

BRISTOL BAY COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY: 2017-2021

2018 Update



Prepared By:
Bristol Bay Native Association; Economic Development Program

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BRISTOL BAY COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY: 2017-2021

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Prepared by:
Kristina D. Andrew, Economic Development Coordinator
krandrew@bbna.com

Bristol Bay Native Association
Economic Development Program
P.O. Box 310
Dillingham, AK 99576

(907)-842-5257 ext. 323

Acknowledgements:

A special thank you to the following people and organizations that help make the Bristol Bay region thrive!

Quyana to:

The people of Bristol Bay,
The Bristol Bay Tribes and Communities,
The Bristol Bay Native Association Board of Directors,
The Bristol Bay Native Association Sub-regional Representatives,
The BBCEDS Steering Committee Representatives,
The Bristol Bay Area Regional Partners; BBNA, BBEDC, BBNC, BBAHC, and BBHA,
U.S. DOC, Economic Development Administration,
Shirley Kelly, Alaska EDA Representative, and
The BBNA Program Development Department team.

Key:

Acronyms

ADF&G	Alaska Department of Fish and Game	CFEC	Commercial Fisheries Entry Commission
ATV	All-terrain vehicles	DCRA	Alaska State Division of Community and Regional Affairs
BBBSD	Bristol Bay Borough School District	DCSD	Dillingham City School District
BBC	University of Alaska Bristol Bay Campus	EDA	Economic Development Administration
BBCEDS	Bristol Bay Comprehensive Economic Development Strategy	LPB	Lake and Peninsula Borough
BBEDC	Bristol Bay Economic Development Corporation	LPSD	Lake and Peninsula School District
BBHA	Bristol Bay Housing Authority	MAP	Maximum Achievement Program
BBNA	Bristol Bay Native Association	PCE	Power Cost Equalization
BBNC	Bristol Bay Native Corporation	REAA	Rural Education Attendance Area
BLM	Bureau of Land Management	SAVEC	Southwest Alaska Vocational and Education Center
CDQ	Community Development Quota	SWOTs	Strengths, Weaknesses, Opportunities, and Threats
CEDS	Comprehensive Economic Development Strategy	SWRSD	Southwest Region School District
		VTC	Video Teleconferencing

The parts of a CEDS

Background Summary: Economic conditions in the region.

SWOT Analysis: Identify regional Strengths, Weaknesses, Opportunities, and Threats.

Economic Resilience: Map detailing how Bristol Bay Communities intend to respond to changes in the economy.

Regional Goals Statement: The goals set by the steering committee after analysis of the regional SWOT.

Planning and Project oversight: A steering committee (with roster) made up of sub-regional and regional representation to oversee and guide the Bristol Bay CEDS public process.

Action Plan/Strategic Direction: Incorporated tactics identified through planning processes, other plans, and stakeholder feedback to develop the priorities objectives for the region.

Evaluation Measures: Woven into the objectives, evaluation measures are the marks set by each entity, used to identify and monitor performance measures associated with the plan.

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Introduction: What is a CEDS?:

Bristol Bay is a designated Economic Development District (EDD) through the US Economic Development Administration (EDA). BBNA has been the region's EDD/EDA planning partner since the 1970's and is responsible for developing a Comprehensive Economic Development Strategy (CEDS) for Bristol Bay area designed to identify regional priorities for economic and community development. This plan follows the new guidelines released by the US EDA in February 2015. The CEDS is a **strategy driven plan** developed by a diverse group of local entities from private, public, and nonprofit sectors.

The CEDS is a planning tool used to map out where Bristol Bay wants to go, reduce redundancies, attract investment, and encourage partnerships.

Executive Summary of Regional Objectives:

**Indicate Priority Objectives

Fisheries Objectives

1. Observe a Fish First Priority**
2. Support Alaska Sea-Grant's Marine Advisory Program activities in the Bristol Bay region and across the State of Alaska to: Enhancing the sustainable use and conservation of Alaska's marine and freshwater resources through research, outreach, and education.**



1: BRISTOL BAY DRIFT FISHING

3. Support efforts to brand Bristol Bay and Bristol Bay products.
4. Provide finance and business-management services to commercial fishermen with loan investments in the local fisheries.
5. Provide assistance for resident fishers through the Bristol Bay Economic Development Corporations Regional Fisheries Program.

Workforce Objectives

1. Bristol Bay Drug & Opioid Task Force Bristol Bay.**
2. Promote Bristol Bay Native Corporation Education Foundation.
3. Encourage Bristol Bay Native Corporation Shareholder Development.
4. Increase Bristol Bay workforce readiness by offering 10 vocational training courses each year.
5. Increase effective transitions into postsecondary education by piloting one early college program.
6. Encourage entrepreneurs to utilize the Bristol Bay Development Fund.
7. The Dillingham City School District (DCSD) will work in partnership with the whole community to educate all students to be responsible citizens and reach their full potential.
8. Provides quality comprehensive services to Bristol Bay residents, promoting individual and family self-sufficiency through employment and

educations opportunities, which sustain cultural values and reflect economic trends of the Bristol Bay Region.**

9. Promote high education scholarship opportunities to Bristol Bay Economic Development Corporation residents.
10. Promote employment opportunities to Bristol Bay Economic Development Corporation residents within the region or Community Development Quota seafood processing.
11. Bristol Bay Economic Development Corporation will provide grants for employment opportunities within the region.
12. Bristol Bay Economic Development Corporation will provide resident entrepreneurs and communities with technical assistance resources.
13. Roof Repair/Replacement for SAVEC Building 647.
14. Replace SAVEC's telecommunication system.
15. Improve SAVEC's ability to deliver trainings to outlying villages by upgrading internet speed.
16. Update SAVEC's distance delivery capacity with videoconferencing equipment.
17. Energy Efficient Lighting with Replacement of Fluorescent to LED bulbs for SAVEC.
18. Cut down on costs associated with maintaining heat by weatherization of SAVEC building.

Transportation and Infrastructure Objectives

1. Identify and create a database of Bristol Bay region infrastructure projects to coordinate employment and logistics of their project needs.
2. Support the Ekuk-Clarks Point Road.
3. Develop Hazard Mitigation Plans for Bristol Bay communities.
4. Encourage local residents to obtain the necessary training needed to be hired on as construction crew.
5. Develop Tribal Transportation Safety Plans for thirteen communities.

6. Support Dillingham community infrastructure projects.
7. Bristol Bay Native Corporation Land Department.
8. Bristol Bay Economic Development Corporation will provide communities with grants to promote economic development.
9. Pilot Point Seafood Processing Plant.
10. Lengthen Pilot Point's Airstrip from 3,400 to 5,000 linear feet.
11. Ugashik River Road.
12. Support Bristol Bay Borough infrastructure projects.
13. Support Lake and Peninsula Borough infrastructure projects.

Energy Objectives

1. Coordinate a communications and data management system for regional energy needs and projects.**
2. Develop training models to address technical and management barriers.**
3. Nuyakuk Hydro Project; Reduce the dependence on oil based diesel power and create a sub-regional grid.**
4. Perform sustainable energy applied research to benefit Bristol Bay.
5. Deliver sustainable energy education throughout Bristol Bay.
6. Reinforce and strengthen Naknek Electric Association's existing power plant.

Tourism Objective

1. Develop a comprehensive list of tourist attractions in Bristol Bay for the purpose of creating a regional marketing campaign.**
2. Grow opportunities to sell local art to visitors.**
3. Develop increased participation in subsistence activities.

Regional Partners and Communities:

The Bristol Bay region is supported by a team, known locally as the BB's, comprised of:

- * The Bristol Bay Area Health Corporation,
- * The Bristol Bay Housing Authority,
- * The Bristol Bay Native Corporation,
- * The Bristol Bay Economic Development Association,
- * And the Bristol Bay Native Association.

Together this team supports the needs and dreams of the Tribes, Governments, and people for the following communities:

Aleknagik
Chignik Bay
Chignik Lagoon
Chignik Lake
Clarks Point
Dillingham
Egegik
Ekuk
Ekwok
Igiugig
Iliamna
Ivanof Bay
Kanatak
King Salmon
Kokhanok
Levelock
Manokotak
Perryville
Koliganek
New Stuyahok
Newhalen
Nondalton
Pedro Bay
Pilot Point
Port Heiden
Portage Creek
South Naknek
Naknek
Togiak
Twin Hills
Ugashik

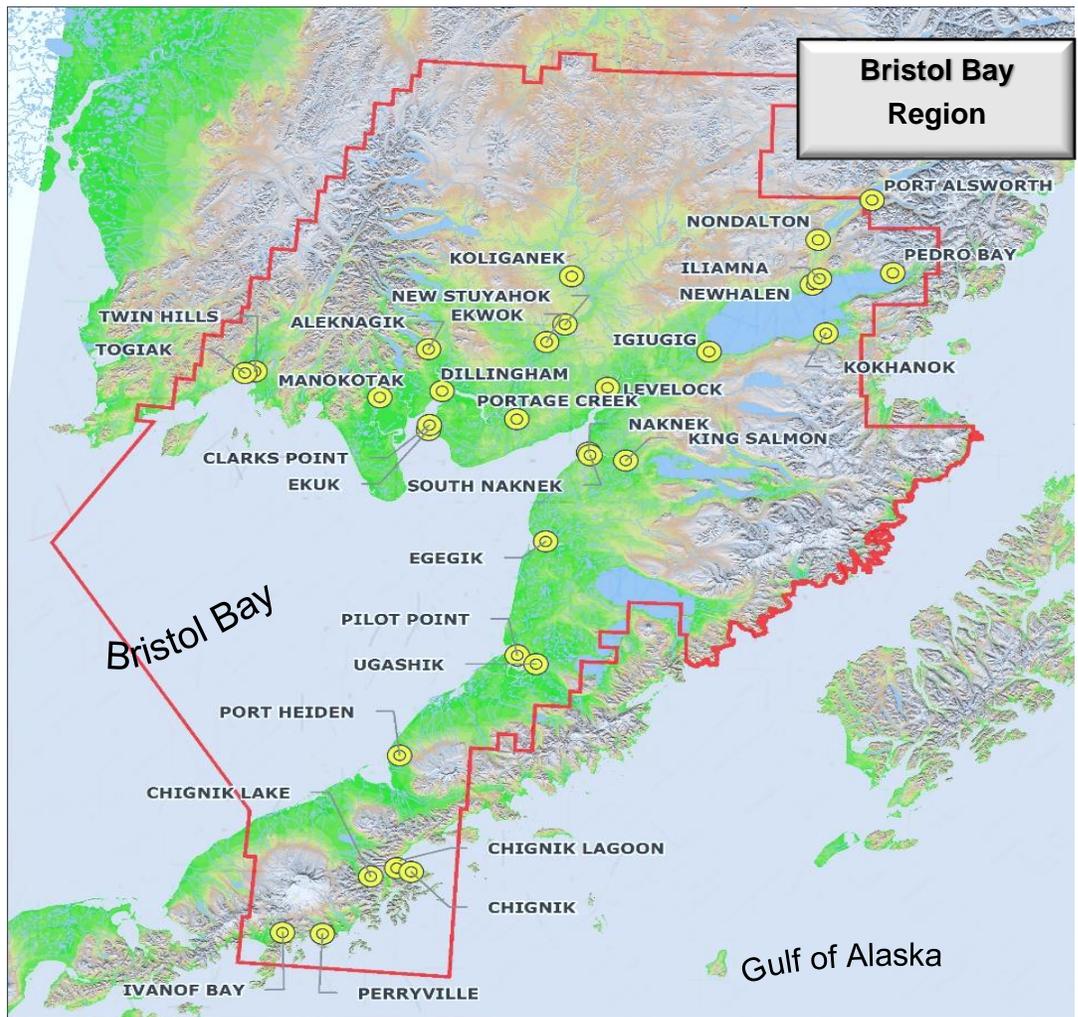


FIGURE 2 BRISTOL BAY REGION IS 46,573 SQUARE MILES, ABOUT THE SIZE OF OHIO

2018 Summary Background

Changes in the Region 2016 to 2017

Over the past year, the Bristol Bay Region saw growth in its economy from the commercial salmon fisheries. The upturn was due to an increase in fish returns coupled with favorable price conditions. The population grew for the third year in a row from 7,472 to 7,533. Although some communities continued to see out-migration, others gained in population.

The cost of living continued to increase at a low rate. In contrast, residents welcomed RAVN Air that began service to Dillingham and King Salmon on February 14, 2018. A second airlines providing service to the region reduced the cost of air travel to/from Anchorage by about \$200. Competition in air carriers has the potential to reduce airfreight and lower other costs.

State funding remains down due to the fiscal crisis from reduced State crude oil revenue. In 2017, the legislature took half of the Alaska PFD to support State government. The legislature reduced the 2018 PFD by \$1,100, leaving \$1,600 per resident for the coming distribution. By taking the PFD to fund State government, the State is placing a higher burden on those who can least afford it, the lower income people and people in poverty who are struggling to heat their homes and feed their families.

 Regional Population grew by 61 people to 7,533, about 0.8%^

 Alaska Native population grew by 74 people to 5,574, or by about 1.3%^

 Employment increased to 2,900 up by 179, or 6%^

 Unemployment grew by 6, about 2%^

 High School Graduation rate increased to 80.35%, 14.89%^

 Wild Sockeye Salmon harvest increased by 500,000 pounds to 37.7 million fish

 Exvessel value was \$209.9 million, an increase of \$57.2 million



3: CITY OF DILLINGHAM

 The improvement in the commercial fishing industry economic growth indicates there were strong salmon runs returning to the rivers and increased salmon prices. The salmon forecast for the coming

fishing season is expected to be strong, but global salmon prices have fallen 30% because of an increase in supply. Supplies are expected to remain high over the coming season, according to a report by Nordea, which will likely reduce the price.



The total Labor Force in the Region increased over the past year. While the number of jobs increased, curiously, unemployment rates also increased. Perhaps, increased work opportunities allowed more people to be eligible for unemployment. Workers by Industry showed that Private Industry provided the most jobs 1,890 or 52%, Local Government employed 1,323 people or 37%, and State Government provided 132 or 4% of the jobs.



The region is remote with no road access to the State / Interstate highway systems. Few local roads connect the communities. The costs of traveling between the communities is high and affects the cost of living since getting goods to the region is costly. Northern Air Cargo prices from Anchorage, for example, went up from \$0.78 per pound to \$0.80 per pound. The Alaska Marine Lines barge that brings freight from Seattle and Anchorage went up by 5% in February 2018.



Little change has taken place for most communities with regard to small independent in-place electrical systems not connected to a power grid. Igiugig continues to improve its small in-river hydro pilot project that shows some promising application for villages near a similar river. Nushagak Cooperatives, the energy cooperative that powers Dillingham and four other Bristol Bay communities, is exploring a hydroelectric project that could replace diesel generators in the region. The project would be located at the Nuyakuk Falls and the plan to design it to serve five communities.



The Bristol Bay Native Corporation purchased Katmai-land fishing and bear viewing lodges in the Katmai National Park in 2016, and is dedicated to providing increasing local tourism industry jobs. Even before this purchase, they supported the Fly Fish and Guide Academy to help increase local participation into the guided sportsfishing business. BBNC helps to foster employment for local people that love the outdoors.

Regional Vision Statement Guides Planning

Through the Bristol Bay CEDS and other initiatives, the region is implementing the Bristol Bay Regional Vision. The Bristol Bay Partnership with Bristol Bay Native Association as the lead organization sponsored the Vision to hear from the people about their hopes and dreams for the future. Although the region is remote and diverse with many cultural, economic, and social differences, people strongly agree on their values and vision for the future. The Region celebrates their amazing unity. (For more information, see www.bristolbayvision.org)

The CEDS identifies economic priorities consistent with the Bristol Bay Regional Vision to enhance the economy by creating and retaining jobs while protecting the preferred lifestyle and environment. *“Welcoming sustainable economic development based largely on renewable resources that do not threaten our land, water or way of life.” (Vision, 2011)*



TABLE 1: SUMMARY OF SWOT WORKSHOPS

BBNA Analysis of Economic Development Problems and Opportunities:			
Helpful Region's relative Competitive Advantages STRENGTHS		Harmful Region's relative Competitive Disadvantages WEAKNESSES	
Internal Factors	Fish- 50% of world supply	High Transportation Cost	
	Abundant Natural Resources	Drug and Alcohol Use	
	Access to Internet	High Cost of living	
	Subsistence and resource skills	Inadequate Elder Care	
	Our environment: Natural Beauty	Limited Jobs in Villages	
Regional Improvement or Progress OPPORTUNITIES		Negative Impacts on the Region or Regional Decline THREATS	
External Factors	Millennials (18-35 YO)	Climate Change	
	Elders and Youth	High Drug and Alcohol Use	
	Technology	Economy based on resource Extraction: land and resources	
	Branding Bristol Bay	High Cost of Food, Energy and Transportation	
	Energy Efficiency	Small School Closure	
	Renewable Energy	Pollution	

SWOT Analysis:

In 2015 and 2016, four workshops were hosted with Bristol Bay residents to determine where the region’s economy stood looking at its Strength, Weakness, Opportunity, and Threat (SWOT). These exercises were conducted in regional gathering settings that opted to maximize input from across the region. The workshops were hosted with the following groups:

- BBNC’s Leadership Forum, December 8/9, 2015
- BBNA’s Senior Managers and Program Managers, March 14, 2016
- CEDS Steering Committee meeting, March 22, 2016
- UAF Bristol Bay Student workshop, February 17, 2016

Based on the SWOTs in 2016, the steering committee sees the following opportunities for economic growth:

Fisheries- Bristol Bay is home to the world’s largest wild salmon fishery, with *opportunities* to increase value to the product and region.

Workforce- Bristol Bay has a population of over 7,500 people, an unemployment rate over 13%, and increasing opioid threats, there is a lot of *opportunity* to improve and increase human capital capabilities and take advantage of existing skills.

Transportation and Infrastructure- Isolated communities and harsh climates have made the cost of living and transporting goods both challenging and expensive, *opportunities* to partner on projects and training local residents for construction projects to retain dollars in communities.

Energy- Diesel fuel has been the primary method for generating energy for the region, which has been expensive, risky to transport, and is a non-renewable resource, energy diversification has the *opportunity* to retain monetary capital for the region and reduce risk of fuel spills in the fishery.

Tourism- Home to pristine flora and fauna, Bristol Bay has much to offer in eco-tourism *opportunities* that would complement the existing fishing economy but has yet to be used to its full advantage.

Economic Resilience:

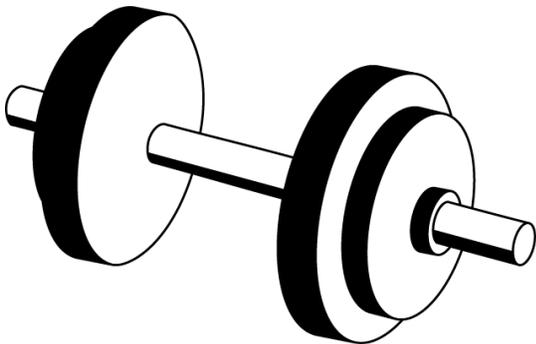
What it means to be resilient and a resiliency champion.

Resiliency is an individual or entity's ability to recover from shock or disruptions to daily activity. Aspects of resiliency can be obtained by asking "What will my organization do or think should be done to ensure my organization and the services it provides will be here tomorrow?" Often this is a strategic plan or back up plan set out by entities or departments to help them navigate when times become difficult or unclear.

This symbol is used by the CEDS Steering committee to elect Resiliency Champions for the Bristol Bay region. Resiliency Champions are entities that set a plan to be **stronger** than the day before.

Not just bouncing back...Bouncing Forward
"Another way of looking at resilience is the ability not only to bounce back but also to "bounce forward"- to recover and at the same time to enhance the capacities of the community or organization to better withstand future stresses."

-Urban Land Institute, *After Hurricane Sandy*



Much work needs to be done to ensure the Bristol Bay region is a strong resilient champion but some organizations are taking the first steps towards resiliency. Look for the resiliency symbol to find out which Bristol Bay organizations are taking the steps to weather economic storms.

*CONTACT THE BBNA ECONOMIC
DEVELOPMENT DEPARTMENT TO LEARN
HOW TO BE A RESILIENT CHAMPION.*

Kristina Andrew

Economic Development Coordinator

907-842-6223

Evaluation Process:

The evaluation process provides an opportunity to review the authorized EDA planner's scope of work and the action plan to determine the success of the desired outcomes of their objectives. Each entity has set its own evaluation measures to follow after implementation of the CEDS goals and objectives:

- Number of jobs created
- Number of jobs retained in the region.
- Number and types of public investments generated by the projects.
- Amount of private sector investments in the region generated by the projects.
- Changes in the economic conditions in the region.

“We cannot solve our problems with the same thinking that we used to create them.”

--Albert Einstein--

Regional Goals Statements:

The following goals have been set for the region with the assistance of the BBCEDS steering committee.

Fisheries Goal:

Support development efforts within the fishing industry to promote the regions seafood and support existing fisheries opportunities in the region for the purpose of promoting local participation.

Workforce Goal:

Collaborate as a region to strengthen Bristol Bay's work force through: education opportunities, promotion of small business, and combating substance abuse.

Transportation and Infrastructure Goal:

Support Transportation and Infrastructure needs in the region to promote strong communities.

Energy Goal:

Create long term energy security, support energy infrastructure development, and promote efficient use of existing energy-related resources within Bristol Bay.

Tourism Goal:

Increase visitor-related opportunities; promote Bristol Bay as a destination for visitors; and capitalize on the sustainable and cultural attributes of the region.



4: SUNSET IN BRISTOL BAY

2018 Update Planning and Project Oversight CEDS Steering Committee

	NAME, community	Organization, Position	Sector
1)	Ralph Andersen, Dillingham	Bristol Bay Native Association, Chief Executive Officer	Public, Non-Profit
2)	Sarah Andrew, Dillingham	Bristol Bay Campus, Interim-Director	Public, Higher Education
3)	Ted Angasan, South Naknek	Bristol Bay Native Association, Board President	Public, Non-Profit, Tribal
4)	Kate Conley, King Salmon	Lake and Peninsula Borough, Planner	Public, Local Government
5)	Jenny Dill, Dillingham	Wells Fargo Bank, Service Manager	Private, Financial
6)	Betty Gardiner, Clarks Point	Nushagak Bay Sub-regional Rep. Bristol Bay Native Association, Board Member of Clarks Point	Public, Tribal
7)	Charlie Johnson, Portage Creek	Nushagak River Sub-regional Rep. Bristol Bay Native Association, Board Member of Portage Creek, Commercial fisher	Public, Tribal, Small Business: Fishing
8)	Patrick Kosbruk, Perryville	Peninsula Sub-regional Rep. Bristol Bay Native Association, Board Member of Perryville, Commercial fisher	Public, Tribal, Small Business: Fishing
9)	Cindy Middlestat, Anchorage	Bristol Bay Native Corporation, Bristol Bay Area Development Fund	Private, Business Development
10)	Doug Griffin, Anchorage	Southwest Alaska Municipal Conference, Executive Director	Public, Non-Profit, Municipality
11)	Bertha Pavian-Lockuk, Togiak	Togiak Bay Sub-regional Rep. Bristol Bay Native Association, Board Member of Togiak; & United Tribes of Bristol Bay	Public, Tribal, Primary-Education
12)	Alice Ruby, Dillingham	Bristol Bay Economic Development Corporation, Economic Dev/Brokerage Director; City of Dillingham, Mayor; SWAMC Board Member	Private, Non-Profit; Public, Official
13)	Tanya Salmon, Igiugig	Illimani Lake Sub-regional Rep. Bristol Bay Native Association, Board Member of Igiugig	Public, Tribal
14)	Victor Seybert, Pilot Point	Kvichak Bay Sub-regional Rep. Bristol Bay Native Association, Board Member of Pilot Point; Commercial Fisher; & United Tribes of Bristol Bay	Public, Tribal; Private, Small Business: Fishing
15)	Norm Van Vactor, Dillingham	Bristol Bay Economic Development Corporation, Chief Executive Officer	Private, Non-profit; Commercial Fish Processing
16)	Rae Belle Whitcomb; Alt: Serena Aikins-McArthur, Dillingham	Bristol Bay Native Association, Workforce Development Director; ETE Program Division Manager	Public, Non-profit, Workforce, Private, Small Business: Agriculture
17)	Frank Woods III, Dillingham	Bristol Bay Native Association, Forestry Program Manager; Commercial Fisher; Business Owner	Public, Land Management; Private, Small Business: Fishing
18)	Becky Savo, Nakenk; Carvel Zimin, South Naknek	Bristol Bay Borough Planner, Commercial Fisher; Bristol Bay Borough Assemblyman, Commercial Fisher	Public, Official; Private, Small Business: Fishing

Action Plan

The objectives set out in this action plan were solicited by email and phone from BBNA's Economic Development Department during the months of February and March of 2018. Inclusion of objectives is voluntary to help projects of organizations gain regional support and create partnerships to ensure longevity. All objectives received that stand to benefit any population of the Bristol Bay public will be included in the CEDS.

**** Indicate Priority Objectives**

Fisheries Strategic Direction:

Support development efforts within the fishing industry to promote the regions seafood and support existing fisheries opportunities in the region for the purpose of promoting local participation.

Fisheries Objectives

Objective #1: Observe a Fish First Priority. **



Bristol Bay is home to one of the world's largest remaining wild salmon fisheries. These sustainable fisheries are the cultural, subsistence, and economic cornerstones of the Bristol Bay region.

5: KRISTINA AND LEE ANN ANDREW; SUBSISTENCE HARVEST



Project Description:

Prioritize and balance the protection of salmon and salmon habitat in decisions that will impact these fisheries.

Outline of steps required for project to be completed:

- * Advocate for Bristol Bay's fisheries (commercial, subsistence, and sport) including the protection of fishery habitat.

- * Prioritize and balance the protection of fish and fish habitat in all land management decisions and input on land management issues.
- * Help create, build, and market the Bristol Bay salmon "brand".
- * Promote the recognition of and appreciation for the region's fisheries and their economic, cultural, and subsistence values.

People/Organizations responsible for completing these steps:

Bristol Bay Native Corporation, Bristol Bay Native Association, Bristol Bay Economic Development Corporation, Nushagak Cooperative, United Tribes of Bristol Bay, Nunampta Aulukestai, Bristol Bay Heritage Land Trust

Key Project Contact:

Name: Daniel Cheyette/Andria Agli
Title: VP Land and Resources/ VP Shareholder and Corporate Relations
Organization: Bristol Bay Native Corporation Land Department/ Bristol Bay Native Corporation Shareholder and Corporate Relations



Objective #2: Support Alaska Sea-Grant's Marine Advisory Program activities in the Bristol Bay region and across the State of Alaska to:
*Enhancing the sustainable use and conservation of Alaska's marine and freshwater resources through research, outreach, and education.***

Project Description:

The Marine Advisory Program works to:

- Assist coastal residents to diversify their community's economic base through involvement in ventures such as aquaculture, marine recreation and tourism, seafood processing, and direct marketing of Alaska seafood.
- Enhance the value of the commercial fishing, shellfish mariculture, seaweed farming, and seafood processing through training and technical assistance.
- Contribute to the information base of Alaskans who are making decisions affecting the conservation of the state's marine resources, or who depend on them for traditional, cultural, recreational, or nutritional sustenance.

Outline of steps required for project to be completed:

Goal #1: Healthy marine, coastal, and watershed ecosystems in Alaska.

Objective 1: Increase the shared body of knowledge about marine, coastal, and watershed ecosystems in Alaska, emphasizing the concerns and interests of stakeholders.

Strategies:

- * Consult with stakeholders to identify information gaps, knowledge, and skills that would inform their work in promoting and protecting healthy ecosystems.
- * Sponsor, facilitate, and collaborate on research, information gathering (including local and indigenous knowledge), and analysis to address stakeholder priorities.
- * Engage stakeholders in planning, design, and implementation of research and information gathering.
- * Share the results of research and information gathering with stakeholders.
- * Organize and facilitate community-based monitoring programs and networks to develop and extend long-term data sets.

Desired outcomes

- * New information (including local and traditional knowledge) will be generated on the marine,

coastal, and watershed ecosystems of Alaska to fill existing gaps in knowledge.

- * Stakeholders will engage in information gathering and understanding results.
- * Science-based information will address stakeholder concerns and inform government and resource agency policies.
- * Alaskans will increase their participation in community-based monitoring programs that contribute to the knowledge and increase environmental literacy.

Objective #2: Support and enhance planning, management, and mitigation needed to ensure healthy ecosystems and coastal communities.

Strategies

- * Consult and work with planners, resource managers, marine resource industries, and communities to provide information for maintaining healthy ecosystems and to support adaptation and mitigation to address environmental change.
- * Support federal, state, municipal, and tribal governments' responses to environmental issues by sharing expertise and serving as a local liaison.
- * Participate in and advise on relevant boards and committees such as the Alaska Ocean Observing System board, the advisory committee to the Alaska Center for Climate Assessment and Policy, and the National Oceanic and Atmospheric

Administration (NOAA) Regional Collaboration team.

Desired outcomes

- * Alaska coastal communities are better informed and have support for processes that promote long-term planning, including research, facilitation, and data synthesis.
- * Planning processes in Alaska coastal communities articulate and are inclusive of; cultural, social, and economic goals.
- * The needs of Alaska coastal communities are represented in regional, state, and national governance and decision-making processes.

6: BACK DECK OF BRISTOL BAY DRIFT BOAT WITH NET CAST



Goal #2: Sustainable fisheries and marine resources that provide safe food, jobs, and economic and cultural value.

Objective #1: Promote and support harvest and processing techniques that lead to safe and high-quality food and economic benefit from seafood and other marine resources.

Strategies

- * Provide information, training, and technical assistance in food safety and quality to harvesters, commercial seafood processors, people processing food for noncommercial use, and aquaculture operators.
- * Provide training and technical assistance in harvesting operations, seafood processing, value-added processing, new product development,

workplace health and safety, and other areas related to profitability of the fisheries sector.

- * Conduct specific lab analysis and applied research to support seafood and other food producers in developing new products, improving processes, and reducing waste.
- * Educate users on the risks from harmful algal blooms (HABs) and support testing for paralytic shellfish poisoning in personal, subsistence, and commercial shellfish harvest.

Desired outcomes

- * Alaskans, whether harvesting and processing food for commercial value or food, will optimize the safety and quality of their products and meet regulatory requirements.
- * Seafood harvesters and processors will optimize the profitability of their products.
- * Shellfish harvesters and producers will be aware of the risks of HABs and will partner in-field and laboratory trials of emerging testing technologies.

Objective #2: While recognizing the priority of wild stocks and harvest, support sustainable aquaculture and enhancement of marine resources.

Strategies

- * Support research on culturing systems and cultured species to improve the production and economic viability of aquaculture operations.
- * Develop and disseminate information to help aquaculture operations adapt to climate change and ocean acidification.
- * Support research and disseminate information about interactions between cultured and wild species, including implications for disease transmission, genetic diversity, and water quality.
- * Develop and implement culturing and out-planting technologies for shellfish and marine plants to further conservation goals, including the recovery and rehabilitation of depleted species.
- * Participate in the development of regulations and policy relating to aquaculture through committees such as the Alaska Mariculture Task Force.

Desired outcomes

- * Potential and current aquaculture operations have research-based information to support improved production and to inform approaches to adapt to

warming conditions and ocean acidification to ultimately improve economic viability.

- * Hatchery operators and harvesters will have scientific information regarding enhancement operations and their interactions with wild species.
- * Proven culturing and out-planting techniques are developed and disseminated to support enhancement opportunities when possible.

Goal #3: Vibrant coastal communities with strong and diverse economies.

Objective #1: Support the success and expansion of Alaska-based maritime businesses.

Strategies

- * Provide training and technical assistance to new and expanding maritime and coastal businesses in business planning and management, risk management, and energy efficiency.
- * Coordinate and encourage exploration of industry diversification in maritime and coastal businesses.

Desired outcomes

- * Alaska-based maritime businesses are more profitable.
- * Alaska-based maritime businesses will evaluate diversification options.

Objective #2: Increase the resilience of Alaska coastal communities through diversification, growth, and strengthening of coastal/marine economic sectors and social well-being, identity, and values.

Strategies

- * Facilitate, support, and serve as a resource for community-led planning, data collection, analysis, and decision-making.
- * Inform the public and private sectors about the challenges, needs, and opportunities in Alaska's rural coastal communities.
- * Sponsor and collaborate with communities and other partners on projects and research relating to economic opportunities, diversification, development, and community wellbeing.
- * Promote and support participation by Alaska residents and communities in public policy and management processes that affect their livelihoods and economies.

Desired outcomes

- * Alaska coastal communities are engaged in long-term planning, including research, facilitation, and data synthesis.
- * Planning processes in Alaska coastal communities articulate and include cultural, social, and economic goals.
- * The needs of Alaska coastal communities are represented in regional, state, and national governance and decision-making processes

Goal #4: Communities and residents with skills and knowledge to respond and adapt to coastal hazards and environmental change.

Objective #1: Increase the capacity of Alaska's coastal communities and residents to prepare for adapting and responding to, coastal hazards, disaster events, and environmental change.

Strategies

- * Educate communities and residents about coastal hazards, ocean acidification, climate and other environmental change, and related policy issues.
- * Facilitate, support, and serve as a resource for adaptation planning efforts that mitigate climate change effects while providing for improved community well-being.
- * Partner with community-based monitoring groups and others to promote local data collection efforts that enhance knowledge about coastal change for both monitors and residents.
- * Sponsor and collaborate in research, data collection, and data analysis related to coastal hazards and hazard mitigation planning.
- * Coordinate, teach, and participate in community-based prevention, preparedness, and response activities related to natural and human-caused coastal hazards.
- * Participate in and advise on relevant boards and committees such as the Alaska Ocean Acidification Network, the Local Environmental Observer Network, Alaska Center for Climate Assessment and Policy, and the Alaska Ocean Observing System.

Desired outcomes

- * Alaska residents are aware of and understand potential coastal hazards, work to mitigate, and make plans to respond to those hazards.

- * Decision-making about collective response to coastal hazards is informed by local resident participation in planning, data-collection, and research.

Goal #5: Safe participation in maritime travel and activities.

Objective #1: Lower the risk of injuries and fatalities associated with boating and other maritime travel and activities in a changing environment.

Strategies

- * Train and inform Alaskans about marine safety, addressing; boating, travel on sea ice, exposure to weather, adaptation to changing climate and environmental conditions, and other hazards.
- * Produce information and conduct training for workers in the maritime industries and for vessel owners that will promote personal safety and health.
- * Collaborate with marine safety and other educational and community groups in Alaska and nationally, to produce and share resources on safety practices.
- * Participate on and advise the Alaska Marine Safety Education Association Board of Directors, the Commercial Fishing Safety Advisory Committee, the Alaska Boating Safety Advisory Council, and other advisory groups focused on marine safety.

Desired outcome

- * Fatality and injury rates will decrease as marine operators have increased awareness of how to prevent and respond to marine incidents.

Goal #6: An environmentally literate Alaska public and visitors.

Objective #1: Increase effective environmental literacy instruction to Alaska K–12 students by formal and informal educators.

Strategies

- * Develop and promote the use of standards-based Alaska Sea Grant–sponsored curriculum materials and other educational resources that reflect current science research and engages students in maritime technology.
- * Provide professional development for educators in instructional strategies with emphasis on hands-on and field-based instructional strategies and engage

students in school-based environmental monitoring and stewardship activities.

- * Provide student instruction in the classroom, on field trips, and in extracurricular activities.
- * Promote and support systemic change at the school, district, and statewide level to include the implementation of environmental literacy education in Science–Technology Engineering–Mathematics (STEM) and other subject areas.
- * Facilitate and support outreach and educational activities by Alaska researchers to teachers and students.

Desired outcomes

- * Environmental literacy instruction will be increased statewide through the integration of place-based and Alaska-relevant marine and aquatic education into the curriculum of Alaska school districts.
- * Formal and informal educators trained in effective teaching strategies will increase the use of Alaska Sea Grant–sponsored curriculum materials, educational resources, and improve the environmental literacy of Alaska K–12 teachers and students.
- * Alaska Sea Grant will be a leader and catalyst of partnerships to improve environmental literacy statewide.

Objective #2: Increase effective environmental literacy communication to stakeholders, including how ecosystem change affects economic, social and cultural values, and implications for conservation and management.

Strategies

- * Develop and implement a communications plan that targets key topics and issues, audiences, and methods/technology and includes approaches for evaluating communication effectiveness.
- * Produce and distribute books, publications, media, and other educational products and tools to enhance environmental literacy.
- * Lead or participate in forums, regional science conferences, or other activities where scientific and local/traditional bodies of knowledge are shared.
- * Provide training in science communication methods to researchers and educators.

- * Facilitate and support researchers' outreach to Alaska communities and visitors that includes opportunities for dialogue, discussion, and community involvement.

Desired outcomes

- * Alaskans will have increased knowledge and understanding of marine resource issues so that they can make better decisions.
- * Environmental literacy will be improved through effective outreach and interactive communication among researchers, educators, students, and the public.

Goal #7: A responsive workforce of highly skilled Alaskans in the fisheries, seafood, and maritime occupations in the state.**

Objective #1: Prepare a diverse workforce, responsive to employer needs, to participate in and benefit from Alaska's maritime sectors.

7: REFRIGERATED SEA WATER SYSTEM INSTALLATION



Strategies

- * Provide training, instruction, and fellowships to college students, graduate students, and post-graduates to gain professional skills in science, communication, research, and policy development.
- * Provide support and training to workers to acquire skills that make them more successful and the industries they work in more cost-effective, energy-efficient, and competitive in the global market.
- * Provide training to Bristol Bay area residents through the Crew Class, to train young adults in the

skills needed to be a crewmember of a commercial fishing operation.

Desired outcomes

- * The Alaska workforce in fisheries, seafood processing, and other maritime occupations will have increased education and training opportunities that are accessible and relevant to changing needs.
- * Qualified Alaska residents will increasingly fill maritime, fisheries, and seafood processing positions.

Objective #2: Grow awareness of maritime occupations and career pathways among Alaskans.**

Strategies

- * Continue university leadership, partnering with Maritime Works, to implement the Alaska Maritime Workforce Development Plan.
- * Provide information about Alaska maritime careers to students, other target audiences, and publicize job and training opportunities.
- * Support experiential maritime occupational programs around the state.

Desired outcomes

- * Alaska's youth will be introduced to fisheries, seafood, and maritime occupations, information they can use in making career choices.
- * An increased number of youth, particularly from underserved populations, will pursue a maritime educational pathway.

People/Organizations responsible for completing these steps:

UAF Bristol Bay Campus, Gabe Dunham, Marine Advisory Program Agent, Alaska Sea Grant (ASG)/Marine Advisory Program (MAP); Davin Holen, Coastal Resilience Specialist, ASG/MAP; Marilynn Sigman, Education Specialist, ASG; Quentin Fong, Seafood Marketing Specialist, ASG/MAP; Chris Sannito; Seafood Technology Specialist, ASG/MAP; Ginny Eckert, Research Director, Interim Program Director, ASG; All contact info available here: <https://alaskaseagrant.org/about/directory/>

Cost Estimates:

Costs: Variable.

Timeline: Fiscal year: Feb 1-Jan 31.

Funding Partners: University of Alaska state funds, External grants, Cash and in-kind donations, Program income from publications and workshops

Evaluation Measures:

Summary of 2018–2021 National Performance Measures and Metrics:

National Sea Grant defines national performance standards related to all Sea Grant program activities.

Focus area: Healthy coastal ecosystems

- Number of resource managers who use ecosystem-based approaches in the management of land, water, and living resources as a result of Sea Grant activities.
- Number of acres of coastal habitat protected, enhanced, or restored as a result of Sea Grant activities.

Focus area: Sustainable fisheries and aquaculture

- Number of fishermen, seafood processing, or aquaculture industry personnel who modify their practices using knowledge gained in fisheries sustainability and seafood safety as a result of Sea Grant activities.

Focus area: Resilient communities and economies

- Number of communities that adopt/implement sustainable economic and environmental development practices and policies as a result of Sea Grant activities.

- Number of communities that adopt/implement hazard resiliency practices to prepare for and respond to/minimize coastal hazardous events.

Focus area: Environmental literacy and workforce development

- Number of Sea Grant products that are used to advance environmental literacy and workforce development.
- Number of people engaged in Sea Grant–supported informal education programs.
- Number of Sea Grant–supported graduates who become employed in a job related to their degree within two years of graduation.

Cross cutting performance measures

- Number of Sea Grant tools, technologies, and information services that are used by our partners/customers to improve ecosystem-based management.
- Economic and societal impacts derived from Sea Grant activities (market and non-market; jobs and businesses created or sustained).

Key Project Contact:

Name: Gabe Dunham

Title: Marine Advisory Program agent

Organization: Alaska Sea Grant/Marine Advisory Program



Objective #3: Support efforts to brand Bristol Bay and Bristol Bay products.

Encourage and support other entities efforts to promote and distribute Bristol Bay salmon and other products ready for distribution. Currently, the Bristol Bay Regional Seafood Development Association (BBRSDA) is working on branding Bristol Bay sockeye in the world market. Wild seafood is by far superior and Bristol Bay is home to the world’s largest wild sockeye producer. Since the 1980’s prices paid to fishermen for wild caught sockeye have diminished or maintained despite inflation of capital needed to enter fishery. Marketing efforts to brand Bristol Bay Sockeye are underway in an effort by BBRSDA to address the lack of increased compensation to fishermen.

Project Description:

Promote and market Bristol Bay wild salmon in the domestic market. Explore international markets as the brand matures and/or opportunities arise.

Outline of steps required for project to be completed:

- * Craft and implement a strategic marketing plan to inform future tactical decisions.

- * Increased awareness and value of the Bristol Bay brand at consumer, retail and processor level.
- * Stimulate increased demand and loyalty for Bristol Bay sockeye.
- * Identify and communicate evidence of brand impact and brand strength to retailers, direct marketers, processors, and members.
- * Collaboration with industry stakeholders, Alaska Seafood Marketing Institute, retailers, and processors to leverage reach and build brand buy-in.

People/Organizations responsible for completing these steps:

Bristol Bay Regional Seafood Development Association (BBRSDA)

Evaluation Measures:

- Bristol Bay fishers see an increased pay out per pound at time of delivery.

Key Project Contact:

Name:

Title: Executive Director

Organization: Bristol Bay Regional Seafood Development Association

Objective #4: Provide finance and business-management services to commercial fishermen with loan investments in the local fisheries.

It is increasingly imperative that commercial fishermen are prepared to obtain and manage commercial loans to increase the capacities of their fishing operations. By providing capital assistance and training Bristol Bay Economic Development Corporation will maintain and/or increase Bristol Bay resident’s ability to procure and keep fishing related loans.

Project Description:

Provide technical assistance to Bristol Bay Economic Development Corporation area residents looking to participate in the local fisheries. This effort is to increase the number of local residents participating in the local commercial fisheries.

Outline of steps required for project to be completed:

- * Permit Loan Program - A menu of financial and/or technical services are provided to eligible residents of the 25 watershed communities. Services may include loan guarantee, down payment grant, interest assistance, principal reduction assistance, technical assistance and/or training to successful applicants.
- * Personal Finance/Education - The program provides financial counseling to BBEDC residents as well as a series of workshops in communities. BBEDC contracts with Money Management International (MMI); a group that specializes in personal financial education and counseling. Staff led workshops provide financial education to groups of residents, and

MMI assists individual residents with one-on-one counseling on credit reports, personal finances, debt management, credit recovery and identity theft.

- * Emergency Transfer Grant - With the goal of helping residents to gradually become permit owners, grants of up to 50% of the emergency transfer (lease) fee (not to exceed an established cap) for Bristol Bay limited entry drift and set permits are available to eligible BBEDC resident fishers.
- * Shore Fishery Lease Grant – The Shore Fishery Lease Grant Program provides eligible BBEDC residents with a grant of up to \$800 (or no more than 75% of the total cost) of gaining a State of Alaska Shore Fishery Lease.
- * Vessel Acquisition Program – The Vessel Acquisition Program offers resident fishers of the 17 BBEDC communities the opportunity to obtain a competitive and efficient vessel. Through an evaluative process, participants may receive technical assistance, principal reduction assistance, interest subsidy, training and/or down payment assistance. A recent addition to the program allows an opportunity

for an increase in the level of assistance to provide an incentive for the purchase of vessels equipped with RSW systems.

- * Interest Rate Assistance – BBEDC resident fishers are provided an opportunity to reinvest in their commercial fishing operations by providing relief from a portion of the interest on fishery-related loan payments. In 2018, this program will provide 4% of interest due up to \$4,000 annually.
- * Tax Preparation Program – BBEDC assists residents of its 17 communities with filing timely IRS tax returns by offering up to \$125 for professional preparation per tax return, provided.
- * Bristol Bay Permit Brokerage – BBPB strives to retain ownership of permits by residents of the region. The Brokerage provides the following services to any member of the public at no charge other than required agency fees:
 - Serves as a satellite office for the Alaska Commercial Fisheries Entry

- Commission (CFEC) to assist with vessel license renewals, permit renewals, permit transfers and other related communications.
- Listings for the sale/purchase of permits and boats.
- Listings for crew and permit holders.
- Assistance with documents for sale and transfer of permits and boats.
- Provide agreement templates for use by fishers for leases and emergency transfers.
- Sample crew contract.
- CFEC and Coast Guard forms.

People/Organizations responsible for completing these steps:

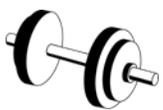
Bristol Bay Economic Development Corporation; BBEDC community Liaisons; CDQ communities

Key Project Contact:

Name: Alice Ruby

Title: Economic Development/Brokerage Director

Organization: Bristol Bay Economic Development Corporation



Objective #5: Provide assistance for resident fishers through the Bristol Bay Economic Development Corporations Regional Fisheries Program.

The mission of BBEDC's Regional Fisheries Program is to help make local fishing businesses more profitable and our coastal communities sustainable.

Project Description:

Provide Bristol Bay residents with fisheries capital, information, workshops, specific training, or other technical assistance related to the commercial fisheries in Bristol Bay.

Outline of steps required for project to be completed:

- * The Vessel Upgrade Grant Program – Grants of up to \$17,500 for set-netters and up to \$35,000 for drift boats are available for deck and fish hold upgrades, engines and engine repairs, RSW systems, electronics, other gear, and improvements that improve fish quality and fishing efficiency. In-Season Emergency Provision provides financial assistance to commercial fishers who meet the eligibility and

requirements of the program policies for equipment and repairs to an engine or drive train that are catastrophic in nature to the operation.

- * 4E Halibut Program- to assist in the procurement and operation of Area 4E CDQ halibut fishery applications and permits.
- * Bristol Bay Ice - BBEDC's two ice barges, the Bristol Maid and the Bristol Lady, will be in service for the 2018 fishing season to provide the necessary ice to increase values to catch.

- * Quality Improvements - Chilled fish are worth more money, to help resident fishers earn the best price for their fish in 2018, BBEDC will provide slush ice bags, insulated totes, padded deck mats, and flexible sheet foam hold insulation to Bristol Bay watershed community resident commercial fishers.
- * RSW Purchase Program – The RSW Purchase Program provides grants of up to \$22,000 to assist with the purchase of Refrigerated Seawater Systems (RSW) for qualifying commercial salmon operations. RSW installation and operation can enable fishers to ensure higher quality catch by chilling at the point of harvest with an onboard system that is an effective alternative to icing.
- * RSW Support Program – The RSW Support Program provides annual assistance of up to \$1,000 to CDQ community resident fishers for consultation prior to and during installation of Refrigerated Seawater Systems (RSW), spring tune-ups and repairs, and winterization of RSW units installed in their fishing vessels to help them earn more from the region’s fisheries resources by improving fish quality.
- * Pre-Season Advance Program – The Pre-Season Advance Program provides up to

\$5,000 to help resident fishers pay pre-season expenses such as nets, insurance, license renewals, and other fishing necessities.

- * Help for Resident Fishers – The mission of BBEDC’s Regional Fisheries Program is to help make your fishing business more profitable and our coastal communities sustainable.

People/Organizations responsible for completing these steps:

Bristol Bay Economic Development Corporation; BBEDC community Liaisons; CDQ communities

Key Project Contact:

Name: Gary Cline

Title: Regional Fisheries Director

Organization: Bristol Bay Economic Development Corporation



8: DILLINGHAM BOAT HARBOR

Workforce Strategic Direction:

Collaborate as a region to strengthen Bristol Bay's work force through: education opportunities, promotion of small business, and combating substance abuse.



9: TOMMY TILDEN, LUCILLE JOHNSON, DEEDEE BENNIS, & ROSE FISHER

Workforce Objectives



Objective #1: Bristol Bay Drug & Opioid Task Force.**

Communities coming together to end drug and opioid abuse.

Project Description:

To use a holistic approach empowering individuals, families, and our communities to live a drug free, healthy lifestyle.

Outline of steps required for project to be completed:

- * Community Engagement.
- * Prevention.
- * Intervention.
- * Treatment.
- * Relapse Prevention.
- * Provide Resources.

People/Organizations responsible for completing these steps:

Bristol Bay Native Association, Bristol Bay Economic Development Corporation, Bristol Bay Area

Housing Authority, Bristol Bay Area Health Corporation, Bristol Bay Native Corporation, Tribes across Bristol Bay, service providers, public health, State of Alaska, Law Enforcement organizations, Treatment Program, Behavioral Health Providers, Safe and Fear Free Environment

Key Project Contact:

Name: Tom Tilden & Carol Wren

Title: Chair & Co-Chair

Organization: Bristol Bay Drug & Opioid Task Force

Objective #2: Promote Bristol Bay Native Corporation Education Foundation.

Bristol Bay Native Corporation shareholders will reach their potential, assume key roles, direct our future, and ensure continued success through higher education opportunities.

Project Description:

To provide support for and encourage shareholders to pursue educational opportunities and to promote and preserve cultural heritage.

Outline of steps required for project to be completed:

- * Offer short term vocational training scholarships.
- * Provide higher education scholarships.
- * Provide cultural grants that enhance the cultural way of life of Bristol Bay Region.

People/Organizations responsible for completing these steps:

University of Alaska Fairbanks, University of Anchorage Alaska, UAF-Bristol Bay Campus, education and vocational training centers across Alaska, Tribes and

non-profits in Bristol Bay, Southwest Alaska Vocational and Education Center, Bristol Bay Economic Development Corporation, Bristol Bay Native Association, Bristol Bay Native Corporation, Dillingham City Schools, South West Region Schools, Lake & Pen Schools, Bristol Bay Borough School

Key Project Contact:

Name: Aleesha Towns-Bain

Title: Executive Director

Organization: Bristol Bay Native Corporation Education Foundation



Objective #3: Encourage Bristol Bay Native Corporation Shareholder Development.

Increase shareholder employment and education opportunities.

Project Description:

Provide opportunities for shareholders to obtain, retain, develop, and advance in jobs with and beyond Bristol Bay Native Corporation and its subsidiaries.

Outline of steps required for project to be completed:

- * Shareholder hire preference & Shareholder Talent Bank.
- * Recruitment & Job Placement Services.
- * Development of existing shareholder employees.
- * Develop training programs that align with jobs with Bristol Bay Native Corporation, in-region opportunities, and beyond.
- * Offer leadership development training programs.
- * Work readiness and career preparedness.
- * Youth development opportunities (work experience, river academy, Alaska Native Science and Engineering Program: Middle School Academy, Career and Technical Education programs).
- * Internship and On the Job Training positions.

People/Organizations responsible for completing these steps:

Bristol Bay Economic Development Corporation, Bristol Bay Native Association, School Districts across Bristol Bay, Southwest Alaska Vocational and Education Center, UAF-Bristol Bay Campus, Bristol Bay Native Corporation, Dillingham City Schools, South West Region Schools, Lake & Pen Schools, Bristol Bay Borough School, Southwest Alaska Vocational and Education Center

Evaluation Measures:

- Newly hired shareholders.
- Descendants and spouses of shareholders.
- Number of trained shareholders.
- Descendants and spouses.

Key Project Contact:

Name: Carol Wren

Title: VP, Shareholder Development

Organization: Bristol Bay Native Corporation



Objective #4: Increase Bristol Bay workforce readiness by offering 10 vocational training courses each year.

Project Description:

Vocational training courses will align UAF-Bristol Bay Campus education and training efforts with labor market needs. Position Alaskans for employment in high-growth, high-wage occupations.

Outline of steps required for project to be completed:

- * Identify high-growth.
- * High-wage occupations.
- * Recruit instructors.
- * Develop courses and submit for approval.
- * Implement courses.

People/Organizations responsible for completing these steps:

University of Alaska Fairbanks: Bristol Bay Campus, Southwest Alaska Vocational and Education Center

Cost Estimates:

Costs: Salary, Benefits, Travel, Commodities; estimated total \$151,000/year

Timeline: October 1, 2016 – September 30, 2021

Funding Partners: US Department of Education Title III NASNTI, Individual Development Grant

Evaluation Measures:

- 80 students gain knowledge and skills in fisheries, aviation, construction, and other high-growth high-demand fields each year & improve their career opportunities.

Key Project Contact:

Name: Susan Thames

Title: Grants Manager

Organization: UAF-Bristol Bay Campus



Objective #5: Increase effective transitions into postsecondary education by piloting one early college program.

Project Description:

An early college program for high school students will encourage graduation and postsecondary attainment, while vocational training courses will ensure successful transitions from school and training to employment.

Outline of steps required for project to be completed:

- * Hire Program Coordinator.
- * Develop program outline and align it to approved coursework.
- * Work with school districts to create articulated agreements.
- * Work with school counselors to education students and parents about program opportunities.

People/Organizations responsible for completing these steps:

University of Alaska Fairbanks: Bristol Bay Campus, Southwest Alaska Vocational and Education Center, Dillingham City School District, Southwest Region School District, Bristol Bay Borough School District, Lake and Peninsula School District

Cost Estimates:

Costs: Salary, Benefits, Travel, Commodities; estimated total \$91,500/year

Timeline: October 1, 2016 – September 30, 2021

Funding Partners: US Department of Education Title III NASNTI, Individual Development Grant

Evaluation Measures:

- 10 students enroll and complete early college program earning an Occupational Endorsement, Certificate, or Associate’s degree or up to 2 years of college credits toward a Bachelor’s degree during high school.

Key Project Contact:

Name: Susan Thames
Title: Grants Manager
Organization: UAF- Bristol Bay Campus



Objective #6: Encourage entrepreneurs to utilize the Bristol Bay Development Fund.

The Bristol Bay Development Fund (BBDF) will be a catalyst for in-region business start-up, survival, success, and growth through effective deployment of financial and non-financial capital.

Project Description:

Facilitate the success of start-up and existing businesses operating within the Bristol Bay Region. Bristol Bay Development Fund (BBDF), a wholly-owned subsidiary of Bristol Bay Native Corporation offers investment capital for eligible businesses in the seed to growth stages of a business life cycle. BBDF supports entrepreneurs and businesses with advising and expertise referrals.

Outline of steps required for project to be completed:

Bristol Bay Development Fund is an impact investment fund committed to investing in new or existing businesses in the Bristol Bay region or in businesses that fulfill a positive impact to the economic vibrancy. The type of investments BBDF may consider are:

- * Equity investments in exchange for a reasonable percent ownership in the company it is investing in.
- * Debt (loan) capital with interest rates and repayment schedules that include an evaluation of profitability, the financial capacity to repay the debt, and a business plan with tangible milestones in its operating or growth performance.
- * Convertible debt – a form of short-term debt that converts into equity typically in conjunction with a future financing round.

People/Organizations responsible for completing these steps:

Collaboration with entities may include: Bristol Bay Economic Development Corporation, Bristol Bay Native Association, Small Business Development Center, UAF– Bristol Bay Campus, Bristol Bay Native Corporation, Bristol Bay Chamber, Ocean Technology Innovation Summit (OTIS)/The Blue Pipeline UAA

Business Enterprise Institute, United States Department of Agriculture, Alaska CDFI sector, Business Enterprise Institute: UAA, Center for Economic Development: UAA

Evaluation Measures:

Note: Confidentiality may limit the amount of information that can be captured in a report period. The release of information by all parties in a business transaction dictates what type of information can be captured. For purpose of evaluating impact, it is assumed that the data captured is non-sensitive information, and generally in numerical data or available via public sources without compromising a business, funder, or personal confidentiality.

- Enhanced financial capability and business management skills (can be measured by number of persons or business personnel in Bristol Bay who receive business advising at Bristol Bay Development Fund, Small Business Development Center, Bristol Bay Economic Development Corporation, Business Enterprise Institute or a collaborative entity data capture i.e. Alaska Trends published by the State of Alaska, knowledge growth data may be collected via a collaborative survey of stakeholder entities.)

- Increased asset building through number of business start-ups, acquisitions, or expansion initiatives.
- Jobs created or retained.
- Number of business education forums conducted, number of attendees, and number of new partnerships/MOUs/other collaborative formations that result from a forum

- Introduce one business stimulation concept (incubator, Business to Business sustainability or cohort business learning, etc.).

Key Project Contact:

Name: Cindy Mittlestadt

Title: Fund Manager

Organization: Bristol Bay Development Fund



Objective #7: The Dillingham City School District (DCSD) will work in partnership with the whole community to educate all students to be responsible citizens and reach their full potential.

Project Description:

The district will focus on literacy, particularly in early grades, to build a strong foundation for academic success across all subjects. The district will use Response to Intervention strategies to reduce the achievement gap. The district will equip board members and staff with knowledge and tools necessary to effectively engage with families, partners and community. The district will focus on college and career readiness with emphasis on local interest. The district will maintain a safe and respectful environment, and foster personal wellbeing and health among students and staff.

Outline of steps required for project to be completed:

- * Improve student success in reading, writing, and mathematics.
- * Positive Behavioral Interventions.
- * Dillingham City School District will develop a teacher recruitment and retention plan.
- * Dillingham City School District will increase graduation rate.

- * Dillingham City School District will renovate, maintain, and repair its K-12 facilities.
- * College and Career readiness

People/Organizations responsible for completing these steps:

Dillingham City School District staff and students, State of Alaska Department of Education, City of Dillingham

Cost Estimates:

Costs: ~ \$9 million

Timeline: 2020

Funding Partners: City of Dillingham, State of Alaska, U.S. Department of Education

Evaluation Measures:

- Increase number of students graduating with degree.
- Reduction in students needing behavioral interventions.

- Students will have higher standardized test scores.
- Decrease in teacher turn over.
- Increase in number of students attending and completing high education.

Key Project Contact:

Name: Glen Szymoniak

Title: Superintendent

Organization: Dillingham City School District



Objective #8: Provides quality comprehensive services to Bristol Bay residents, promoting individual and family self-sufficiency through employment and educations opportunities, which sustain cultural values and reflect economic trends of the Bristol Bay Region. **

Project Description:

Through comprehensive case management Bristol Bay Native Association Workforce Development will develop and prepare resident clients for gainful employment. Every dimension of the program shall focus on work as an end result by developing positive relationships with area businesses and organizations as well as assisting with the development of regional employment opportunities through job creation/ economic development.

Outline of steps required for project to be completed:

- * Provide employment and job readiness related support services through a comprehensive case management delivery system to adults, youth, and welfare recipients of Bristol Bay to obtain, retain, or advance in employment.
- * Provide general education, vocational training, and higher education related services to adults who are tribally members of Bristol Bay Native Association.
- * Provide cash assistance services to income qualifying residents and tribal members residing within Bristol Bay Native Association’s service regions following federal guidelines and/or within purposes within the Temporary Assistance to Needy Families Program and Welfare Assistance funding:
 - To provide assistance to needy families so children can be cared for in their own homes or in the homes of relatives.
 - To end the dependence of needy parents on government by promoting job preparation, work, and marriage.
 - To prevent or reduce the incidence of our out-of-wedlock pregnancies and to encourage the formation and maintenance of two-parent families.
- * Provide a quality child care program within the region to increase the availability, affordability, and quality of child care services.
 - Allowing maximum flexibility in developing programs and policies that best suit the

needs of children and parents in Bristol Bay, increasing child care services.

- Promote parental choice to empower working parents to make informed choices about child care options.
- Provide child care to parents trying to achieve independence from public assistance.
- Implement standards relating to health, safety, and licensing.
- Encourage professional development youth and adult child care provider staff in centers and those operating home based service.



10: NET HANGING FOR GENERATIONS: THE GUMLIKPUK FAMILY

- * Increase youth employment services to youth throughout the Bristol Bay region.
- * Increase the effective use of subsidized and non-subsidized employment lessening the dependence on public assistance services for welfare

dependent youth and adults in the Bristol Bay Region.

- * Develop a Tribal Employment Rights Ordinance (or Office) program providing an increase of Native employment within the region utilizing the construction trades apprenticeship program and the Southwest Alaska Vocational Education Center.
- * Develop positive working relationships with businesses and organizations in the region that provide employment, education, and supportive services to operate a comprehensive case management system of delivery.
- * Strengthen economic development opportunities for local residents to establish small businesses. Small business development is an avenue for individuals to obtain much needed income where jobs and employment opportunities are scarce in the small villages. To facilitate the growth of tribally owned micro-enterprises employment opportunities through job creation, economic development, and other community building activities within the service area.
- * Provide Tribal Vocational Rehabilitation Services to American Indian and Alaska Native residents to alleviate physical, psychological, or developmental disabilities that stand in the way of employment. Tribal Vocational Rehabilitation can assist with college and vocational training grants, small business creation, supported employment, physical restoration, and group projects. The program is counterpart with the State Vocational Rehabilitation Program.

- * Provide Low Income Heating Assistance to income eligible households residing in the Bristol Bay Service Region.

People/Organizations responsible for completing these steps: [BBNA Workforce Development](#)

Funding Partners:

Department of Interior Bureau of Indian Affairs: Division of Workforce Development 477 combining Job Placement and Training; Tribal Scholarships; Welfare Assistance; Department of Labor Adult and Youth Services; Native Employment Works; Department of Health and Human Services TANF and Child Care Development; The Department of Education American Indian Vocational Rehabilitation Services; and the Department of Health and Human Services Low Income Energy Assistance

Evaluation Measures:

- Number of adults, youth, and cash assistance participants served.
- Number of Short and Long-term client goals developed and completed.
- Number of degrees and certifications awarded.
- Client Work Participation Hours completed.
- Number of Clients obtaining, retaining, or advancing in employment.
- Number of businesses assisted
- Number of businesses developed.
- Number of group projects developed.

Key Project Contact:

Name: Rae Belle Whitcomb

Title: Director of Workforce Development

Organization: Bristol Bay Native Association

Objective #9: Promote higher education scholarship opportunities to Bristol Bay Economic Development Corporation residents.

Increase student success rate of completing post-secondary education by providing financial opportunities to qualified residents.

Project Description:

To provide support for and encourage residents to pursue educational opportunities and return to region post obtainment.

Outline of steps required for project to be completed:

- * Harvey Samuelsen Scholarship Trust – Scholarships are awarded to Bristol Bay CDQ residents earning degrees at accredited colleges or universities as full-time students.
- * Student Loan Forgiveness Program – As an incentive to bring college/technical school graduates back to Bristol Bay, BBEDC offers assistance to residents with student loans.
- * College Development Fund – Financial aid is offered to Bristol Bay CDQ residents pursuing college degrees on a part-time basis. The program prioritizes the utilization of the University of Alaska or Alaska Pacific University systems.
- * Vocational Program – Funds are available for individuals who are interested in advancing in vocational education or who are seeking new or enhanced skills related to their employment.

People/Organizations responsible for completing these steps:

University of Alaska Fairbanks, University of Anchorage Alaska, UAF-Bristol Bay Campus, education and vocational training centers across Alaska, Tribes and non-profits in Bristol Bay, Southwest Alaska Vocational and Education Center, Bristol Bay Economic Development Corporation, BBEDC liaisons, CDQ communities, Bristol Bay Native Association, BBNC Education Foundation

Evaluation Measures:

- Defer educational and training expenses for CDQ residents *by \$0.5-1.2 million per year.*

Key Project Contact:

Name: Pearl Strub

Title: Education, Employment & Training Director

Organization: Bristol Bay Economic Development Corporation

Objective #10: Promote employment opportunities to Bristol Bay Economic Development Corporation residents within the region or Community Development Quota seafood processing.

Provide BBEDC residents with new opportunities for employment through internships, training opportunities, and seasonal employment.

Project Description:

Increase BBEDC residents exposure to career opportunities, through programs designed for residents who wish to pursue alternative careers while remaining in region.

Outline of steps required for project to be completed:

- * Internships – Many exciting opportunities for internships in Bristol Bay are available to both youth and adults. Youth internships are offered to CDQ community residents between the ages of 14 to 17 and provide educational and training elements with the employment position. Adult internships are designed to allow residents to work with partnering businesses and agencies to offer meaningful practical work experience related to interests and career goals.
- * Community/Group Training Fund – Funding is offered to BBEDC village, city, and borough governments with accredited or known training providers to provide training opportunities that are fisheries-related or deemed capacity building for BBEDC CDQ residents seeking new or enhanced skills related to their fishing operations or primary employment.
- * Seasonal Employment Opportunities – Residents of BBEDC communities who wish to learn new work skills and gain experience through on-the-job training in entry-level seasonal employment can apply for positions created by this program. BBEDC works cooperatively with organizations and businesses to create entry-level seasonal positions for residents.

- * At - Sea Employment – BBEDC recruits individuals for seafood processing jobs on the Bering Sea.
- * Salmon Camp – The Bristol Bay Salmon Camp provides high school and middle school students with an opportunity to learn about Bristol Bay salmon biology and management.

People/Organizations responsible for completing these steps:

Bristol Bay Economic Development Corporation, Arctic Storm/ Fjord, American Seafoods and Dona

Martita (Pollock boats), Alaskan Leader (longliners), Kaldestad Fisheries (crab boats), U.S. Seafoods (multi-species bottom fish boats), Icicle Seafoods (floating processors and land plants), Westward Seafoods, and Ocean Beauty Seafoods (land plants), BBEDC liaisons, CDQ communities

Key Project Contact:

Name: Pearl Strub
 Title: Education, Employment & Training Director
 Organization: Bristol Bay Economic Development Corporation



Objective #11: Bristol Bay Economic Development Corporation will provide grants for employment opportunities within the region.

BBEDC will provide communities with grants to: support and foster jobs and promote BBEDC programs to smaller communities.

Outline of steps required for project to be completed:

- * Arctic Tern Program – Through an application process, BBEDC grants up to \$6,000 to each BBEDC community to be used to support and foster jobs, employment activities, or learning opportunities for resident young people up to 17 years of age. The BBEDC Board feels strongly that introducing youth to the workplace can provide a small income as well as a head start on valuable work skills and encourages pride and a sense of community responsibility. Also of value are educational activities related to employment opportunities, economic issues, career choices and leadership forums that will enhance our resident youths’ exposure to the world of work.

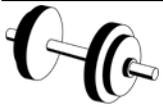
- * Community Liaison Program - Grants are made available to each BBEDC community to provide liaison services in the community. Liaison services include promoting BBEDC programs, serving as a point of contact for BBEDC staff and residents in their individual communities for program delivery at the community level.

People/Organizations responsible for completing these steps:

Bristol Bay Economic Development Corporation, CDQ Tribes and municipalities, BBEDC liaisons,

Key Project Contact:

Name: Alice Ruby
 Title: Economic Development/Brokerage Director
 Organization: Bristol Bay Economic Development Corporation



Objective #12: Bristol Bay Economic Development Corporation will provide resident entrepreneurs and communities with technical assistance resources.

BBEDC understands that the paperwork necessary to own and operate a business can be an overwhelming undertaking because of this BBEDC has created a program to help entrepreneurs and communities with technical assistance.

Project Description:

BBEDC provides resident entrepreneurs and communities with a source of assistance in developing business plans, feasibility analysis (small projects), grant mentoring, completing loan applications, financial counseling, and the other technical aspects of developing small businesses. The program provides assistance from an established and experienced consulting firm, the Alaska Business Development Center (ABDC), to successful applicants. The applicants must actively work with the consultant towards a finished product.

11: GETTING READY TO SET THE NET: DRIFT BOAT



- * Feasibility analysis (small projects).
- * Grant mentoring.
- * Completing loan applications.
- * Financial counseling.
- * Other technical aspects of developing small businesses.

People/Organizations responsible for completing these steps:

Bristol Bay Economic Development Corporation

Key Project Contact:

Name: Alice Ruby

Title: Economic Development/Brokerage Director

Organization: Bristol Bay Economic Development Corporation

Outline of steps required for project to be completed:

Technical Assistance Program - BBEDC provides resident entrepreneurs and communities with a source of assistance with the help of an established and experienced consulting firm, the Alaska Business Development Center (ABDC):

- * Business plans.

Objective #13: Roof Repair/Replacement for SAVEC Building 647.

Project Description: Infrastructure needs to uphold mission: To promote, coordinate and provide high quality training and education to the residents of Southwest Alaska.

Cost Estimates:

Costs: estimate \$400,000.00

Key Project Contact:

Name: Anishia Elbie

Title: Co-Executive Director

Organization: Southwest Alaska Vocational & Education Center

Objective #14: Replace SAVEC's telecommunication system.

Project Description: Infrastructure Needs: to uphold mission: To promote, coordinate and provide high quality training and education to the residents of Southwest Alaska.

Cost Estimates:

Costs: \$9,700.00

Key Project Contact:

Name: Anishia Elbie

Title: Co-Executive Director

Organization: Southwest Alaska Vocational & Education Center (SAVEC)

Objective #15: Improve SAVEC's ability to deliver trainings to outlying villages by upgrading internet speed.

Project Description: Infrastructure needs to uphold mission: To promote, coordinate and provide high quality training and education to the residents of Southwest Alaska.

Key Project Contact:

Name: Anishia Elbie

Title: Co-Executive Director

Organization: Southwest Alaska Vocational & Education Center (SAVEC)

Objective #16: Update SAVEC's distance delivery capacity with videoconferencing equipment.

Project Description: Infrastructure needs to promote mission: To promote, coordinate and provide high

quality training and education to the residents of Southwest Alaska.

Key Project Contact:

Name: Anishia Elbie

Title: Co-Executive Director

Organization: Southwest Alaska Vocational & Education Center (SAVEC)

Objective #17: Energy Efficient Lighting with Replacement of Fluorescent to LED bulbs for SAVEC.

Project Description: Infrastructure needs to support mission statement: To promote, coordinate and provide high quality training and education to the residents of Southwest Alaska.

Key Project Contact:

Name: Anishia Elbie

Title: Co-Executive Director

Organization: Southwest Alaska Vocational & Education Center

Objective #18: Cut down on costs associated with maintaining heat by weatherization of SAVEC building.

Project Description: Infrastructure needs to support mission statement: To promote, coordinate and provide high quality training and education to the residents of Southwest Alaska.

Key Project Contact:

Name: Anishia Elbie

Title: Co-Executive Director

Organization: Southwest Alaska Vocational & Education Center

Transportation and Infrastructure Strategic Direction:

Support Transportation and Infrastructure needs in the region to promote strong communities.

Transportation Objectives



Objective #1: Identify and create a database of Bristol Bay region infrastructure projects to coordinate employment and logistics of their project needs.

Bristol Bay Native Association Transportation and Infrastructure Department will coordinate with Bristol Bay communities to identify upcoming projects for the purpose of creating a regional database. This database will be a tool for Bristol Bay Native Association to coordinating local employment training and logistics needed to completing projects in a streamlined fashion.

Outline of steps required for project to be completed:

- * Develop and maintain a comprehensive, prioritized inventory database of community infrastructure projects.
- * Assist communities in acquiring personnel, machinery, and equipment needed for construction and maintenance.
- * Identify potential funding partners.
- * Develop a qualified workforce to promote employment opportunities.

People/Organizations responsible for completing these steps:

Bristol Bay Native Association, Municipalities and Tribes of Bristol Bay, BUILD Program, Bristol Bay Housing Authority



Objective #2: Support the Eruk-Clarks Point Road.

The villages of Eruk and Clarks Point are working on creating a road between the two communities. The road will increase both communities ability to grow and manage growth by allowing more access to land. Increase both communities ability to process and direct market fish. The road will serve the village of Eruk by allowing access to; the larger Clarks Point airport, Clarks Point Health Clinic, and a new joint landfill site. Clark Point will benefit by having road access

Evaluation Measures:

- Having a fluid list of projects that Bristol Bay Native Association departments can reference for coordinating infrastructure related efforts.
- The list is up-to-date.
- People are able to access the list.
- Increased local hire for construction projects.
- Communities can save money in shipping costs due to consolidating efforts.

Key Project Contact:

Name: Annie Fritze

Title: Program Manager, Department of

Transportation and Infrastructure Development

Organization: Bristol Bay Native Association

to a new landfill site and having more seasonal foot traffic for local businesses.

Outline of steps required for project to be completed:

- * Design and engineer.
- * Locate funding.
- * Permitting.
- * Construction.
- * Closeout.

People/Organizations responsible for completing these steps:

Bristol Bay Native Association, Municipalities and Tribes of Clarks Point and Ekuk, State of Alaska, Bristol Engineering Services Corporation, Bristol Bay Economic Development Corporation, BUILD Program

Evaluation Measures:

- The road is complete.
- The public has access.

Key Project Contact:

Name: Annie Fritze

Title: Program Manager, Department of Transportation and Infrastructure Development
Organization: Bristol Bay Native Association



Objective #3: Develop Hazard Mitigation Plans for Bristol Bay communities.

Bristol Bay Native Association Tribes increase their resiliency and capabilities in Emergency Management by fully engaging in the mitigation phase of Emergency Management.

Outline of steps required for project to be completed:

- * Conducting hazard mitigation planning for each member tribe in the Bristol Bay region.
- * Conducting a Regional Hazard Mitigation planning.
- * Identifying and documenting natural and manmade hazards in Bristol Bay.
- * Prioritizing mitigation action in tribal and regional hazard mitigation plans.
- * Increasing capabilities of Bristol Bay Native Association and tribes to prepare and update hazard mitigation plans.
- * Continuing to develop community multi-jurisdictional hazard mitigation teams.

People/Organizations responsible for completing these steps:

Bristol Bay Native Association: Department of Transportation and Infrastructure, the thirty-one Bristol Bay communities

Evaluation Measures:

- Thirty-one tribes of Bristol Bay have Hazard Mitigation Plans
- Bristol Bay region has an area wide Hazard Mitigation Plans

Key Project Contact:

Name: Annie Fritze

Title: Program Manager, Department of Transportation and Infrastructure Development
Organization: Bristol Bay Native Association



Objective #4: Encourage local residents to obtain the necessary training needed to be hired on as construction crew.

Construction and infrastructure projects often require bringing in additional workforce to the region to meet regulation requirements. Bristol Bay has an untapped human capital resource that could be utilized to fill these positions.

Outline of steps required for project to be completed:

- * Conduct community outreach.
- * Recruit a workforce.
- * Provide training opportunities.
- * Network with industry to encourage local hire.

People/Organizations responsible for completing these steps:

Bristol Bay Native Association: Department of Transportation and Infrastructure, the thirty-one Bristol Bay communities, Southwest Alaska Education and Vocational Center, UAF-Bristol Bay Campus, Bristol Bay Housing Authority

Evaluation Measures:

- 9 people are trained and employed in construction field.

Key Project Contact:

Name: Annie Fritze

Title: Program Manager, Department of Transportation and Infrastructure Development
Organization: Bristol Bay Native Association



Objective #5: Develop Tribal Transportation Safety Plans for thirteen communities.

Review thirteen communities' transportation routes for the purpose of creating safety plans to reduce injury and death.

Outline of steps required for project to be completed:

- * Review transportation routes to and from communities.
- * Establish leadership in communities.
- * Collect data of transportation safety issues.
- * Develop safety plan.

People/Organizations responsible for completing these steps:

Bristol Bay Native Association: Department of Transportation and Infrastructure, the thirteen Bristol Bay communities, BUILD Program

Evaluation Measures:

- Thirteen communities have Transportation Safety plans.
- Reduction in injury and fatality rates to communities with Transportation Safety plans.

Key Project Contact:

Name: Annie Fritze

Title: Program Manager, Department of Transportation and Infrastructure Development
Organization: Bristol Bay Native Association



Objective #6: Support Dillingham community infrastructure projects.

The community of Dillingham is a major hub for the Bristol Bay region, because of this the infrastructure of the community not only supports Dillingham but supports all the Bristol Bay communities to varying levels. In order to ensure Dillingham can service the outlying communities it is imperative that Dillingham has the necessary infrastructure to support these services-based entities. In the spring, many regional community members travel to Dillingham for the summer to participate in the commercial and subsistence fisheries. They use the infrastructure in Dillingham to support their needs during the summer months.

Outline of steps required for project to be completed:

- * Wastewater System Upgrades-Aeration.
- * Public Safety Server Room Fire Protection.
- * Landfill Groundwater Monitoring wells.
- * Water System Improvement-Downtown Streets Support.
- * Lake Road Fire Hall Renovation.
- * Harbor Float Replacement.
- * D Street & Seward Street Rehabilitation Project.
- * Emergency Response Boat.
- * Sewer Lagoon Bank Stabilization Study.
- * Harbor Revetments & Breakwater/Emergency Bank Stabilization.
- * Alternate Emergency Operations Center Phase II.
- * Public Safety Building Replacement.
- * Fish Waste Management Study.

People/Organizations responsible for completing these steps:

City of Dillingham; State of Alaska, Bristol Bay Economic Development Corporation, Department of Transportation, Economic Development Administration

Key Project Contact:

Name:
Title: City Planner
Organization: City of Dillingham

Objective #7: Bristol Bay Native Corporation Land Department.

To acquire, assess, add value to, develop, and steward the lands, resources, and waters of the Bristol Bay region.

Project Description:

Bristol Bay Native Corporation as the owner of more than three million subsurface acres and more than 116,000 surface acres of lands in the Bristol Bay region seeks to maximize the economic, social, and cultural

value of those lands by pursuing responsible resource development projects guided by a Fish First priority.

13: ROAD CONSTRUCTION IN DILLINGHAM: WOOD RIVER ROAD



Outline of steps required for project to be completed:

- * Assess renewable and nonrenewable resources for potential development.
- * Support in-region road, energy, and infrastructure projects as appropriate.

- *Steward the subsistence resources of the Bristol Bay region and protect the subsistence opportunities of our shareholders.
- *Promote better understanding of and appreciation for the region’s land and cultural resources.
- *Partner with regional stakeholders including the tribes, village corporations, municipal governments, and other organizations on programs and projects that will benefit the region.

People/Organizations responsible for completing these steps:

Bristol Bay Native Corporation and regional Village Corporations as appropriate

Key Project Contact:

Name: Daniel Cheyette
Title: VP Lands and Natural Resources
Organization: Bristol Bay Native Corporation Land Department

Objective #8: Bristol Bay Economic Development Corporation will provide communities with grants to promote economic development.

BBEDC will assist communities in economic development through grant opportunities.

Project Description:

BBEDC offers Community Block Grants and Infrastructure Grants to further development efforts. Outline of steps required for project to be completed:

- * Community Block Grant Program - Provide grants to BBEDC communities' local government organizations (Tribal or City government) to fund development of projects that promote sustainable community and regional economic development. Communities may use a portion of their funds for: fuel/electric assistance for eligible low-income residents, maintenance and operations for community-owned ice machines, and/or other community facilities on an annual basis. The BBEDC Board determines the level of funding available to communities; the amount budgeted for 2018 is \$500,000 per community.
- * Infrastructure Grant Fund - Available to BBEDC communities and provides funding to local government organizations (Tribal or City government) for development of infrastructure that promotes or supports long-term economic growth and development of the regional economy.

People/Organizations responsible for completing these steps:

Bristol Bay Economic Development Corporation, CDQ community Tribal and City governments, BBEDC Liaisons

Key Project Contact:

Name: Alice Ruby
Title: Economic Development/Brokerage Director
Organization: Bristol Bay Economic Development Corporation

Objective #9: Pilot Point Seafood Processing Plant.

Create local jobs, increase job training and commercial fishing opportunities, increase local fish tax base for social services, and create a sustainable regional economic development project.

Project Description: Construct an 18,500 square feet processing facility in Pilot Point. Raw fish products will be transported to processing facility via pipeline attached to a small dock anchored with dolphin moorings approximately 1400 feet off-shore.

Outline of steps required for project to be completed:

- * Complete final design of plant and off-shore infrastructure (EDA Job # 07-01-07420)
- * Complete power grid modifications and energize/develop the six freshwater wells.
- * Construct necessary water pipelines and install 55,000 gallon holding tank.
- * Construct 2400 square feet heavy equipment maintenance building.
- * Construct 2/3 of proposed 210 bed bunkhouse.
- * Secure all necessary regulatory permits.
- * Construct processing plant and off-shore infrastructures.
- * Construct two single family homes.
- * Finish construction of proposed bunkhouse (remaining 1/3).

People/Organizations responsible for completing these steps:

Pilot Point Tribal Council (PPTC) will own and lease our proposed fish processing plant. A major tenant has been identified and Memorandum of Understanding (MOU) is being drafted. Economic Development Administration

Cost Estimates:

Costs: 18 – 21 million

Timeline: Plant will operate 2020.

Funding Partners: BBEDC, IRS New Market Tax Credit Program, USDA, and EDA

Key Project Contact:

Name: Daniel Kingsley
Title: Project Consultant
Organization: Pilot Point Tribal Council

Objective #10: Lengthen Pilot Point's Airstrip from 3,400 to 5,000 linear feet.

Project Description.

Lengthen the Pilot Point Airstrip to increase access for fish processing capacity and community air services, including emergency response.

Outline of steps required for project to be completed:

- * Complete preliminary engineering and cost estimates (State DOT).
- * Execute Village resolution outlining funding mechanisms.
- * Lease or purchase gravel crusher for top surfacing (PPTC).
- * Construct extension with State DOT oversight (PPTC).
- * Airport ownership and maintenance will remain State of Alaska, DOT, and Division of Aviation.

People/Organizations responsible for completing these steps: Pilot Point Tribal Council

and State of Alaska, DOT, Division of Aviation and Public Facilities, BUILD Program

Cost Estimates:

Costs: 3 – 3.5 million

Timeline: Tentative construction summer 2019.

Funding Partners: IRS New Market Tax Credit Program and PPTC will apply for US DOT Tiger Transportation Program funding, BUILD Program

Evaluation Measures: Successful lengthening of airstrip to 5,000 linear feet.

Key Project Contact:

Name: Victor Seybert

Title: President

Organization: Pilot Point Tribal Council

Objective #11: Ugashik River Road.

The commercial fishermen of the Village of Ugashik will be able to transport their fish to the Pilot Point Processing facility via a road system. Also, fuel and propane can be delivered in bulk to the Ugashik residents from the Pilot Point bulk fuel facility.

Project Description: Complete final design and construct a gravel road from Pilot Point to the Ugashik River approximately 2 miles upstream of the Village of Ugashik.

Outline of steps required for project to be completed:

- * Obtain funding from the BIA-IR Roads program to complete the project.
- * Finish final design.
- * Construct road.

People/Organizations responsible for completing these steps:

Pilot Point Tribal Council, City of Pilot Point and BBNA IR Roads Program.

Cost Estimates:

Costs: Unknown at this time

Timeline: 2019 - 2020

Funding Partners: BIA IR Roads Program, Denali Commission, BUILD Program

Evaluation Measures:

Ugashik residents are able to deliver fish to Pilot Point processor.

Key Project Contact:

Name: Suzanne Evanoff

Title: Village Administrator, IR Roads Coordinator

Organization: Pilot Point Tribal Council



Objective #12: Support Bristol Bay Borough infrastructure projects.

The Bristol Bay Borough is the commercial fishing industry hub for the region, because of this the infrastructure of the community not only supports the Borough but supports all the Bristol Bay communities to varying levels and supports a majority of the commercial fishing industry. In order to ensure the Borough can service the industry and surround communities it is imperative that the Borough has the necessary infrastructure to support industry needs. In the spring, many regional community members and fish processors travel to the Naknek community for the summer to participate in the commercial and subsistence fisheries. They use the infrastructure in the Borough to support their needs during the summer months.

List of projects to be completed and Costs associated:

- * Bristol Bay School District Heating System: Install a backup oil fired boiler system to supplement waste heat line in use. **-\$1,000,000.**
- * PHASE II King Salmon Sewer Upgrade: Replacement of all lift station equipment, grinder pumps, improve manholes and lines as needed. Expansion of King Salmon service area. **-\$ 5,000,000**
- * PHASE II Naknek Sewer System Upgrade: Naknek Sewer Improvements Phase II includes Port Lift Station improvements, Port force main improvements. Leader Creek lift station improvements, replace Leader Creek force main. Sewer line improvements between Leader Creek and the Port lift station zone 1, 2 and 3, with manhole improvements. **-\$12,450,000**
- * PHASE III Naknek Sewer System Upgrade: Relocate sewer lagoons away from erosive bank above the shoreline and lagoon maintenance measures. **-\$ 6,000,000**
- * Runway Lighting- State of AK Naknek Airfield- **\$1,100,000**
- * Pedestrian and bicycle path along the Alaska Peninsula Highway-**\$ 312,500 (Planning) \$**
- * Pedestrian and bicycle path along the Alaska Peninsula Highway From Downtown Naknek to Donna G Subdivision Phase I (STIP)-**1,700,000**
- * Pedestrian and bicycle path along the Alaska Peninsula Highway From Flat Nose Henry St. to Downtown King Salmon Phase II (STIP)-**\$1,700,000**
- * Pedestrian and bicycle path along the Alaska Peninsula Highway From Donna G Subdivision to Flat Nose Henry St. Phase III (STIP)-**\$3,466,700**
- * Bristol Bay Borough Bridge / Hydro Project: Crossing Naknek to South Naknek to promote regional development.-**\$12,000,000**
- * Port of BBB Dock Expansion Construction Phase III STIP (8).-**\$6,500,000**
- * Public Safety Building Fire Police EMS Departments-**\$5,000,000**
- * Industrial Park and Small Boat Facility-**\$7,000,000**
- * South Naknek Dock and Road Access Improvements STIP (2)-**\$6,000,000**
- * South Naknek Road Improvements STIP (4)-**\$ 1,512,000**
- * South Naknek Smelt Hill Access Rd. STIP (5)-**\$5,000,000**
- * Naknek By-Pass Link, STIP (9)-**\$1,560,000**
- * Shoulder improvements to the Alaska Peninsula Highway between Naknek and King Salmon-**\$10,000,000**
- * South Naknek Beach Access Road STIP (1)-**\$ 1,000,000**

People/Organizations responsible for completing these steps:

The Bristol Bay Borough; State of Alaska, Department of Transportation, ANTHC, Economic Development Administration, BUILD Program

Key Project Contact:

Name: Becky Savo
Title: Borough Planner
Organization: Bristol Bay Borough

Objective #13: Support Lake and Peninsula Borough infrastructure projects.

The infrastructure projects listed below improve the quality of life for each community helping to ensure happy, healthy, and functional Bristol Bay families and communities.

List of projects to be completed

City of Chignik

- * Dock Equipment
- * Hydro Dam Access Trail
- * Environmental Review
- * Water Treatment Plant
- * Generator for Power Plant
- * Fuel Line to Dock
- * Warehouse Lighting Infrastructure
- * Emergency Shelter
- * Pipeline and Walkway Repair
- * Boat Lift; a) City Dock (150 ton)
b) Inner Harbor (40 ton)
- * Small Boat Harbor Expansion
- * Airport Extension, Lighting & Surfacing

Chignik Lagoon

- * Available land/HUD housing
- * Intertie Road/Airport
- * Road to dump
- * Clinic/Garage/Hanger/Apartment
- * Fuel Truck
- * Alternative Energy
- * Park Improvements

Chignik Lake

- * Youth Center
- * Pad Upgrade
- * Village Office
- * Wind/Solar Power
- * Power Meter Upgrade
- * Community Office Building

Igiugig

- * Washeteria & Heat Recovery Upgrade
- * Float Plane Access Road
- * Clinic Upgrades: Energy & Water
- * Kaskanak Road: The Cook Inlet to Bristol Bay
- * Landfill Incinerator
- * Multi-Purpose Building
- * Duplex Housing
- * Water Line Extension
- * Excavator
- * Runway Extension

Iliamna

- * Dock
- * Bridge for Newhalen River
- * Repave Roads
- * Bridget to Nondalton

Kokhanok

- * Water and sewer upgrades
- * Picnic/Playground area
- * Electrical Upgrades
- * Community Garden

Levelock

- * Alagnak River Counting Tower
- * All Tide Dock
- * ANTHC water & sewer assessments
- * Airport Extension
- * Barge & boat haul-out storage
- * Heated heavy equipment garage

Newhalen

- * Sewer Improvements
- * New Water Tank
- * Low Income Housing
- * Road Extension/Completion
- * City Inn Improvements/Office relocation/Gift Shop
- * Subsistence Harvest Building
- * Community Playground
- * Recycling Center
- * Iliamna Barge Landing/Break Water
- * INNEC Power Line Replacement
- * Community Green House

Nondalton

Water/Sewer Improvements

- * Septic Tanker/Haul Truck
- * Bulk Fuel Storage
- * Elderly Care Facility
- * Multi Use Facility
- * New Fire Truck
- * Community Park Improvements
- * VPSO Housing
- * Boat Launch/Ramp
- * Carnival

Pedro Bay

- * Clinic Storage Building
- * Knutson Creek Hydroelectric Project/Access
- * Replace Village Wheel Loader
- * New Landfill Access/Bridge
- * Fire Suppression Equipment
- * Dena'ina School Re-Use/Re-Open

Perryville

- * Garbage Pick-up Vehicle
- * Public Dock Feasibility Design Study
- * Landfill Incinerator
- * Community Swimming Pool

Port Alsworth

- * Road/Trail Improvements
- * Powerhouse
- * Building Improvements
- * Solid Waste Ash fill
- * Incinerator Facility
- * Public Airport

Ugashik

- * Barge Landing
- * Lengthen Airport Runway
- * Bulk Fuel Tank Farm

- * Housing
- * Central Power/Additional Wind Fuel Cell Batteries
- * Removal of "Winray"
- * Airport Lighting
- * Road construction to Wide Bay

People/Organizations responsible for completing these steps:

The Lake and Peninsula Borough; State of Alaska, Department of Transportation, ANTHC, Economic Development Administration, BUILD Program, USDA: Rural Development, USDA Rural Utility Services, USDA Farm Services, State of Alaska, DOT, Division of Aviation and Public Facilities, Village Safe Water, Health corporations

Key Project Contact:

Name: Kate Conley
 Title: Borough Planner
 Organization: Lake and Peninsula Borough

14: VILLAGE OF IGIUGIG TAKEN IN FLIGHT.



Energy Strategic Direction:

Create long term energy security, support energy infrastructure development, and promote efficient use of existing energy-related resources within Bristol Bay.

Energy Objectives

Objective #1: Coordinate a communications and data management system for regional energy needs and projects.**

If a timely database of projects is not continuously updated a community in dire need of facilities may get overlooked. Creating and maintaining a regional database can expedite the needs of communities, serving dire communities first. Energy and fuel are extremely costly in Bristol Bay by addressing priority energy needs first can greatly reduce the amount of money businesses and individuals spend on basic services.

Project Description:

The Bristol Bay region is home to thirty one communities, keeping a current inventory of what energy projects are in development and has been successful can be challenging without the help of local residents. An ongoing data base can be a tool that regional planning organizations use to address the needs of their communities. Maintaining an ongoing data base can prioritize critical needs and helps communities reduce costs in construction and transportation of materials.

Outline of steps required for project to be completed:

- * Maintaining and updating an internal Access database of community and region level projects.
- * Distributing related information by email listserves.
- * Contributing to an electronic reference library of funding and assistance opportunities for the purposes of outreach.
- * Sponsoring a "Bristol Bay regional peer network" to share information and strengthen connections between communities.
- * Contributing to quarterly multi-region energy newsletters.
- * Participating in regional peer network meetings, at least one meeting per year.

People/Organizations responsible for completing these steps:

Bristol Bay Native Association, Southwest Alaska Municipal Conference, Bristol Bay Borough, Dillingham Census Area communities, Lake and Peninsula Borough, Bristol Bay's Tribes and Native corporations, Nushagak Cooperative, Naknek Electric

Association, Inc., Clarks Point Electric Utility, Bristol Bay Housing Authority, Egegik Light and Power, I-N-N Electric Cooperative, Inc., Tanalian Electric Cooperative, Alaska Village Electric Cooperative

Cost Estimates:

Costs: \$117,167

Timeline: 10/1/2016-9/30/2019

Funding Partners: Bristol Bay Native Association, Southwest Alaska Municipal Conference, Department of Energy

Evaluation Measures:

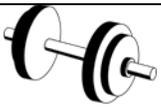
- Number informative emails sent.
- Number of publications posted to.
- Up-to-date listserves.
- Up-to-date databases.
- Number of meetings attended.
- Bristol Bay Regional Peer Network meeting held once a year.

Key Project Contact:

Name: M. Jayne Bennett

Title: Regional Energy Coordinator

Organization: Bristol Bay Native Association



Objective #2: Develop training models to address technical and management barriers.**

Alaska’s remoteness and beauty create barriers for development. What works with one community might not work well in a neighboring community. In order to best serve the energy needs of each community, training models that address technical issues need to be created to help ensure communities are maximizing the use of energy efficiency programs and funding opportunities.

Project Description:

Southwest Alaska Municipal Conference would like regions to identify barriers that impede successful utility operation and development of possible energy efficiency and energy supply projects. After barriers are identified develop training models that addresses technical and management barriers with input from regional communities and organizations.

Outline of steps required for project to be completed:

- * Identify barriers that impede successful utility operation and development of fundable energy efficiency and energy supply projects.
- * Develop training models that addresses technical and management barriers.
- * Surveying communities regularly to identify project training priorities.
- * Holding discussions with project experts regarding questions/issues that regularly arise.
- * Develop training for Rural Energy Coordinators/Regional energy representatives, and community members interested in local energy projects.

People/Organizations responsible for completing these steps:

Bristol Bay Native Association, Southwest Alaska Municipal Conference, Bristol Bay Borough, Dillingham Census Area communities, Lake and Peninsula Borough, Bristol Bay’s Tribes and Native

corporations, Nushagak Cooperative, Naknek Electric Association, Inc., Clarks Point Electric Utility, Bristol Bay Housing Authority, Egegik Light and Power, I-N-N Electric Cooperative, Inc., Tanalian Electric Cooperative, Alaska Village Electric Cooperative

Cost Estimates:

Costs: \$117,167

Timeline: 10/1/2016-9/30/2019

Funding Partners: Bristol Bay Native Association, Southwest Alaska Municipal Conference, Department of Energy

Evaluation Measures:

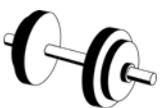
- Number of surveys completed.
- Development of training models.
- Identification of barriers to becoming energy efficient.
- Number of meetings with project experts.

Key Project Contact:

Name: M. Jayne Bennett

Title: Regional Energy Coordinator

Organization: Bristol Bay Native Association



Objective #3: Nuyakuk Hydro Project; Reduce the dependence on oil based diesel power and create a sub-regional grid.**

Provide six communities in the Bristol Bay Region (Levelock, Ekwok, New Stuyahok, Koliganek, Aleknagik and Dillingham) with affordable Hydro generated electric. Use the same regional grid to extend Broadband middle mile fiber.

Project Description:

Nuyakuk Hydro Project is designed to be low impact hydro-generation at Nuyakuk Falls distributed through six regional communities. This project is intended to provide locally generated renewable electric power to these



communities for generations. Some Alaska hydro facilities have been in operation for over 100 years. At the same time, Nushagak Coop. could provide a route for fiber optic cable that could eliminate Internet access issues for these communities.

Outline of steps required for project to be completed:

- * Reconnaissance Study.
- * Environmental Study.
- * Feasibility Study.
- * Construction Plan.
- * Operating Plan.
- * Construction.

People/Organizations responsible for completing these steps:

Nushagak Electric and Telephone Cooperative, Bristol Bay Native Association, Department of

Energy, Economic Development Administration, SWAMC

Cost Estimates:

Costs: estimate \$80-120M

Timeline: 2018-2024

Funding Partners: Unknown

Evaluation Measures:

- Completion and review of each study phase.
- Completion and activation of system.

Key Project Contact:

Name: Bob Armstrong

Title: Electric Operations Manager

Organization: Nushagak Electric and Telephone Cooperative



Objective #4: Perform sustainable energy applied research to benefit Bristol Bay.

Research sustainable energy technologies in real life situations occurring in rural Bristol Bay Alaska.

Project Description:

Perform applied research of sustainable energy technologies in the context of rural Alaska. These

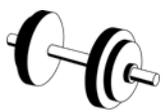
technologies may include, for example, air source heat pumps, ventilation systems, lighting, wall systems, renewable energy systems, and others.

Outline of steps required for project to be completed:

- * Create strong partnerships with the Cold Climate Housing Research Center (CCHRC) and Alaska Center for Energy and Power (ACEP)
- * Utilize the partnerships with CCHRC and ACEP to perform applied energy research benefitting Bristol Bay

People/Organizations responsible for completing these steps:

UAF-Bristol Bay Campus in partnership with CCHRC and ACEP



Objective #5: Deliver sustainable energy education throughout Bristol Bay.

Provide Bristol Bay businesses and residents with energy literacy education.

Project Description:

Create education opportunities in Bristol Bay to promote energy literacy in preparing residents and business to make fiscally responsible energy related decisions.

Outline of steps required for project to be completed:

- * Host workshops and classes.
- * Show educational movies to communities.
- * Conduct energy audits.

People/Organizations responsible for completing these steps:

UAF-Bristol Bay Campus in partnership with region's communities and businesses, Bristol Bay Housing Authority

Objective #6: Reinforce and strengthen Naknek Electric Association's existing power plant.

Project Description: Infrastructure is needed to provide reliable, high quality power to the Bristol Bay Salmon Industry to continue our economic success for our residents and state.

Key Project Contact:

Name: Dianne King
Title: General Manager
Organization: Naknek Electric Association, Inc.

Evaluation Measures:

- Number and type of technologies researched.
- Potential savings in energy and costs thanks to these technologies.

Key Project Contact:

Name: Mark Masteller
Title: Associate Professor of Sustainable Energy
Organization: UAF-Bristol Bay Campus

Evaluation Measures:

- Number participants involved in classes offered.
- Dollars retained to residents and businesses in the community by making changes to energy usage.

Key Project Contact:

Name: Mark Masteller
Title: Associate Professor of Sustainable Energy
Organization: UAF-Bristol Bay Campus

Tourism Strategic Direction:

Increase visitor-related opportunities; promote Bristol Bay as a destination for visitors; and capitalize on the sustainable and cultural attributes of the region.

Tourism Objectives

Objective #1: Develop a comprehensive list of tourist attractions in Bristol Bay for the purpose of creating a regional marketing campaign.**

It is no secret Bristol Bay is one of the most pristine and beautiful places on the planet. The secret of Bristol Bay lies in its remote locations and hard to access destinations. Bristol Bay is disconnected from the road system making travel into the area an intimidating task. Currently, there are many lodges and camps in region that serve as a getaway but there is no way to consider all destination options in one spot. Bristol Bay needs a one-stop-shop, user friendly resource that can consolidate and connect all the wonderful tourist opportunities Bristol Bay has to offer.

Project Description:

Tourist destinations around the world spend millions of dollars trying to attract outside revenue to their regions. In order to do so they have a comprehensive list of services provided in their areas. Bristol Bay has just as many opportunities to increase tourism based revenue but has not established a system to properly inventory and assess what is particularly special about the region. Taking the time to develop an inventory can streamline marketing efforts to ensure Bristol Bay captures the most revenue from potential visitors.

Outline of steps required for project to be completed:

- * Identify partners in Bristol Bay tourist attractions.
- * Establish a list of tour based attractions.
- * Identify Bristol Bay's niche(s) in tourism.
- * Create and update a Bristol Bay regional visitor attraction data base.
- * Identify funding for marketing Bristol Bay as a tourist destination through grant monies and solicitation of add space from area partners and businesses.
- * Develop a marketing strategy based on niche markets to bring customers to the region.
- * Attend events that develop, promote, and enhance tourism opportunities to Bristol Bay.

Key Project Contact:

Name: Kristina D. Andrew
Title: Economic Development Coordinator
Organization: Bristol Bay Native Association

People/Organizations responsible for completing these steps:

Bristol Bay Borough, Dillingham Census Area communities,
Lake and Peninsula Borough, regional airports and air carriers, Bristol Bay's Tribes and Corporations, regional lodging facilities, gift shops, information centers, Bristol Bay Alaska Tourism, Alaska Travel Industry Association, Alaska Public Lands Information Center, AK-Department of Natural Resources: Parks and Recreation, Convention and Visitors Boroughs, Chambers of Commerce, Alaska Wilderness Recreation & Tourism Association, seafood processors, museums, local gardens, bird viewing sites, local eateries, Park Services, Wild Life refuges

Evaluation Measures:

- 10 jobs are created.
- Regional tour based revenue increases by \$250,000.

Objective #2: Grow opportunities to sell local art to visitors.**

Southwest Alaska has a rich and vibrant Alaska Native culture that traces back over 10,000 years. Traditionally art was not a major component of Bristol Bay's culture but minimizing waste from subsistence harvests has always been a strong cultural trait. As clothing switched from animal skin to cotton and the local population was introduced to beads, people began to create. The skill of minimizing waste from harvest maintained as a strong cultural aspect morphed into cultural art. Subsistence by-products are now being used to create beautiful works of art. The visitors industry in Alaska incorporates many forms of traditional and cultural art into its operations. The art created by the Bristol Bay people is an untapped resource outside the community. As tourism to the region increases so do the opportunities to market locally made cultural art.

Project Description:

The Bristol Bay region is home to a fabulous group of artist. Due to the remoteness of many of the communities it is difficult to find opportunities for these artists to consistently sell their work. Visitors are the perfect potential customers, who often want to take something unique and special back to their homes. The challenges lie in connecting the artist to the consumers. A region wide effort is needed to get the art products into the hands of visitors. By creating a one stop shop of artist and vendors to move the products from storage to income.

Outline of steps required for project to be completed:

- * Establish a list of local artist committed to creating art for distribution in gift shops.
- * Establish a list of vendors/buyers.
- * Create an inventory tracking system.
- * Establish points of contact.
- * Assist local artist in obtaining *Silverhand* and *Made in Alaska* certifications.
- * Locate funding for startups.
- * Develop a business plan to generate revenue for a self-sustained system.

People/Organizations responsible for completing these steps:

Bristol Bay Native Association, Bristol Bay Borough, Dillingham Census Area communities, Lake and Peninsula Borough, regional airports and air



15: SALMON, MOOSE, AND TREES; MEDIUM-PAPER QUILLING

carriers, Bristol Bay's Tribes and Corporations, regional lodging facilities, gift shops, information centers, Bristol Bay Alaska Tourism, museums, local festivals/events, Etsy, local retailers & lodging facilities,

Evaluation Measures:

- Number of requests for merchandise.
- Amount of merchandise sold (dollars and items).
- Number of outlets selling local made art.
- Increased local interest to sell art in tour based markets.
- One to two full time jobs created.
- 20-40 part time jobs created/retained.

Key Project Contact:

Name: Kristina D. Andrew

Title: Economic Development Coordinator

Organization: Bristol Bay Native Association



Objective #3: Develop increased participation in subsistence activities.

Bristol Bay is remote and home to the world's largest wild sockeye salmon run. The ecosystem that support this prolific salmon system also supports a variety of flora and fauna. Bristol Bay's regional economy has been based on subsistence activities up until the turn of the twentieth century.

Project Description:

Promote the fiscal and health benefits of subsistence to reduce dependence on outside food sources and increase community resiliency. With an abundance of wild food sources and remote to access destination,

16: CANNED KING SALMON: A REGIONAL FAVORITE

subsistence activity is a great way to bring food home while keeping dollars in hand.



Southwest Region School District, Lake and Peninsula School District, Bristol Bay Native Corporation, Alaska Department of Fish and Game, USDA-Small Business, UAF-Bristol bay Campus, Southwest Vocational and Education Center, Bristol Bay Area Health Corporation, Alaska Native Tribal Health Consortium: Traditional Foods and Nutrition, Igiugig Village Council, UAF: Cooperative Extension Service-Alaska SARE program

Evaluation Measures:

- Number/pounds of harvest/process/production.
- Number of days per household per year in form of a subsistence calendar or other measurement.
- Increased subsistence licenses obtained.
- Decreased importation of outside foods.
- Increased retention of household income.

Key Project Contact:

Name: Natural Resources Department

Title: Cody Larson

Organization: Bristol Bay Native Association

Outline of steps required for project to be completed:

- * Promote subsistence activities through the workplace.
- * Increased leave w/o pay for full time staff to participate in subsistence activity.
- * Family leave for family subsistence activities.
- * Promote inter-generational education of subsistence methods and traditions.

People/Organizations responsible for completing these steps:

Bristol Bay Native Association, Dillingham City School District, Bristol Bay Borough School District,

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(The End)

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How do you CEDS?

CREATE A PLAN FOR THE FUTURE: INVESTORS LIKE TO SEE WE HAVE A PLAN WITH AN END GOAL IN MIND.



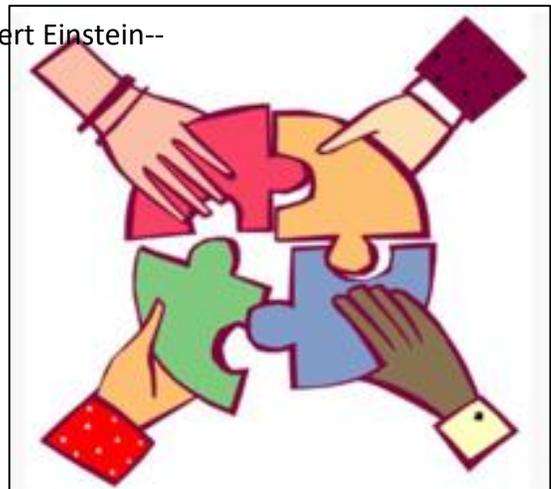
REDUCE REDUNDANCIES: MAKE SURE OTHER AREN'T DOING THE SAME THING, WHY DOUBLE UP SERVICES.



“We cannot solve our problems with the same thinking that we used to create them.” --Albert Einstein--



ATTRACT INVESTMENT: SHOW THE WORLD THAT WE KNOW WHAT WE WANT FOR OUR COMMUNITIES AND HOW WE ARE GOING TO MAKE IT HAPPEN.



ENCOURAGE PARTNERSHIPS: IT'S HARD ENOUGH TO LIVE OUT HERE, LETS WORK TOGETHER TO GET THINGS DONE QUICKER, EASIER, AND MORE AFFORDABLE.

To find out more about the BBCEDS process please contact:
 The Economic Development Department at the Bristol Bay Native Association:
 907-842-5257 ext. 323 or 1-800-478-5257
 P.O. Box 310 Dillingham, AK 99576

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