2011**



*Chignik Lake fuel prices are from 2012.

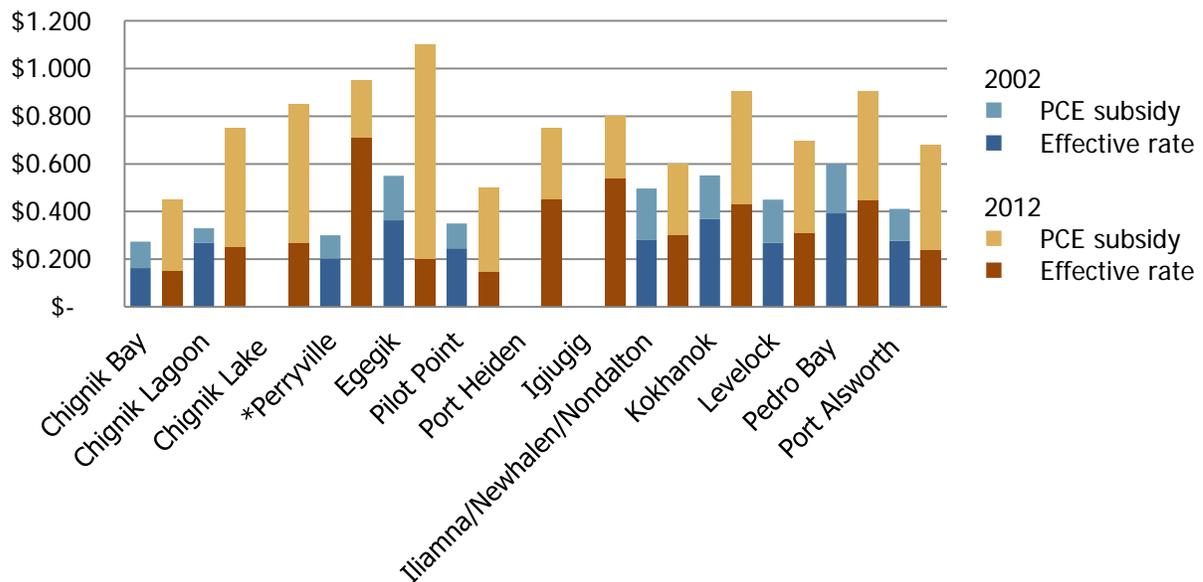
Source: Alaska Energy Authority Power Cost Equalization (PCE) Calculations. PCE data is unavailable for Port Heiden and Igiugig in 2002. PCE data is unavailable for Chignik Lake for either 2002 or 2010. Fuel prices reflect price paid by utilities; these may differ from retail heating oil, gasoline, diesel and other fuel prices. For retail prices, the Alaska Department of Commerce, Community, and Economic Development (DCCED) produces a Current Community Conditions Alaska Fuel Price Report on selected communities around Alaska every six months. The most recent (July 2012) report includes three Lake and Peninsula Borough communities:

- Chignik Bay gasoline \$4.93/ gallon; heating oil \$5.06/gallon (up 20 percent since January 2012)

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

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

Figure 2.8 Lake and Peninsula Borough Average Per-kWh Residential Cost of Electricity, 2002-2012



*Perryville's most recent values are from 2010.

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

Transportation and Communications Infrastructure

Transportation and internet connectivity are closely tied to economic development, education, and communication. Improvements in these systems increase access to new business and marketing opportunities, as well as information and educational resources. Greater ease of communication can foster the local leadership needed for

communities to work together to accomplish shared goals that would be unattainable individually. GCI is in the process of extending fiber optic cable to the northern Lake and Peninsula Borough communities.

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

Cluster Communities

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

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

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

School Enrollment

Population decline and high energy prices are compounded when school enrollment drops below ten students. Alaska State law (AS14.17.450) cuts off state funds for schools with nine or fewer students. Falling population can create a challenging cycle, in which declines in the number of residents lead to school closures, declining services and declining economic opportunities; these trends can lead to further

population declines. A number of Lake and Peninsula communities are facing potentially significant population loss and school closings. The Dena'ina school in Pedro Bay closed in November 2010. Some communities choose to respond by attempting to bring families with children into the village. This might help prevent a school closure in the immediate term, but the core solution is to try to stabilize or reduce the cost of living, and to build the local economy to provide enough jobs capable of paying a living wage to support a sustainable population. School closures are a serious challenge faced by rural Alaska communities around the state. It is also an opportunity to collaborate with other regions on developing ways to respond to the situation. Much of the focus of this plan looks at options for responding to this set of challenges.

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

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

Source: Alaska Department of Education and Early Development

Economy

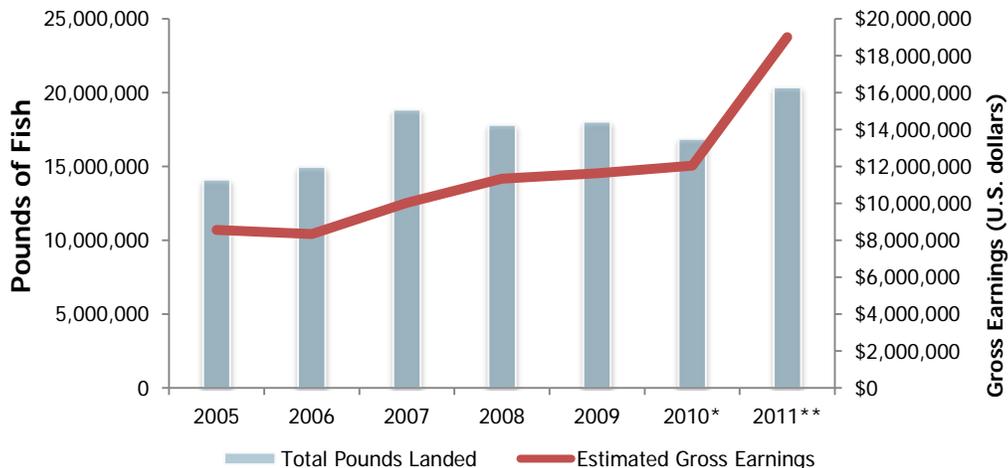
In order to understand the fundamentals of the Lake and Peninsula Borough economy, there are three components worth exploring.

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

Commercial Fishing

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

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



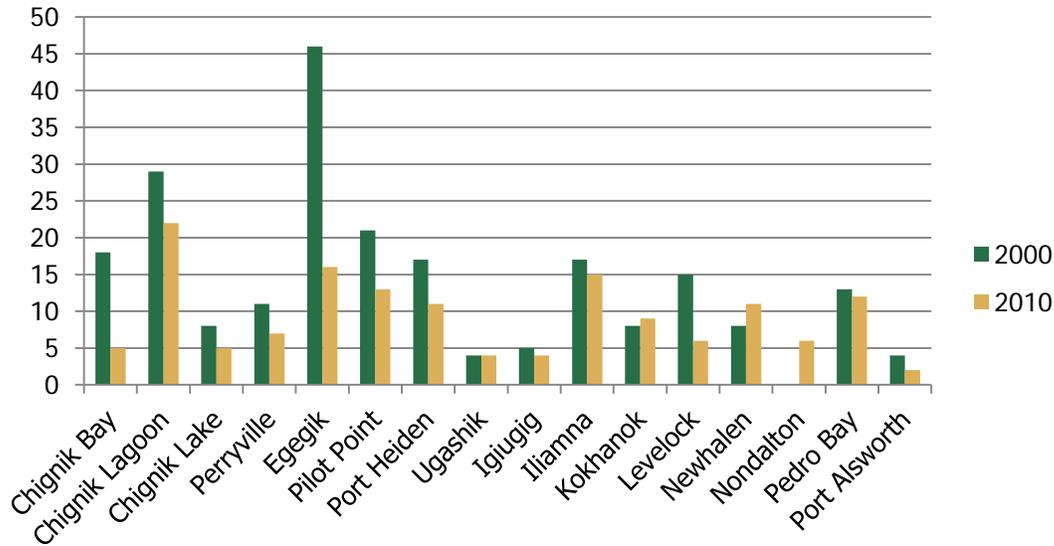
*Best estimate based on available data. Total pounds landed and estimated gross earnings may not reflect actual amounts due to confidential fishery data.

**Preliminary data

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

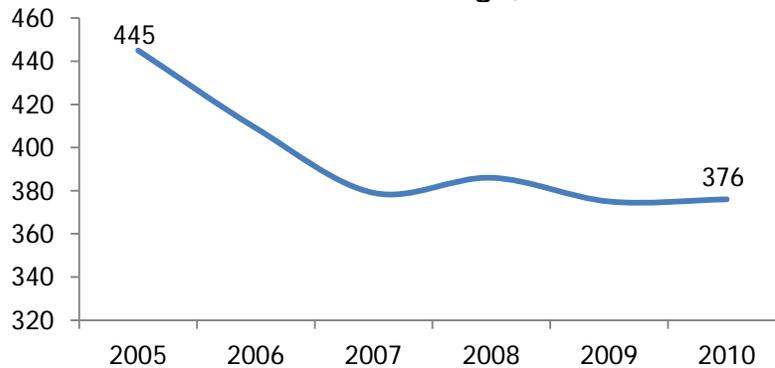
As of 2010, there were 148 commercial fishing permit holders with a crew of 230 people residing in the Lake and Peninsula Borough³. This is down from 224 permit holders and 369 crew members in 2000. Number of permits by community for 2010 and 2000 are shown in Figure 2.11.

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



Source: NOAA (2000) DCCED (2010)

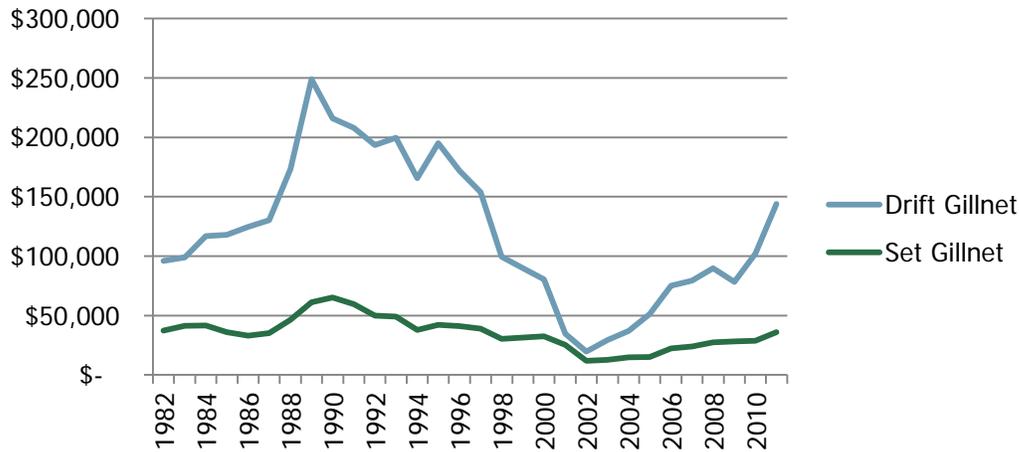
**Figure 2.12 Combined Fishing Permit Holders and Number of Crew
Lake and Peninsula Borough, 2005-2010**



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

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

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



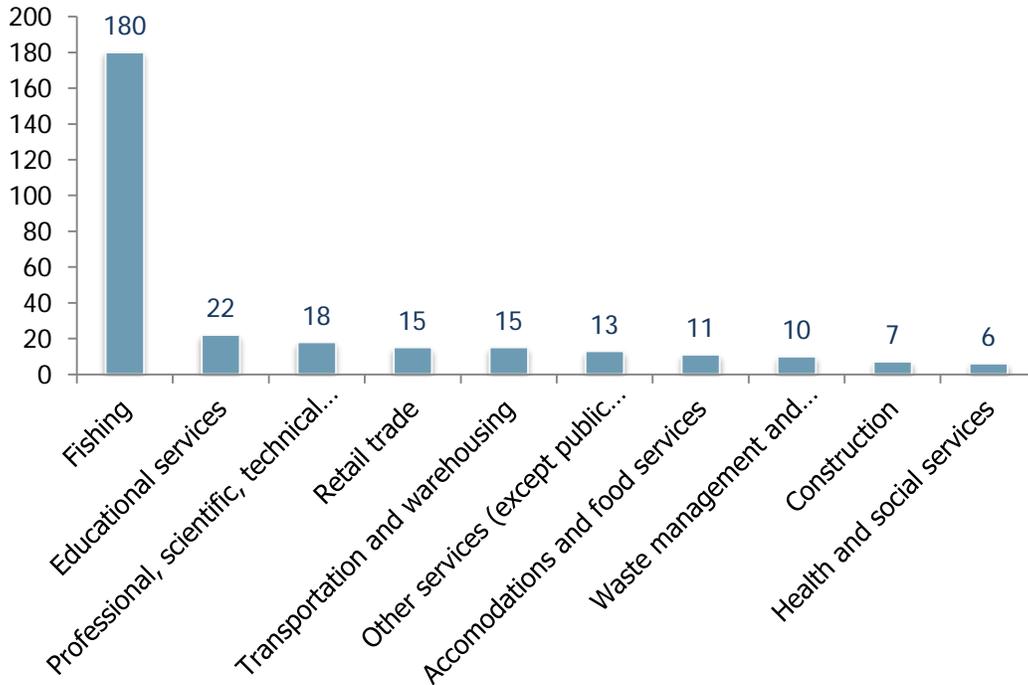
Source: Alaska Commercial Fisheries Entry Commission

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

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

Commercial fishing has a long, prized tradition in the region, but can be a difficult way to make a year-round living wage, due to the highly seasonal nature of the work, variation in fish prices, and high start-up and operations costs. Startup costs for commercial fishing can be substantial, typically requiring a \$300,000-400,000 investment to cover the costs of permits, a boat and gear. The collapse of Alaska salmon prices in 2001 and low fish returns to Bristol Bay drove permit prices down for several years. Permit prices have been rising since then, as fish prices and runs recover. Purchases of permits do not guarantee a secure return on investment: buyers may assume that fish prices will remain high and that runs will be consistently good. With high prices, people are selling permits, often to non-local buyers.

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



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

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

Figure 2.15 Residence of Alaska Commercial Fishing Permits

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

Source: Commercial Fisheries Entry Commission

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

Only five Lake and Peninsula Borough communities are Community Development Quota (CDQ) communities: Port Heiden, Pilot Point, Ugashik, Egegik, and Levelock.

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

The CDQ groups were established by Congress with a coastal orientation: member communities must 1) be located within 50 nautical miles of the Bering Sea coast (does not include the Gulf of Alaska side of the Alaska Peninsula), 2) residents must conduct at least half of their commercial or subsistence activities in the Bering Sea and Aleutian Island subregions, 3) be recognized as a Native village under the Alaska Native Claims Settlement Act (ANCSA), and 4) have no previously established harvesting or processing capacity sufficient to support substantial participation in the Bering Sea Aleutian Island groundfish industry. An act of Congress would be required to change which villages are included within the BBEDC membership. For more information about BBEDC and the CDQ program, see Appendix 1.

Public Sector Employment

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

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

Other Sectors

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

Tourism

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

Extractive resources/Renewable and Non-renewable Resource Extraction

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

Job Training and Other Business Opportunities

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

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

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

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

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

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

Community Governance and Leadership

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

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

Introduction

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

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

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

Summary of Borough-wide Goals:

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

Economic Development

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

Job Training Strategies	Responsibility	Action(s) and Notes
<p>Take better advantage of job opportunities that currently exist in the region. As much as possible, aim to connect residents with local jobs currently done by people from outside the region.</p>	<ul style="list-style-type: none"> • SAVEC • CH2MHill • LPSD • BBEDC • UAF Bristol Bay Campus (King Salmon + Dillingham) • BBNA • BBNC • Department of Labor and Workforce Development's Employment Security Division (OJT and wage reimbursement through the Alaska Job Center Network) 	<ul style="list-style-type: none"> • Identify specific job opportunities by community sub-region. • Improve connections between people and available training opportunities (i.e., guidance counseling). • Assist residents with obtaining and maintaining needed licenses and certifications. • Develop a regional jobs clearinghouse (e.g., website) that connects qualified businesses, job opportunities, contracts, etc. and residents with proven skills and experience. Include information on the availability of support services (e.g., housing, food services, equipment, access to materials).
<p>Provide better access to job training for jobs requiring travel (but not permanent relocation), e.g., construction projects, North Slope jobs.</p>	<ul style="list-style-type: none"> • SAVEC • CH2MHill • LPSD • BBEDC • UAF Dillingham • BBNA • BBNC • Department of Labor and Workforce Development's Employment Security Division (OJT and wage reimbursement through the Alaska Job Center Network) 	<ul style="list-style-type: none"> • Identify specific job opportunities by community sub-region. • Improve connections between people and available training opportunities (i.e., career counseling). • Assist residents with obtaining and maintaining needed licenses and certifications.
<p>Improve the quality and diversity of local training opportunities.</p>	<ul style="list-style-type: none"> • SAVEC • UAF Bristol Bay Campus (King Salmon and Dillingham) 	<ul style="list-style-type: none"> • Combine training in running small businesses with training in technical skills. Offer continued technical assistance and support that targets individuals who are starting and continuing businesses. • Coordinate among regional providers. • Help SAVEC implement its

		recently adopted business plan including expanded offerings, partnership with school district, etc. and explore other alternatives.
Commercial Fishing Strategies	Responsibility	Action(s) and Notes
Improve access to focused job training for fisheries-related skills and certifications.	<i>(see job training strategies)</i>	<i>(see job training strategies)</i>
Build/improve docks and other public physical infrastructure that will support local participation in/control of commercial fishing activity.	<i>(see transportation strategies)</i>	<i>(see transportation strategies)</i>
Support BBEDC permit loan program.	<ul style="list-style-type: none"> • Individual communities • BBNA • BBEDC 	<ul style="list-style-type: none"> • Clarify which LPB communities are eligible. •
Open new fisheries.	<ul style="list-style-type: none"> • ADF+G • Board of Fish 	<ul style="list-style-type: none"> • Evaluate opportunities and constraints (regulatory, processing, gear).
Runway extensions to improve direct access to higher-paying markets for fish product.	<i>(see transportation strategies)</i>	<i>(see transportation strategies)</i>
Tourism Strategies	Responsibility	Action(s) and Notes
Develop sub-regional tourism action plans that coordinate the efforts of local communities and businesses to develop specific opportunities.	<ul style="list-style-type: none"> • Groups of interested villages 	<ul style="list-style-type: none"> • Pool resources to develop and carry out plans.
Conduct cooperative marketing, in particular new/improved website at the regional and sub-regional scale, focused on unique regional draws (e.g., National Parks, wildlife, volcanos).	<ul style="list-style-type: none"> • Groups of interested villages 	<ul style="list-style-type: none"> • Identify an organization to coordinate efforts among villages (e.g., regional CVB) • Identify marketing priorities and content. • Assemble resources to conduct marketing.
Develop one good place for visitors (business, service provider, tourist) to stay and eat in every village.	<ul style="list-style-type: none"> • Individual communities 	<ul style="list-style-type: none"> • Set standards for what constitutes “good place.” • Find creative ways to build or renovate existing structures (e.g., traveling work crew).
Build partnerships with future BBNC tourism ventures.	<ul style="list-style-type: none"> • Individual communities • BBNC 	<ul style="list-style-type: none"> • Cultivate an ongoing relationship with regular contact with BBNC.
Build partnerships with federal	<ul style="list-style-type: none"> • Individual communities and 	<ul style="list-style-type: none"> • Cultivate an ongoing

land managers to develop visitor infrastructure (e.g. shelters, pedestrian bridges, walking routes); work to increase local employment with federal land managers and other agencies.	<ul style="list-style-type: none"> businesses Lake and Peninsula Borough 	<ul style="list-style-type: none"> relationship with agency representatives. Identify barriers to federal employment and infrastructure investment. Identify and carry out collaborative solutions to overcome barriers.
Provide a reliable, comfortable tourism package (food and lodging, tour, attractions) offering a quality first-hand experience of traditional and contemporary Native culture.	<ul style="list-style-type: none"> Groups of interested villages Individual residents, organizations and businesses. 	<ul style="list-style-type: none"> Identify an organization to coordinate and market the tourism package. Identify package elements and who will provide each. Establish formal agreements among providers to ensure coordinated service delivery.
Support continuation and expansion of the Bristol Bay Fly Fishing and Guide Camp.	<ul style="list-style-type: none"> Individual communities and businesses Lake and Peninsula Borough 	<ul style="list-style-type: none"> Encourage local youth to attend the camp. If possible, provide assistance (e.g., scholarships, equipment or monetary donations, internships) to the camp.
Resource Extraction Strategies	Responsibility	Action(s) and Notes
Actively monitor the status of proposed projects. Stay current on issues. Learn about the complexities of the industry, benefits and liabilities for individuals, communities and families.	<ul style="list-style-type: none"> Individual communities Lake and Peninsula Borough Individual residents 	<ul style="list-style-type: none"> Continual. Attend workshops, travel to sites, and invite speakers.

Cost of Living

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

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

Energy

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

Transition to renewable, sustainable, energy sources whenever possible.

Comprehensive Energy Strategies	Responsibility	Action(s) and Notes
Carry out recommendations of the Lake and Peninsula Borough Regional Energy Plan.	<ul style="list-style-type: none"> Individual communities Lake and Peninsula Borough 	<ul style="list-style-type: none"> Generally reflected in the Comprehensive Plan strategies.
Form sub-regional or regional energy cooperative(s) to facilitate bulk purchases (e.g., fuel), coordinate multi-village projects (e.g., grid upgrade/electrical interties), and possibly coordinate technician training for utility systems (e.g., wind turbine technician). <i>(see Chaninik Wind Group case study, Appendix 1)</i>	<ul style="list-style-type: none"> Individual communities Lake and Peninsula Borough SAVEC or other educational/vocational institution. 	<ul style="list-style-type: none"> Identify and convene interested parties. Invite contacts from existing cooperatives (e.g., AVCP) to share lessons learned and help think about what will work best for LPB communities.
Develop and enhance relationships with all power suppliers in the borough.	<ul style="list-style-type: none"> Individual communities and electric utilities Lake and Peninsula Borough 	<ul style="list-style-type: none"> Maintain regular contact with entities. Share information about plans, new initiatives or incentives programs, etc.
Energy Conservation Strategies	Responsibility	Action(s) and Notes
Retrofit existing homes for increased energy efficiency.	<ul style="list-style-type: none"> Individual communities BBHA AHFC Cold Climate Housing Research Center 	<ul style="list-style-type: none"> Take advantage of education and assistance from the State, organizations, etc. to obtain the expertise and resources required to retrofit existing homes for increased

		energy efficiency.
Retrofit existing community buildings for increased energy efficiency.	<ul style="list-style-type: none"> Individual communities AHFC 	<ul style="list-style-type: none"> Take advantage of education and assistance from the State, organizations, etc. to obtain the expertise and resources required to retrofit community buildings for increased energy efficiency.
Encourage the use of energy efficiency standards and best practices for new construction.	<ul style="list-style-type: none"> Individual communities BBHA AHFC Cold Climate Housing Research Center 	<ul style="list-style-type: none"> Take advantage of education and assistance from the State, organizations, etc. to encourage the use of energy efficiency standards and best practices for new construction.
Use waste heat from diesel generation.	<ul style="list-style-type: none"> Individual communities 	<ul style="list-style-type: none"> As much as possible, retrofit existing diesel power plants and plan new generation systems to direct waste heat from diesel generation to homes or community buildings.
Increase participation in AHFC energy subsidy programs (e.g., Weatherization, Home Energy Rebate, New Home Energy Rebate).	<ul style="list-style-type: none"> AHFC 	<ul style="list-style-type: none"> Promote programs. Work with AHFC to schedule/coordinate improvements by village, for all programs.
Increase participation in the AEA Energy Efficiency and Conservation Program by borough communities.	<ul style="list-style-type: none"> Individual communities Lake and Peninsula Borough Alaska Energy Authority (AEA) 	<ul style="list-style-type: none"> Continue to provide information and assistance getting LPB communities enrolled in the program.
Improve energy use monitoring for individual residences, and non-residential buildings. (see <i>AVEC Energy Monitors case study</i>)	<ul style="list-style-type: none"> Individual communities Community utilities Lake and Peninsula Borough 	<ul style="list-style-type: none"> Develop and pilot a program to purchase and install energy monitors in LPB communities. If successful, expand to other communities.
Renewable Energy Strategies	Responsibility	Action(s) and Notes
Continue to assess wind power potential for individual communities.	<ul style="list-style-type: none"> Individual communities Lake and Peninsula Borough 	<ul style="list-style-type: none"> Continue to provide information and assistance to LPB communities for wind power assessments.
Connect residents with technical training in the methods and equipment needed to integrate multiple sources of power into a community electrical system,	<ul style="list-style-type: none"> Individual communities Lake and Peninsula Borough SAVEC or other educational/vocational institution. 	<ul style="list-style-type: none"> Identify what training is needed and where/how it is offered. Coordinate or assist residents with obtaining the

(e.g., wind/hydro and diesel).		<p>training and applying new knowledge/skills in multiple borough communities.</p> <ul style="list-style-type: none"> • Provide political and technical support to communities working to shift from low to high penetration wind systems and those working to develop small hydroelectric projects.
Complete/Expand/Upgrade the Grid: As needed, improve basic electric infrastructure to be able to accommodate new power sources (some communities already doing this). Electrical interties among communities where topography, distance and infrastructure allow.	<ul style="list-style-type: none"> • Individual communities • Lake and Peninsula Borough 	<ul style="list-style-type: none"> • The LPB already supports electrical interties where possible.
Continue to pursue hydropower where appropriate and feasible.	<ul style="list-style-type: none"> • Individual communities • INNEC • Lake and Peninsula Borough 	<ul style="list-style-type: none"> • Investigate and is feasible, proceed with the second phase of the Tazimina hydroelectric project.
Nonrenewable Energy Strategies	Responsibility	Action(s) and Notes
Explore options for regional/Western Alaska bulk fuel purchases (diesel, fuel oil, gasoline).	<ul style="list-style-type: none"> • Individual communities • Lake and Peninsula Borough 	<ul style="list-style-type: none"> • Identify villages likely to participate. • Determine which agency/utility could provide the procurement and delivery coordination/services. • Identify and determine feasibility of service provision model(s). • Set up program.
Identify where, and if feasible, run a single larger and more efficient diesel generator to serve a group of villages.	<ul style="list-style-type: none"> • Individual communities • INNEC 	<ul style="list-style-type: none"> • Determine feasibility of electrical interties. • INNEC already has permits to increase their generation capacity by about 45 percent if the demand and funding are present.
Increase participation in the AEA Rural Power Systems Upgrade Program by borough communities.	<ul style="list-style-type: none"> • Individual communities • Lake and Peninsula Borough • AEA 	<ul style="list-style-type: none"> • Continue to provide information and assistance getting LPB communities enrolled in the program.
Support borough and statewide	<ul style="list-style-type: none"> • Individual communities 	<ul style="list-style-type: none"> • Lobby the State Legislature

lobbying efforts to continue the PCE program.	<ul style="list-style-type: none"> Lake and Peninsula Borough 	to continue the PCE program.
Improvements to the Williamsport-Pile Bay Road, to reduce delivered fuel costs in seven communities.	<i>(see Transportation strategies)</i>	<i>(see Transportation strategies)</i>
Runway extensions to 4,000 or 5,000 feet where possible.	<i>(see Transportation strategies)</i>	<i>(see Transportation strategies)</i>
Continue to work with AHFC to connect households to the Energy Rebate Program.	<ul style="list-style-type: none"> Individual communities Lake and Peninsula Borough AHFC 	<ul style="list-style-type: none"> Continue to provide information and assistance getting eligible homes in LPB communities enrolled in the program.

Education

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

Education Strategies	Responsibility	Action(s) and Notes
<p>Create committee to explore options and recommend honest solutions to school closings, such as:</p> <ul style="list-style-type: none"> Explore consolidating schools for cost savings and to offer better-quality education. Consider exploring possibility of creating regional boarding school(s) for youth that might otherwise go to Anchorage or Sitka for school. Sort out certification and insurance issues so that skilled (but uncertified) people can share skills (e.g., carpentry in village woodworking shop). Offer village-based housing to families with children as a stop-gap measure. 	<ul style="list-style-type: none"> Individual communities Lake and Peninsula Borough School District 	<ul style="list-style-type: none"> Borough Assembly and School District appoint a “blue ribbon” panel. Establish clear goals and timeframe. Continue to explore facts about school closures and village depopulation and outline clear plausible options to address the situation. Engage community members in a two-way dialogue about how to proceed in the borough. Explore options on known, specific technical issues (e.g., the possible need to revise the state formula to avoid closing village elementary schools because older students were sent to sub-regional schools).
Strengthen vocational education opportunities for LBP youth.	<ul style="list-style-type: none"> Individual communities Lake and Peninsula Borough 	<ul style="list-style-type: none"> Develop curricula that engage students and help

	<p>School District</p> <ul style="list-style-type: none"> • SAVEC 	<p>them prepare for getting local jobs.</p> <ul style="list-style-type: none"> • Strengthen partnerships between LPSD and SAVEC.
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Housing

GOAL: Improve housing.

Housing Strategies	Responsibility	Action(s) and Notes
Explore options for local housing renovation and construction (e.g., training local youth through after-school club).	<ul style="list-style-type: none"> • Individual communities 	<ul style="list-style-type: none"> • Determine which communities have interest, need and housing stock. • Identify who will organize efforts and how they will be run.
Explore options for new approaches to funding needed housing (e.g., sweat equity, loans, mortgages).	<ul style="list-style-type: none"> • Individual communities 	<ul style="list-style-type: none"> • Assemble case studies and best practices that provide clear examples of how options were tried, and what worked (Or didn't) in other locations.
Develop local, sub-regional or regional assisted living facilities.	<ul style="list-style-type: none"> • Individual communities • BBHA, BBAHC • AHFC 	<ul style="list-style-type: none"> • Perform a needs assessment and determine feasibility of facilities.
Create a housing market in the LPB that can match people seeking housing with people who would like to earn money renting or selling homes.	<ul style="list-style-type: none"> • Individual communities • Lake and Peninsula Borough 	<ul style="list-style-type: none"> • Inventory housing stock in individual communities. • Increase the supply of housing by forming (and training as needed) local work crews who can rehabilitate homes in need of repair. Work with Bristol Bay Housing Authority and others to provide training and secure funding for materials and tools. • List housing available for rent or sale on a website (e.g., the "jobs clearinghouse" resource included in the economic development strategies)

Land Use

GOAL: Plan for wise land use and environmental protection.

Land Use and Environmental Strategies	Responsibility	Action(s) and Notes
Periodically review (and if appropriate improve) enforceable development standards (e.g., stream setbacks).	<ul style="list-style-type: none"> Lake and Peninsula Borough 	<ul style="list-style-type: none"> Done through code and coastal management plan as of 2011.
Periodically review (and if appropriate improve) the Lake and Peninsula Borough's large project review process.	<ul style="list-style-type: none"> Lake and Peninsula Borough 	<ul style="list-style-type: none"> Ordinance adopted in 2010.
Continue to periodically review the existing Lake and Peninsula Borough land management ordinance; inventory and classify borough property, as required in 6.80.	<ul style="list-style-type: none"> Lake and Peninsula Borough 	<ul style="list-style-type: none"> Ongoing.
Explore the possibility of creating a regional/sub-regional recycling program.	<ul style="list-style-type: none"> Individual communities Lake and Peninsula Borough 	<ul style="list-style-type: none"> Identify which communities would participate and what agency/organization would run the program.

Transportation and Communications Infrastructure

GOAL: Improve transportation and communications infrastructure.

Transportation Strategies	Responsibility	Action(s) and Notes
Build a public dock at Chignik Bay to accommodate year-round processing facility, repair shop, state ferry service.	<ul style="list-style-type: none"> City of Chignik Chignik Bay Tribal Council Far West, Inc. Lake and Peninsula Borough State Legislature ADOT&PF BBNC (for gravel) other funders 	<ul style="list-style-type: none"> Borough will aim for Legislative request during 2013 Session to secure funding for this project. PND has completed a 35% study of the proposed public dock. First phase of project estimated to cost \$7.7 million
Williamsport-Pile Bay Road (and Bridge)	<ul style="list-style-type: none"> ADOT&PF Lake and Peninsula Borough Kenai Peninsula Borough AKDOT+PF Landowners 	<ul style="list-style-type: none"> Work toward resolving right of way/ownership issues. Assess possible alternatives. Identify and pursue a feasible alternative that fulfills the intent of the project: providing a link between Lake Iliamna and Cook Inlet that will facilitate access to the Lakes Area communities and decrease transportation

		costs.
Iliamna-Nondalton Road and Bridge Project	<ul style="list-style-type: none"> • ADOT&PF 	<ul style="list-style-type: none"> • Continue project planning and design.
Complete runway expansions in communities where it is physically possible, desired by the community, and the population/economy can justify.	<ul style="list-style-type: none"> • Individual communities • ADOT&PF • Lake and Peninsula Borough • State Legislature • BBNC 	<ul style="list-style-type: none"> • Determine feasibility of desired runway expansions. • Work with communities, the State of Alaska, and LPB to plan, obtain funding for, and carry out runway expansions.
Ensure continued state Ferry Service to Chignik Bay.	<ul style="list-style-type: none"> • Individual communities • ADOT&PF • Lake and Peninsula Borough 	<ul style="list-style-type: none"> • Lobby to maintain ferry service. • Help promote ferry traffic to Chignik Bay. Increase marketing of LPB communities as a place to live, work and visit.
Work to improve internet connectivity within the region.	<ul style="list-style-type: none"> • Individual communities • GCI • Lake and Peninsula Borough • State of Alaska • ACS 	<ul style="list-style-type: none"> • Lobby collectively to complete GCI connections, started, but not completed, with federal economic stimulus funds
Increase the volume of air travelers (e.g., through tourism, population growth).	<ul style="list-style-type: none"> • Individual communities, businesses 	<ul style="list-style-type: none"> • Increase marketing of LPB communities as a place to live, work and visit.
Lobby for continuation of bypass mail.	<ul style="list-style-type: none"> • Individual communities • Lake and Peninsula Borough 	<ul style="list-style-type: none"> • Orchestrate a coordinated statewide lobbying effort with legislative delegation, Governor, etc.
Establish and encourage the use of non-motorized trail systems for in-village transportation.	<ul style="list-style-type: none"> • Individual communities • Lake and Peninsula Borough • ADOT&PF 	<ul style="list-style-type: none"> • Map existing formal and traditional trails. If needed, obtain right of way for trails, make improvements.

Community Facilities and Services

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

Facilities and Services strategies	Responsibility	Action(s) and Notes
Assist community leaders to improve public facilities and services. <i>(also see governance and leadership strategies)</i>	<ul style="list-style-type: none"> • Individual communities • Lake and Peninsula Borough 	<ul style="list-style-type: none"> • Provide grant writing and technical assistance to communities.

Identify where adjacent villages could further consolidate/share facilities and services (e.g., airport, clinic, school, energy, water/sewer).	<ul style="list-style-type: none"> • Individual communities • Lake and Peninsula Borough 	<ul style="list-style-type: none"> • Identify which services, facilities and communities have the potential to consolidate. Work with communities to overcome barriers (if possible).
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Community Health and Wellness

GOAL: Improve community health and wellness.

Wellness Strategies	Responsibility	Action(s) and Notes
Assist communities seeking VPSOs in hiring or obtaining funding to hire one.	<ul style="list-style-type: none"> • Individual communities • BBNA • Lake and Peninsula Borough 	<ul style="list-style-type: none"> • Funding or grantwriting assistance from the borough. • Communicate need/opening for VPSO in borough newsletter and other similar communications. • Assist promising individuals from borough communities in getting VPSO training, if needed.
Support community garden efforts.	<ul style="list-style-type: none"> • Individual communities • Lake and Peninsula Borough • University of Alaska Fairbanks, Cooperative Extension 	<ul style="list-style-type: none"> • Technical information (e.g. building cold frames, improving soils) • Small grants for seeds • Friendly competition and publicity • Partnership with USDA for field support • Technical assistance in getting a greenhouse (statewide grants opening up) • Identify coordinators/key contacts in each community, and sign up for Alaska Food Policy Council listserve (includes regular email information about available resources).
Provide more localized eldercare.	<i>(see housing strategies)</i>	<i>(see housing strategies)</i>
Provide recreational facilities and activities.	<ul style="list-style-type: none"> • Individual communities • Lake and Peninsula Borough 	<ul style="list-style-type: none"> • Identify facilities and activities that communities have the resources to offer and maintain. • Obtain funding and

		community contributions (e.g., volunteer time, donated materials) to create facilities and activities.
Provide subsistence education.	<i>(see history and culture strategies)</i>	<i>(see history and culture strategies)</i>
Organize/host wellness conferences.	<ul style="list-style-type: none"> • Individual communities • BBAHC • Southcentral Foundation 	<ul style="list-style-type: none"> • Identify key contacts/coordinators.
Ensure that itinerant and locally-based healthcare staff members are able to provide sufficient care.	<ul style="list-style-type: none"> • Individual communities • BBAHC • Southcentral Foundation 	<ul style="list-style-type: none"> • Some communities need to hire a new health aide. • Some communities are concerned itinerant doctors/nurses don't have enough time or are not thorough enough to provide sufficient preventative care.
Share information about new and existing services offered through BBNA, BBAHC and other organizations.	<ul style="list-style-type: none"> • Individual communities • Lake and Peninsula Borough • BBAHC • Southcentral Foundation 	<ul style="list-style-type: none"> • Establish ongoing information exchange/update among communities and providers. • Include updates and information about existing services in things like the LPB newsletter.

History and Culture

GOAL: Sustain traditions, subsistence, history and culture.

Strategy	Responsibility	Action(s) and Notes
Provide Native language instruction.	<ul style="list-style-type: none"> Individual communities LPSD University of Alaska 	<ul style="list-style-type: none"> Explore feasibility of incorporating Native language instruction into existing school curricula. Explore alternatives if this is not feasible.
Host spirit camps.	<ul style="list-style-type: none"> Individual communities 	<ul style="list-style-type: none"> Determine who will organize. Host camps.
Organize community gatherings.	<ul style="list-style-type: none"> Individual communities 	<ul style="list-style-type: none"> Determine who will organize. Hold gatherings.
Conduct community heritage projects (e.g., photo digitalization project in Igiugig).	<ul style="list-style-type: none"> Individual communities 	<ul style="list-style-type: none"> Brainstorm ideas for projects. Determine who will organize. Carry out projects.
Create a regional Native arts and crafts league/guild to organize classes, visiting artists, etc. and market sales of crafts (e.g., Etsy site that Kokhanok high school student set up).	<ul style="list-style-type: none"> Individual communities 	<ul style="list-style-type: none"> Clarify what exactly this will entail. Determine who will organize. Carry out the vision.
Provide subsistence education.	<ul style="list-style-type: none"> Individual communities LPSD 	<ul style="list-style-type: none"> Work with LPSD to determine policy, protocol and schedule for subsistence education (should it conflict with regular school schedule). Determine who will lead/teach subsistence skills.
Support state and federal policy that protects/supports subsistence.	<i>(see government and leadership strategies)</i>	<i>(see government and leadership strategies)</i>

Community Governance and Leadership

GOAL: Improve community governance and leadership.

Strategy	Responsibility	Action(s) and Notes
Help communities and community leaders gain experience and credibility.	<ul style="list-style-type: none"> Community leaders Lake and Peninsula Borough State of Alaska (DCCED) 	<ul style="list-style-type: none"> Borough partner with current and incipient village leaders on specific projects. Connect leaders with technical assistance and training for local governments. Create a youth seat on the Borough Assembly. Take advantage of existing leadership development programs (e.g., BBNC's Training Without Walls Program). Continue to utilize opportunities for cross-community contact (e.g., Borough Assembly meetings, regional leadership gatherings, watershed councils)
Explore options to improve cooperation and leadership within villages (among city, tribe, village corporation).	<ul style="list-style-type: none"> Individual communities Lake and Peninsula Borough 	<ul style="list-style-type: none"> Use approval process for LPB comprehensive plan as a way of modeling cooperative planning.
Explore models for consolidated leadership within the region (among Cities, Tribes, Village Corporations, etc.).	<ul style="list-style-type: none"> Individual communities Lake and Peninsula Borough 	<ul style="list-style-type: none"> Identify where adjacent villages could further consolidate/share facilities and services. (<i>also see public facilities and services strategies</i>)
Build on existing resources (e.g., regional meetings, websites) to increase information exchange.	<ul style="list-style-type: none"> Individual communities Lake and Peninsula Borough 	<ul style="list-style-type: none"> Compile technical, relevant information and best practices. Provide access to tools and methods. Share examples of other places that have addressed similar problems in creative ways.
Support state and federal policy that protects/supports subsistence.	<ul style="list-style-type: none"> Individual communities Lake and Peninsula Borough 	<ul style="list-style-type: none"> Engage LPB lobbyist to support state initiatives in the Legislature.
Help tribal leadership identify	<ul style="list-style-type: none"> Individual communities 	<ul style="list-style-type: none"> Maintain regular

<p>meaningful ways to include all members of the community in communitywide decisions if no city government exists.</p>	<ul style="list-style-type: none"> • Lake and Peninsula Borough 	<p>communication among tribal leadership, communities. Identify an intermediary or ombudsman to provide assistance as needed.</p>
<p>Ensure that eligible LPB communities are receiving fair share of compacted resources from Bristol Bay compact organizations.</p>	<ul style="list-style-type: none"> • Individual communities 	<ul style="list-style-type: none"> • Work with regional leaders and local tribal leadership to investigate concerns about limited support from Bristol Bay compact organizations given to eligible LPB communities.

Chapter 4. Sub-Regional and Community Priority Action Plans

Pacific Sub-region

The Pacific (Lower Alaska Peninsula) sub-region includes the communities of Chignik (Bay), Chignik Lagoon, Chignik Lake, and Perryville. It is a mountainous area. Commercial fishing is the main industry, and most residents practice a subsistence lifestyle. Chignik Bay is the area's main port and hub for freight and transportation.

Overview of Issues, Goals and Strategies

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

Economic development priorities include improving infrastructure that can support expanded commercial fishing (e.g., new Chignik Bay dock and related water and sewer improvements), job training for work that otherwise would go to people from outside the region (e.g., carpentry), and developing a multi-community tourism plan. The plan would focus on marketing attractions and businesses that currently exist and maximizing new opportunities, such as Pacific coast exploration and a better system for hiking into Aniakchak Crater National Preserve⁵ (along with Port Heiden).

Area communities identified potential areas of job development and training, including:

- small engine repair,
- diesel mechanics,
- welding,
- carpentry electrician,
- plumber,
- weatherization services,
- (possibly) energy and mineral resource development,
- store,
- hangar,
- garden farming,
- tourism,
- commercial fishing and fisheries.

BBNA's Village First Responder/Provider certification training also presents an opportunity for sub-regions to coordinate and share costs. BBNA used to pay for a

⁵ <http://www.arcticwild.com/schedule/itineraries/Aniakchak-Crater.html>

trainer to come to individual communities to conduct Village First Responder/Provider re-certification training that is required every two years. BBNA recently changed the rules; now individual communities are responsible for these costs.

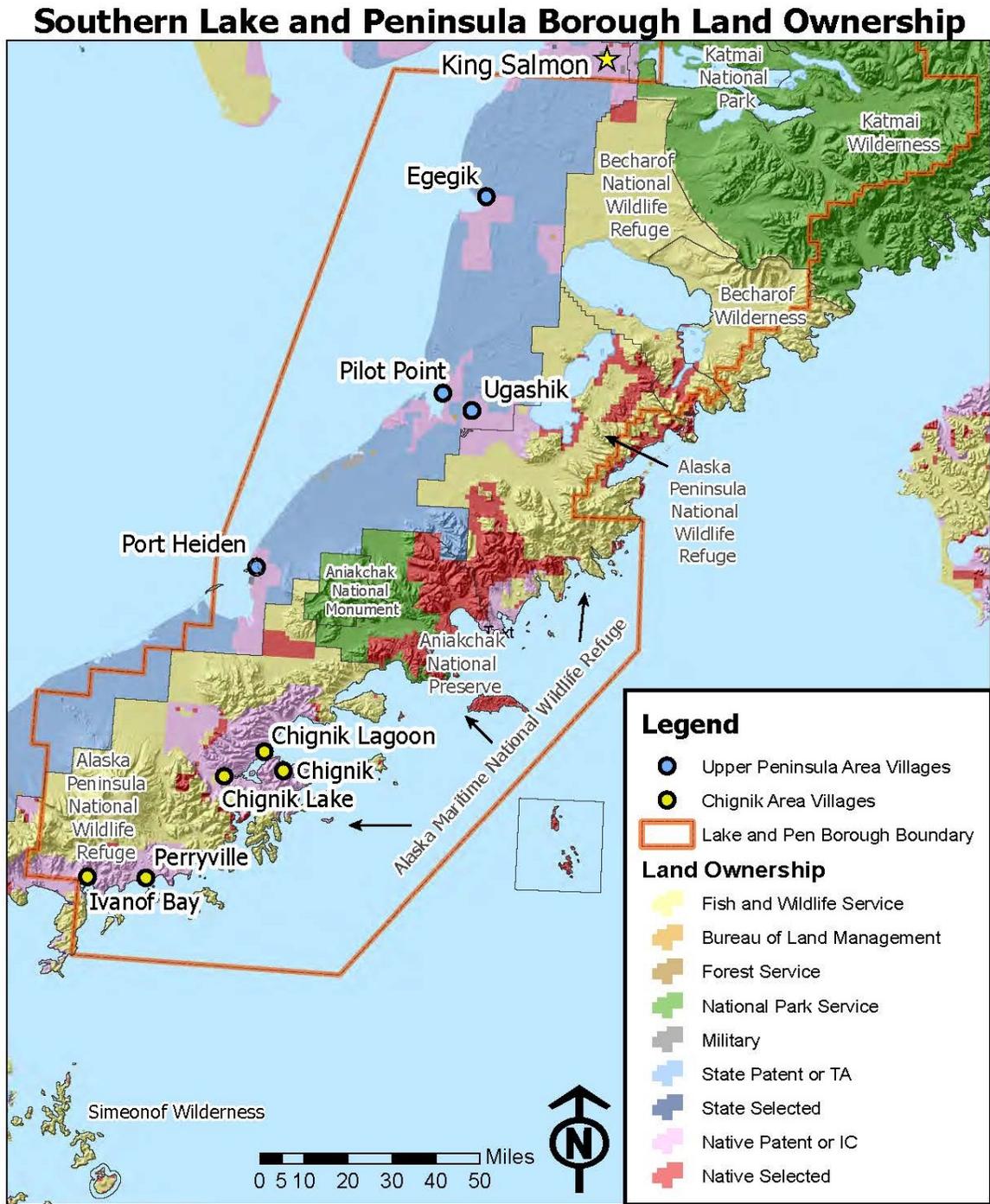
Pacific-area communities are challenged to address the issue of school closings. Though communities would strongly prefer to maintain a school in each community, a shared sub-regional school might prove to be an option. Without a community school, children will either have to be home-schooled, attend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

Energy prices are high and continue to rise. Area communities are challenged to aggressively push for new solutions to energy needs and high energy costs, including small hydro projects in Chignik Bay and Chignik Lagoon. Perryville has had good experience with wind power. The community could perfect and expand its use of wind power, then share lessons with other communities around the borough. Transportation and infrastructure priorities include keeping the state ferry coming to Chignik Bay, and making improvements to water and sewer systems, particularly in Chignik Lagoon.

Community water and sewer infrastructure is aging and is costly to repair. New strategies are needed to better match local infrastructure needs with available maintenance and operations funding. This is a challenge all over rural Alaska.

To develop local leadership and cooperation, communities in the Pacific region have committed to using the process of refining this plan to foster cooperation. These communities could host multi-community meetings to consolidate plans for priorities and engage young leaders. A common challenge will be finding ways for current leadership structures to better serve their residents. For example, a community might be challenged to explore ways for non-Tribal members to take part in decision making through the Village Council rather than establishing a competing City government.

Figure 4.1 Map of Southern Lake and Peninsula Borough Land Ownership



Scale: 1:1,750,000
 Projection: NAD 1983 Albers
 Data Layers: Alaska Park Boundaries courtesy of National Park Service; Generalized Land Status, Lake and Peninsula Borough boundaries, Populated Places layers courtesy of Alaska Department of Natural Resources.

Chignik Community Action Plan [see separate file]
Chignik Lagoon Community Action Plan [see separate file]
Chignik Lake Community Action Plan [see separate file]
Perryville Community Action Plan [see separate file]

Bristol Bay Sub-region

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

Overview of Issues, Goals and Strategies

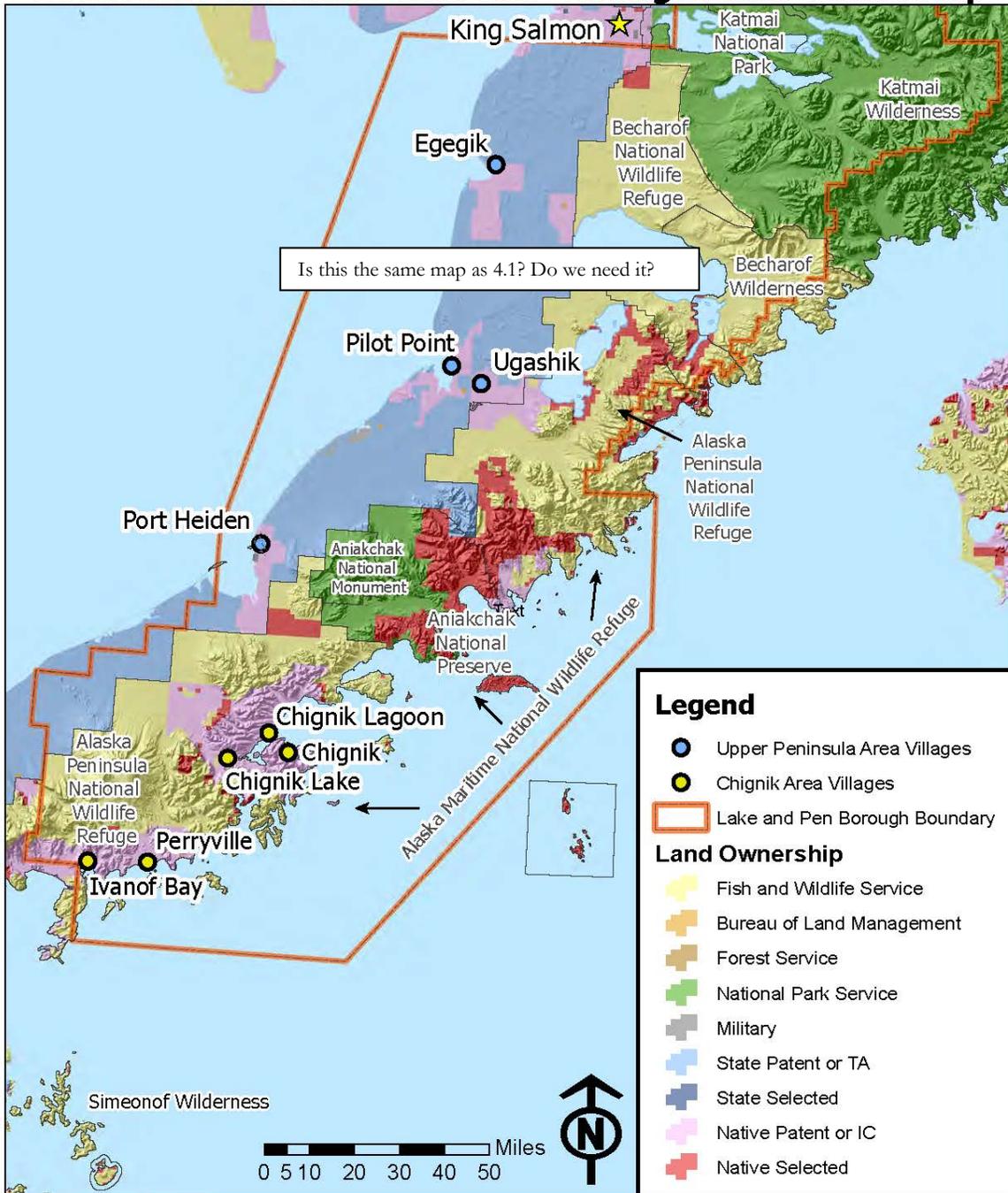
Top priorities for the Bristol Bay communities include developing job opportunities, transportation improvements, developing local leadership, providing adequate housing and addressing high energy costs. Year-round housing, especially for young people, young families and elders, is a common need. The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

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

Pen Air has traditionally provided the only regularly scheduled commercial flight service to many Bristol Bay communities. Pen Air has now announced their intent to end most of this service. Communities in this sub-region would like to extend their runways and add new airline services to support fisheries, tourism businesses, and emergency services related to fisheries and tourism traffic. These communities end up being the first stop for emergency services, but there is insufficient infrastructure to get people to higher level medical care in Bristol Bay or Anchorage. In the past people have expressed stated that building roads between communities should be a priority. While such roads would create many benefits, the high cost and low populations suggest that these roads will not be built. Though official population estimates suggest that Port Heiden's population is decreasing, the number of people living in the community has been on the rise, thanks to a remediation project that employs people from around the region.

Because Pilot Point and Ugashik are located close together (albeit on opposite sides of the river) there is some potential for these communities to share public facilities and services. Ugashik, although small in size is a thriving tribal entity with resources that could be more closely aligned with Pilot Point. Ugashik is also succeeding with innovative projects growing local foods. These are models that could be shared beyond the sub-region. The youth in Pilot Point and Port Heiden are resourceful. A young woman in Port Heiden distributed and collected surveys for the comprehensive plan process. Students from Pilot Point raised \$40,000 for a school trip to Hawaii. Their talents need to be encouraged and developed to grow new community leaders.

Southern Lake and Peninsula Borough Land Ownership



Scale: 1:1,750,000
 Projection: NAD 1983 Albers
 Data Layers: Alaska Park Boundaries courtesy of National Park Service; Generalized Land Status, Lake and Peninsula Borough boundaries, Populated Places layers courtesy of Alaska Department of Natural Resources.

Egegik Community Action Plan [see separate file]
Levelock Community Action Plan [see separate file]
Pilot Point Community Action Plan [see separate file]
Port Heiden Community Action Plan [see separate file]

Lakes Area Sub-region

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

Overview of Issues, Goals and Strategies

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

Economic Development priorities include small business development, job training, and developing tourism infrastructure that will increase local participation in the existing industry and build on the existing sport-fishing visitor base to include ecotourism and cultural tourism. The Lake Clark National Park attracts 5,000 visitors per year to the sub-region. Providing services to these visitors is a business opportunity. Residents noted the possibility of offering big game guiding, of developing recreation and hiking for both visitors and local use, as well as the business opportunity of offering additional housing for visitors (e.g. dentists, work crews, tourists), a village-owned lodge, restaurant/café, running a concession, and airline service.

Other potential businesses and training identified by area residents include: operating heavy equipment, aviation/aviation mechanics, garden farming (community garden/greenhouse - hoping to sell produce to lodges), value-added food products (e.g., Salmonberry jam), Laundromat, co-op store, daycare, and selling local arts and crafts. Communities engaged in commercial fishing seek ways to reduce barriers to entry for new commercial fishers (e.g. permit buy back assistance programs).

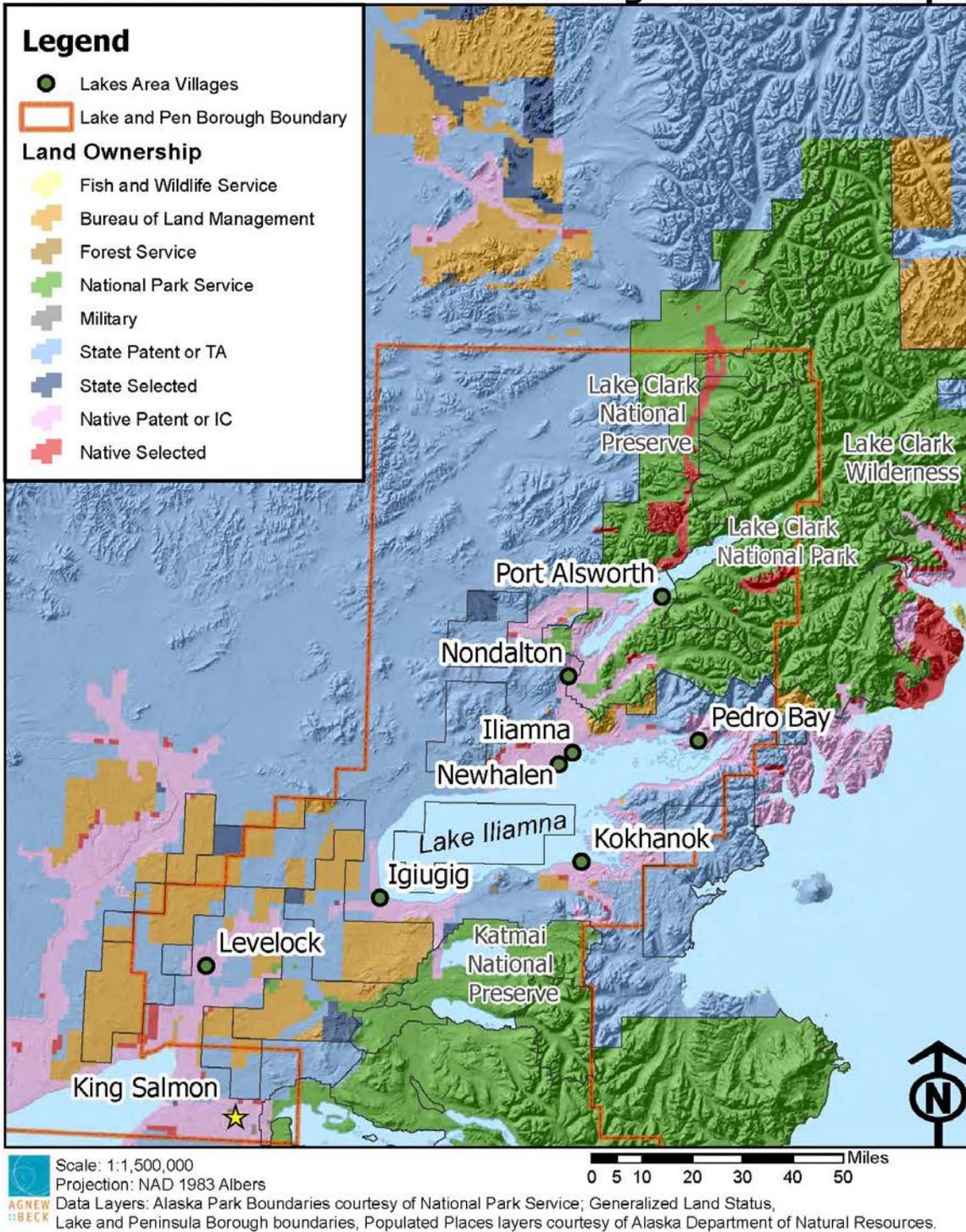
Housing is a common priority for the sub-region, as well as providing some form of eldercare (e.g., regional assisted living facility) and childcare (local services). These are all potential opportunities to provide needed community services and create business. Year-round housing, especially for young people, young families and elders, is a common need.

Two regional projects that will lower energy costs and facilitate transportation are the Nondalton Road and Bridge (already in progress), and additional improvements to the Williamsport-Pile Bay Road and Bridge. For communities with smaller

runways (about 3,000 feet), runway expansions up to 4,000-5,000 feet would allow larger aircraft to serve local air freight and transportation needs, reducing costs.

There is also some support in the sub-region for school consolidation. Iliamna and Newhalen already share a school. The Lakes Area communities are also interested in energy interties and bulk fuel purchases. The I-N-N-E-C provides hydroelectric power to Iliamna, Nondalton, and Newhalen through the Tazimina project. Community concerns indicate that the debt service on that project keeps rates from being lowered and community members are interested in exploring a financing plan to help offset the debt service expenses.

Northern Lake and Peninsula Borough Land Ownership



Port Alsworth Community Action Plan [see separate file]
Nondalton Community Action Plan [see separate file]
Pedro Bay Community Action Plan [see separate file]
Iliamna Community Action Plan [see separate file]
Newhalen Community Action Plan [see separate file]
Kokhanok Community Action Plan [see separate file]
Igiugig Community Action Plan [see separate file]

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