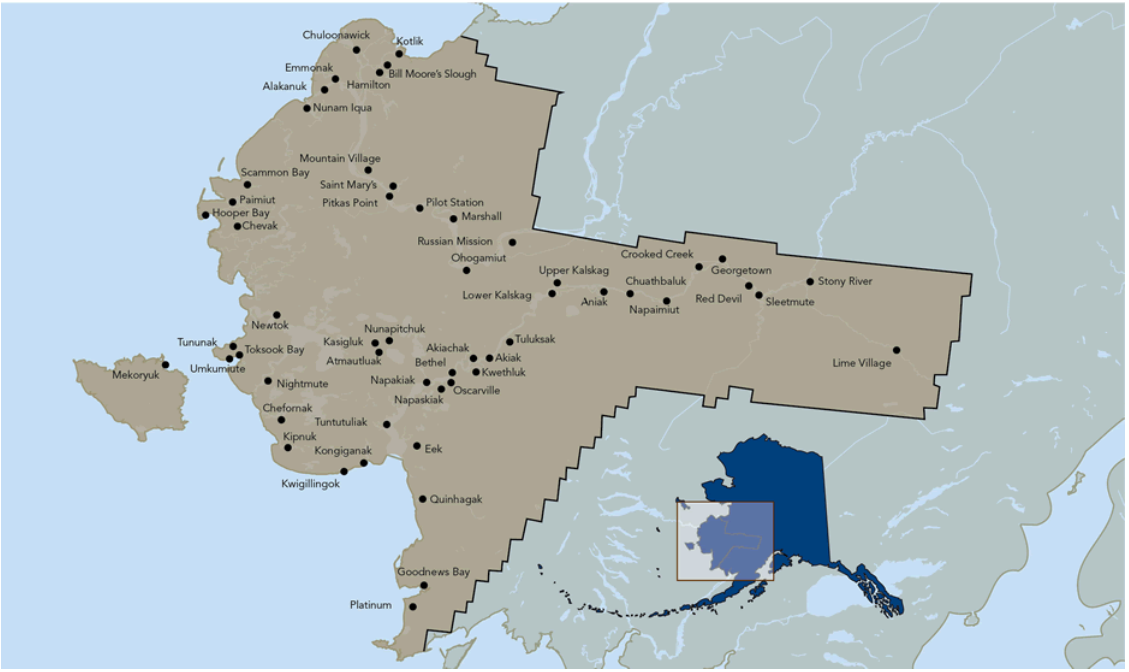
Association of Village Council Presidents

Comprehensive Economic Development Strategy

2012-2017 Bethel, Alaska



Prepared for the
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Economic Development Administration

By Association of Village Council Presidents
Bethel, AK

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1.0 Introduction

The Association of Village Council Presidents (AVCP) Comprehensive Economic Development Strategy (CEDS) document is a result of the collaborative efforts of the Tribal Councils, community members and businesses in the Association of Village Council Presidents Region.

AVCP CEDS Strategy Committee membership is reflective of Yup'ik, Cup'ik, and Athabascan community residents, sub-regional unit representatives and private industry representatives operating businesses in and/or firms who have interests in the Yukon-Kuskokwim Delta Region.

The AVCP Region expands westward along both the Yukon River and Kuskokwim River along the Bering Sea coast in southwestern Alaska, characterized by low-lying landscapes, wet tundra grounds, unending skylines and almost constant winds.

During this collaboration, residents in the region expressed sentiments of "being under attack" and "squeezed out" as they cope with persistent high energy costs, high poverty levels, high unemployment levels combined with low employment skills, limited employment opportunities and vastly inadequate and inefficient infrastructure.

Declining subsidies in by-pass mail, declining power cost equalization (PCE) and annual increases of prices, each day has become a challenge of survival for the residents in the village areas of the region.

Despite its untapped resource potential and undeniable logistic advantages, businesses cite high-energy costs and inadequate infrastructure for their reluctance to invest in the region.

Financial security of the fishing industry is mostly gone; with only a handful of profitable commercial fisheries remaining in the region from what used to be a thriving industry.

We must look to adapt and concentrate our efforts and investments in opportunities that lay ahead, not only for the health and stability of the region today, but for the survival of our culture, and for the strength of our youth.

This CEDS plan document is to address and influence the contraction of the high-energy costs which consumes regional cash reserves and limit commercial development investment opportunities.

We intend to synergize our efforts and motivations with our regional constituents, tribal organizations, village communities and with private industries in the region to address the challenges of economic development and to enhance the quality of life for the people of the Yukon Kuskokwim Delta region.

2.0 Association of Village Council Presidents Economic & Energy Development Department

The Association of Village Council Presidents Comprehensive Economic Development Strategy is prepared as a requirement of the Indian Planning Grant with the Economic Development Administration (EDA).

The Association of Village Council Presidents is a regional nonprofit organization for the Yukon-Kuskokwim Region. AVCP's boundary is defined as that area of southwest Alaska that conforms to the boundary of the Calista Corporation - a regional ANCSA corporation. This area corresponds to the incorporated boundaries of two federally designated census areas – the Bethel Census Area and the Kulsivak Census Area.

AVCP Economic & Energy Development Department receives funds from the Indian Planning Partnership Grant from the United States Economic Development Administration. One of the most important roles of our department is the upkeep and implementation of a Comprehensive Economic Development Strategy (CEDS) for the region.

Mission

The AVCP Economic Development Department's mission is to advance the collective economic development interests of the Yukon-Kuskokwim people, businesses, and communities. AVCP helps promote economic opportunities to improve the quality of life and influence long-term responsible development.

Organization

At its inception in 2014, AVCP Economic & Energy Development Department was formed from the realization that communities in the region hold many common interests: the economic reliance on resources, the need for community infrastructure, the challenges of rural development, and the certainty that by joining forces more could be accomplished for the region and its communities.

CEDS Strategy Committee

The AVCP CEDS Strategy Committee, listed in table 2.1, represent key areas within the Yukon-Kuskokwim region. They act as the committee to oversee the AVCP Comprehensive Economic Development Strategy (CEDS).

Table 2.1

Name	Agency	Occupation	Seat
Vivian Korthuis	AVCP	Vice President of Community Services	Seat A: Regional Tribal Non-Profit
Jack Schulthies	Kwikpak Fisheries	Manager	Seat B: Lower Yukon Sub-Region
			Seat C: Lower Kuskokwim Sub-Region
			Seat D: Interior Rivers Sub-Region
Jeremey Osborne	Yuut Elitnaurviat	Director of Programs	Seat E: Workforce Development
Tiffany Zulkosky	Nuvista	Executive Director	Seat F: Energy Development
Bob Walsh	GCI	Director of Rural Broadband Development	Seat G: Communications
Clarence Daniel	AVCP Transportation	Director	Seat H: Transportation
Lisa Wimmer	Wells Fargo	Area President	Seat I: Finance
Robert Herron	Delta Western	Sales Manager	Seat J: Fuel
Edgar Hoelscher	Mumba Snack Store	Owner	Seat K: Small Business from Village
Marc Stemp	AVCP	Vice President of Business Development	Seat L: Chairperson

AVCP Economic Development Staff

Marc Stemp, Vice President of Business Development

Brent J. Latham, Economic & Energy Development Director

Peter Keller, Business Development Specialist

Steven Whitman, Community Development Specialist

Jason Smith, Community Development Intern

3.0 Geographic Description

Location

The AVCP Region is only accessible by air and water. The Yukon Kuskokwim region is surrounded by the Andreafsky Hills to the North, the Kuskokwim Mountains to the East, the Kilbuck Mountains to the South and the Bering Sea to the West.

Within this sub-arctic region there are three main climates and all land sit on permafrost. Ground soil ranges from flat, treeless, silty and spongy tundra from the interior westward to the coastal portions of the region where soil is solid, rock-bed and lushly wooded hills to the east leading into the Boreal Forrest.

Nearly all of the fifty-six communities experience some form of riverbank or coastal erosion. Contributing to the eroding shores is the melting permafrost and rising sea -level from the changing climate creating unstable, soggy soil conditions, seasonal flooding, fall storms and/or constantly changing river channels.

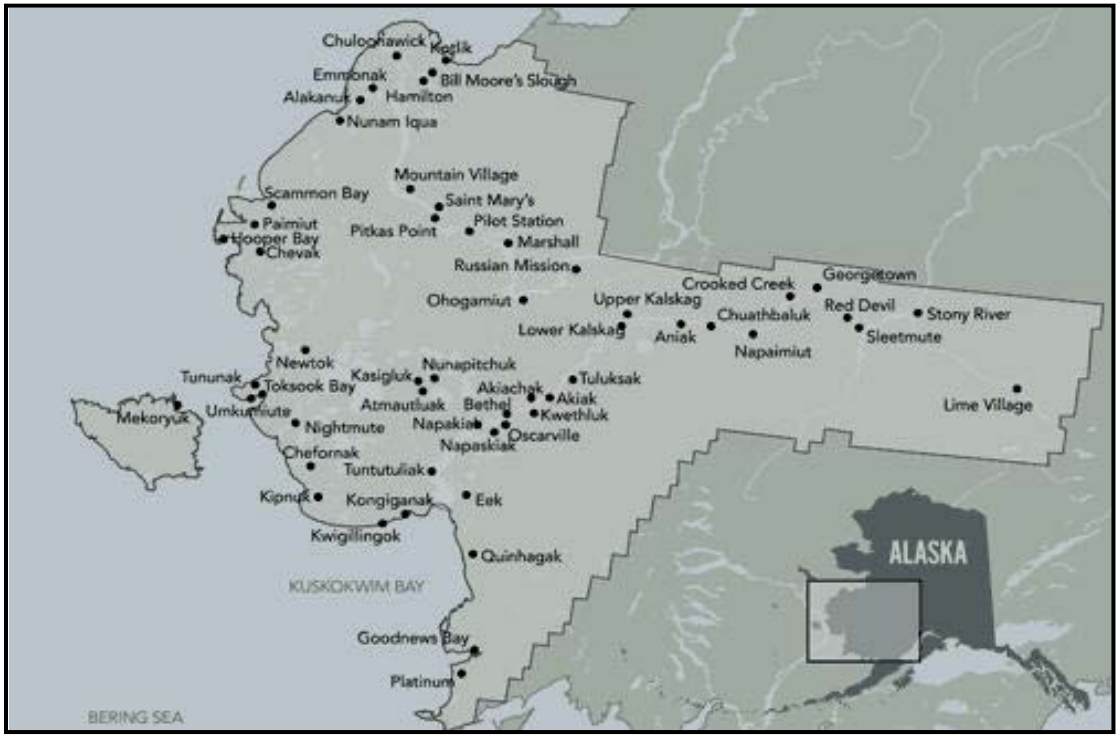
Two main waterways are the life force of the region; the Yukon and Kuskokwim Rivers which pour into the Bering Sea. The combined miles of river equal to 2682 miles. These two waterways function as regional highways connecting isolated areas to each other and to the rest of the State; either as ice roads during the winter or for water craft during the summer. The rivers are the sole source of heavily relied on chinook, sockeye, chum, and silver salmon which are one of the main food source for the people of the region. There are at least 400,000-chartered lakes and ponds with countless sloughs and tributaries.

Table 3.1: Air Mileage from Anchorage to Selected Communities in the Yukon-Kuskokwim Region

From Anchorage to:	Air Miles
Bethel	400 miles W
Aniak	315 miles W
St. Mary's	442 miles NW
Emmonak	490 miles NW
Hooper Bay	539 miles NW

Source: Google Earth

Map 3.1 Location of Southwest Alaska



Land Area

The area of the two census areas equal 57,651.43 square miles. The AVCP region is roughly the size of the state of Oregon.

Table 3.2: Southwest Alaska Area by Boroughs and Census Areas

Borough or Census Area	Total Area (sq. miles)	People per sq. mile
Bethel Census Area	40,570.00	.4
Kusilvak Census Area	17,081.43	.4
Yukon-Kuskokwim Region Total	57,651.43	

Source: U.S. Census Quickfacts

Map 3.3: Alaska Boroughs and Census Areas

Ecosystems

One thing in common to nearly all 48 communities is the riverbank/coastal bank erosion. The combination of unstable soil conditions, seasonal flooding, fall storms and constantly-changing river channels all contribute to erosion.

The general geology of the coastal and delta drainage areas consists of older coastal deposits of inter layered alluvial and marine sediments including coastal delta deposits. The soils are formed from stratified silts and sandy lacustrine deposits and alluvial sediments. The soil is ice-rich and susceptible to frost. The soil is fine grain, is poorly drained and usually collapses when it thaws. Moderately thick to thin permafrost is expected, with a maximum depth extending to about 600 feet. The active layer of permafrost is estimated to range between 1.5 and 3 feet deep, depending on ground cover and weather conditions (Box, et al. 1993, Cady, et al. 1955). The land encompassing the coast is classified as Palustrine System wet tundra; common types are emergent marshes and swamps and open water ponds (Cowardin1979). Vegetation is either subarctic wet, subarctic moist or subarctic alpine tundra, depending on the elevation.

All the soil is underlain by permafrost, with possible exceptions around lakes. For example approximately 80% of the vegetation in Kotlik is tundra; the remaining 20% is a combination of high and low bush muskeg, and both lowland and bottom land forest. Tundra vegetation is commonly sedges, grass, dwarf scrub and peatland complexes (Box, et al. 1993, Cady, et al. 1955).

The geology of the central Kuskokwim river region is dominated by a sequence of folded, sedimentary rock comprised of limestones, graywacke, siltstones and shales of Cretaceous and Tertiary age or earlier. These earlier sedimentary deposits are overlain in places by Late Cretaceous to early Tertiary volcanic and plutonic rock and some Quaternary basalt flows. During the late Pliocene or early Pleistocene epochs, the Kuskokwim Mountains were uplifted. (Box, et al. 1993).

The present topography has developed by erosion of this old surface on the uplifted blocks. The upper Cretaceous beds have been faulted at shallow depth into crested folds, which tend to parallel the margins of the sedimentary basin. Bedrock is locally overlain by thick surface deposits of loess and alluvium or colluvium of Pleistocene and Holocene age (Box, et al. 1993, Cady, et al. 1955). The climate for the region ranges from continental influences in the inland areas to maritime on the coast, and a combination in between.

Climate

Summer
The region has short, ice-free summers beginning in early June through the end of August. Summer is the most productive season of the year with long daylight hours and seasonal economic and subsistence opportunities. This is the most important time for gathering subsistence foods. Salmon and herring begin their annual runs soon after the winter ice melts on the rivers and coast. Salmon and herring are harvested, dried, smoked and stored for use all year long.

FALL
Beginning in August the people begin gathering blueberries, salmonberries, cranberries, crowberries, currents, and rose hips.
During the September and October months, with cooler days, rain, snow, and rapidly declining daylight hours, most residents are subsistence gathering and storing the last of their fish and concentrating on moose, caribou and bear hunting for meat to supplement their diet. Coastal communities harvest seal, walrus and belugas. Migratory birds like teal, widgeon, mallard, pintails, shovelers, sandhill cranes, swans and geese begin their journey south. The temperatures begin dipping below freezing and ice forming on lakes and rivers in October. The rivers being the primary avenue for transportation, when young ice forms, is not safe for transportation for a 2-3 week period.

Winter
From November through March, the temperature can range from 40 above to 40 below zero. The land, rivers, and lakes are frozen. When there is enough snow cover, travel is possible in any direction by snowmachine. Subsistence activities include ice-fishing for pike, burbot and tomcods and catching whitefish and blackfish with nets and traps set under the ice. Moose, caribou, ptarmigan and rabbits are also hunted during the winter. Fox, mink and beaver are trapped and the fur is used to make beautiful winter garments like parkas, hats and gloves. Fur is also sold commercially.

SPRING
From March through May the temperature warms and daylight increases dramatically. There is a two week period when the ice is rotting and breaking up down when travel is by land and water are impossible. Spring is an important time for harvesting migrating waterfowl and marine mammals.

Figure 1: Chuathbaluk along the Kuskokwim River during the summer. (www.loweryukon.org) Public domain

Figure 2: Goodnews Bay mid winter; note the frozen sea ice.

Figure 3. Mountain Village during spring

4.0 Organization and Structure

The AVCP-Calista region covers two census areas that include the 48 communities with city governments, ANCSA Village Corporations and 56 Tribes.

Each community has three entities that provide the majority of the jobs in their communities; The Tribal Governement, City Governemnt, and the Village Corporation. To the right are the locations of each Tribal Government in AVCP's 11 units.

Unit Number	Village Name
Unit 1	Alakanuk, Bill Moore's Slough, Chuloonawick, Emmonak, Hamilton, Kotlik and Nunam Iqua (formerly Sheldon's Point)
Unit 2	Andreafsky, Marshall, Mountain Village, Ohogamiut, Pilot Station, Pitka's Point, Russian Mission and St. Mary's
Unit 3	Aniak, Chuathbaluk, Crooked Creek, Georgetown, Lime Village, Lower Kalskag, Napaimute, Sleetmute, Stony River, Red Devil and Upper Kalskag
Unit 4	Akiak, Akiachak, Kwethluk and Tuluksak
Unit 5	Napakiak, Napaskiak, and Oscarville
Unit 6	Atmautluak, Kasigluk and Nunapitchuk
Unit 7	Kipnuk, Kongiganak, Kwigillingok, Tuntutuliak
Unit 8	Chefornak, Mekoryuk, Newtok, Nightmute, Toksook Bay, Tununak and Umkumiut
Unit 9	Chevak, Hooper Bay, Paimiut and Scammon Bay
Unit 10	Eek, Goodnews Bay, Platinum, and Quinhagak
Unit 11	Orutsaramiut (Bethel)

Education

The AVCP Region contains seven public school districts which provide primary and secondary education services; a regional Head Start Program; a Boarding School; a Yupik Immersion Primary School; a Flight School; a Vocational Training Center; a Career and Technical school; an extension of the University of Alaska Fairbanks in addition to an upcoming Village Public Safety Officer training program.

Kashunamiut School District provides services in Chevak.

Kuspuk School District operates in the communities of Aniak, Chuathbaluk, Crooked Creek, Lower Kalskag, Upper Kalskag, Red Devil, Sleetmute and Stony River.

Lower Kuskokwim School District is the largest in the region and provides educational instructions in the communities of Atmautluak, Bethel, Chefornak, Eek, Goodnews Bay, Kasigluk, Kipnuk, Kongiganak, Kwethluk, Kwigillingok, Mekoryuk, Napakiak, Napaskiak, Newtok, Nightmute, Nunapitchuk, Oscarville, Platinum, Quinhagak, Toksook Bay, Tuntutuliak and Tunuak.

The school district also oversees *Ayaurpun Elitnaurvik, Yupit Immersion School*, which conducts courses for preschoolers through sixth grade in traditional Yupit culture and language and the *Bethel Alternative Boarding School (BABS*), a residential setting for high-school students pursuing their high school diploma while learning vocational and life skills.

Lower Yukon School District oversees schools in Alakanuk, Emmonak, Hooper Bay, Kotlik, Marshall, Mountain Village, Nunam Iqua, Pilot Station, Russian Mission and Scammon Bay.

St. Mary's School District provides educational services in the village of St. Mary's.

Yupiit School District provides educational services in the villages of Akiachak, Akiak and Tuluksak.

AVCP Head Start Program- a partnership with State and Federal agencies, managed from the corporate offices of AVCP in Bethel. The program is essential for promoting healthy communities and for providing a positive foundation for children's educational and career development. Head Start schools are located in Akiachak, Bethel, Chefornak, Kalskag, Kotlik, Nightmute, Quinhagak, Russian Mission, Scammon Bay, Tuluksak and Tuntutuliak.

Airframe and Power Plant (A and P) School is expected to open late 2013 and the newest workforce development installation in the region. The school will be Federal Aviation Administration approved to provide technical instruction and training in the field of aircraft mechanics repair.

Village Public Safety Officer (VPSO) Program. In a partnership with the State of Alaska Department of Public Safety, AVCP provides advanced education and training of VPSOs from around the state. The VPSO program is vital because it provides public safety in the villages where few tribes can afford to hire and maintain a police force.

Yuut Elitnaurviat "The Peoples Learning Center" is a regional technical training center. In partnerships with University of Alaska Anchorage Kuskowkim Campus, private businesses, regional corporations, village councils and government agencies provide courses in Adult Basic Education, Driver's Education and Training, Dental Health Aid, Health Aid and Construction are provided increasing work readiness and workforce development in the AVCP Region.

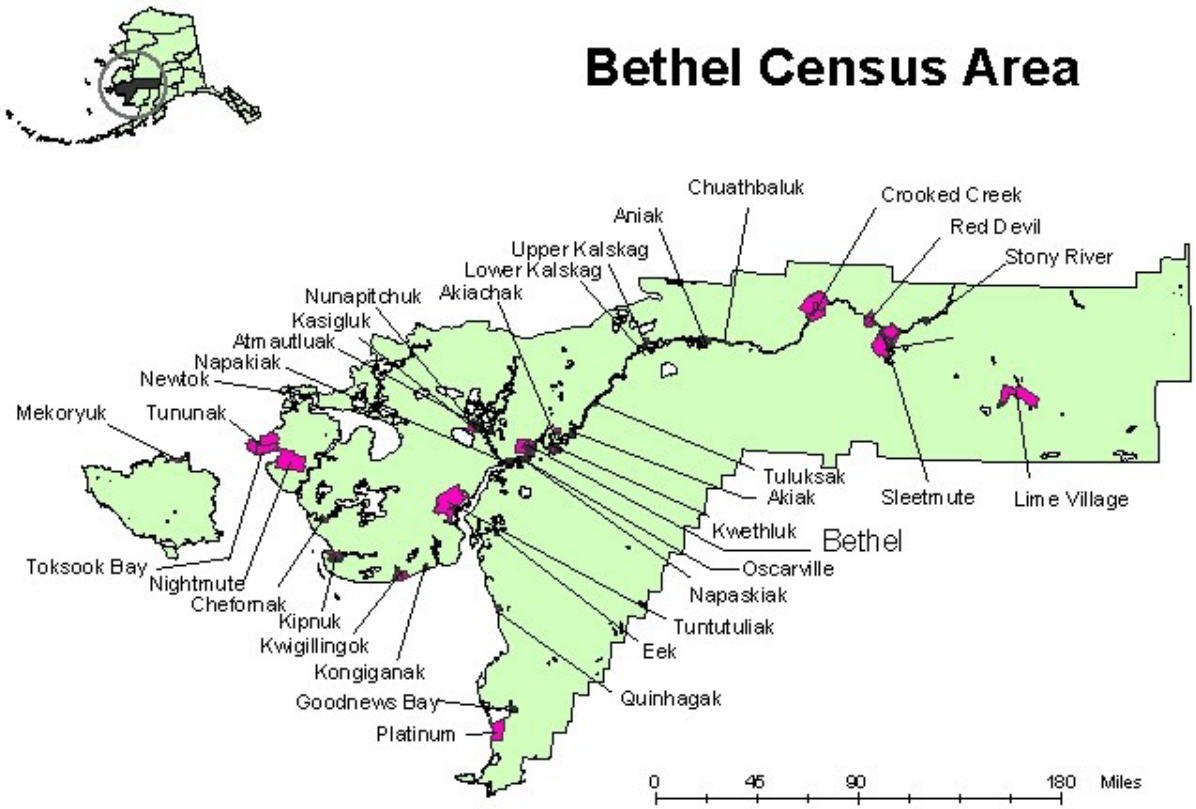
Yuut Yaqungviat Flight School-Where People Earn Their Wings is Federal Aviation Administrative (FAA) approved for Part 141 private pilot, instrument rating and commercial pilot training. The school has graduated over fifty pilots, nearly all of whom are residents of the AVCP Region and are employed as career pilots with commercial air carriers providing flight services in the region.

University of Alaska Fairbanks- Kuskokwim Campus prepares professional, community, and cultural leaders in an active and relevant learning environment offers post-secondary education opportunities in a wide range of fields on-site either at the Bethel located campus or by distance delivery. There's a dormitory to house up to thirty-four Certificate Courses, Associate Courses, Bachelors Courses and Masters Courses.

5.0 Population Characteristics and Trends

The AVCP Region includes the Bethel Censuse Area and the Kulsivak Census Area. The Bethel Census Area includes the upper river of the Kuskokwim and the lower Kuskokwim as well as the coastal village communities of Goodnews Bay and Platinum to the south coast of Kuskokwim Bay. Additionally, it includes the coastal villages of Newtok and Tununak on the north coast.

In 2012, community populations ranged from 6,080 in Bethel and range from 23 to 1,093 in the other communities. The Bethel Census area includes the coast communities of Platinum, Tununak and Mekoryuk. Additionally, the Bethel Census Area includes the upper reaches of the Kuskokwim river communities of Lime Village and Stony River through to the lower Kuskokwim communities of Tuntutuliak, Napakiak & Kwethluk.

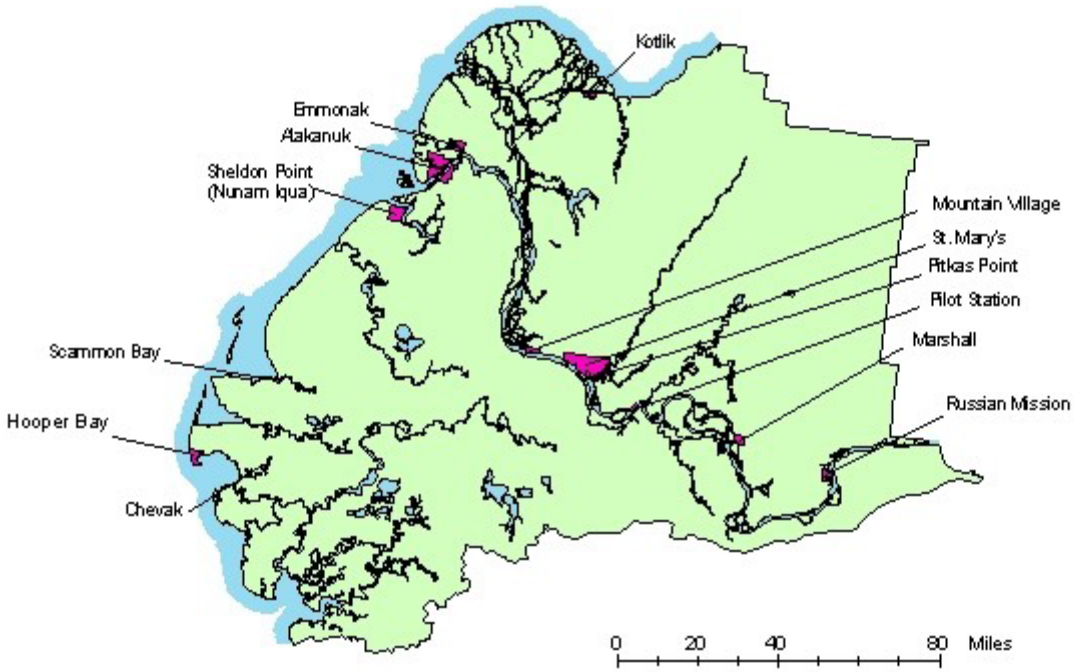


Source: Alaska Department of Labor And Workforce Development, Research and Analysis and US Census Bureau, 2000 Tigerline files.

Kusilvak Census Area

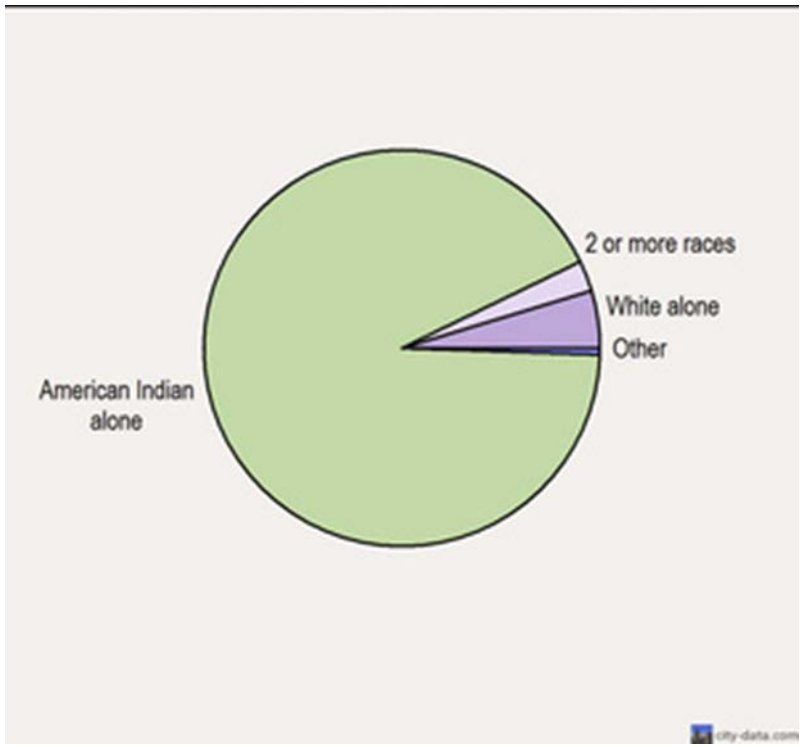
The Kusilvak Census Area includes the middle Yukon village communities of Russian Mission and Ohogamiut through to the lower Yukon villages of Alakanuk and Kotlik. The Yup'ik people have lived in the region for thousands of years. The Yup'ik people continue to survive with their subsistence lifestyle harvesting fish, waterfowl, sea mammals, and land mammals.

Kusilvak Census Area sub-regional hub and population centers are located in the following communities Emmonak and St. Mary's.



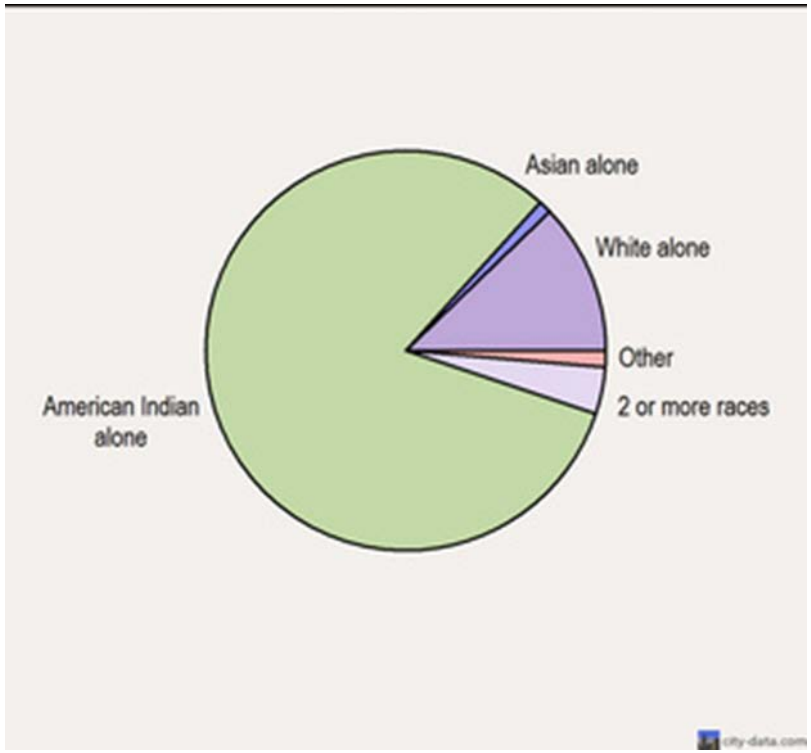
Source: Alaska Department of Labor And Workforce Development, Research and Analysis and US Census Bureau, 2000 Tigerline files.

Population Ethnicity



Kusilvak Census Area:

- Alaska Native (89.2%)
- White Non-Hispanic Alone (5.8%)
- Two or more races (4.0%)
- Asian alone (0.6%)



Bethel Census Area:

- Alaska Native (80.4%)
- White Non-Hispanic Alone (12.1%)
- Two or more races (5.7%)
- Asian alone (0.9%)

The Data above demonstrates that the population of the AVCP Region is primarily Alaska Native.

Population by Community

Kuskokwim, Units 3-6:

Akiachak	627	Kasigluk	569	Nunapitchuk	496
Akiak	346	Kwethluk	721	Oscarville	70
Aniak	501	Lime Village	29	Red Devil	23
Atmautluak	277	Lower Kalskag	282	Sleetmute	86
Bethel	6,080	Napaimiute	**	Stony River	54
Chuathbaluk	118	Napakiak	354	Tuluksak	373
Crooked Creek	105	Napaskiak	405	Upper Kalskag	210
Georgetown	**				

** unpopulated community or seasonal use area: federally recognized Tribe

Coastal, Units 7-10:

Chefornak	418	Kipnuk	639	Newtok	354	Toksook Bay	590
Chevak	938	Kongiganak	439	Nightmute	280	Tuntutuliak	408
Eek	296	Kwigillingok	321	Platinum	61	Tununak	327
Goodnews Bay	243	Mekoryuk	191	Quinhagak	669	Umkumiut	**
Hooper Bay	1,093	Paimiut	**	Scammon Bay	474		

** unpopulated community or seasonal use area: federally recognized Tribe

Yukon, Units 1 & 2:

Alakanuk	677	Hamilton	**	Ohogamiut	**
Andreafsky	**	Kotlik	577	Pilot Station	568
Bill Moore's Slough	**	Marshall	414	Pitka's Point	109
Chuloonawick	**	Mountain Village	813	Russian Mission	312
Emmonak	762	Nunam Iqua	187	St. Mary's	507

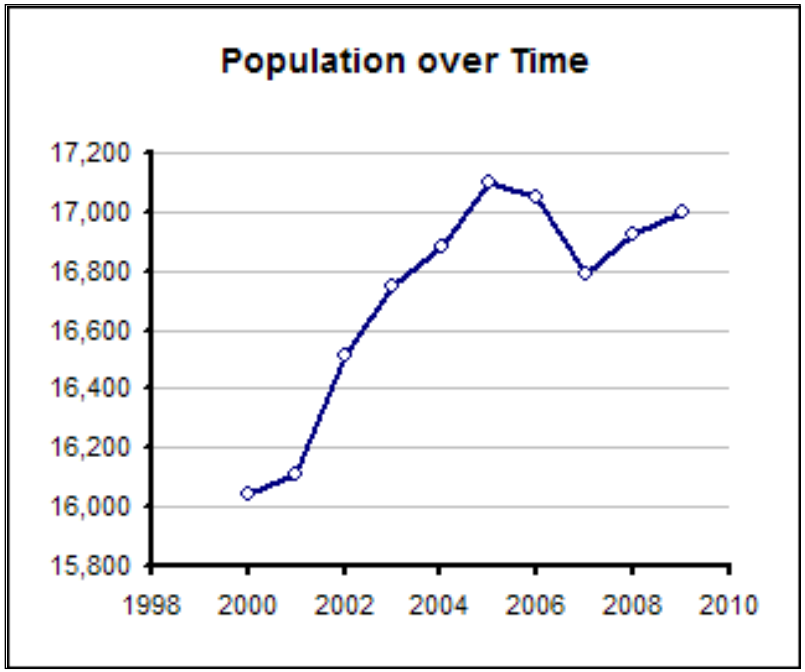
** unpopulated community or seasonal use area: federally recognized Tribe

Population Trends

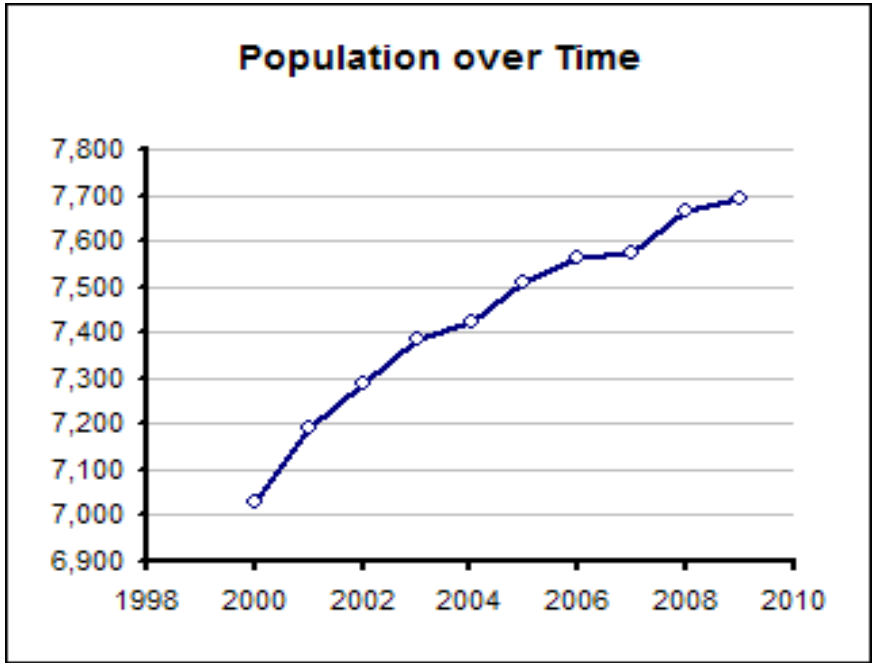
The population trends in the AVCP region have been increasing for the past few years with the exception of a small three year decline of population in the Bethel Census area (less than 400 people); the population in this region has ex

panded by nearly 1,100 people over the past 10 years. Based on the 2010 U.S. Census data, the AVCP Region has an overall population of 24,923.

Trends in population in the Bethel Census Area



Trends in population in the Kusilvak Census Area



Vintage 2011. All numbers are based on 2010 Census Geography.

Sources: Alaska Department of Labor and Workforce Development, Research and Analysis

Population Description

The AVCP-Calista regional population is estimated at 24,713; the median age of the population is 24.7 years old. Most densely populated is Bethel, where approximately 6,080 people reside. The remaining populous throughout the region ranges from 1,093 in Hooper Bay to 2 people each in Georgetown and Napaimute.

Approximately ninety percent of the population is Alaska Native, the majority of which is bilingual, speaking English and at least one dialect of Yupik, and rely on traditional subsistence harvested foods. Because neither employment nor subsistence alone can support village residents, the region shares common characteristics with most rural Alaska regions: a subsistence and cash economy.

There are little year-round commerce activities in the villages. In most cases the only year-round businesses are limited to the local government offices, fuel and grocery stores.

A high percentage of residents in the AVCP Region earn an income below the poverty level. The per capita personal income in the Kusilvak Area is $22,353, where employment is especially scarce and a single gallon of milk costs $13.90, cheese costs $8.79 per pound and heating fuel is $8.03 per gallon.

Low population growth in some villages coupled with indications of out-migration is in large part because of increasing energy costs and low-wage employment opportunities.

As the cost of heating the home increases so do the costs of heating the schools. This affects the decisions of school districts in smaller (which are often the most remote) villages to continue providing educational programs. Once a school's doors close, so do the doors to the community as parents have one of two choices: send their children away to attend school or relocate the entire family from their home village. Relocation alleviates one conundrum of children attending school, in fact all too often the relocation to a neighboring village where economic conditions are no better than the village left behind.

6.0 Workforce & Employment

The AVCP Region employers are dominated by non-profit corporations. The year round employment opportunities are mainly centered in the areas of public education, federal, state and local governments. (www.live.laborstats.alaska.gov)

In the two lists to the right, it should be noted that the Bethel Census Area has only one private company (Coastal Villages Seafoods, Inc.) in the top ten employers. In the Kusilvak Census Area, there are two private companies (Kwik'pak Fisheries and Alaska Commercial Company) listed in the top ten employers.

Also noteworthy, is that the Coastal Villages Seafoods Inc. and the Kwik'pak Fisheries LLC, are subsidiary companies of the Community Development Quota (CDQ) group parent companies of Coastal Villages Regions Fund (CVRF) and Yukon Delta Fisheries Development Association (YDFDA) respectively. Both CVRF and YDFDA are non-profit corporations initially funded by federal and state grants. Therefore, the only true for-profit corporation among the two lists is the North West Company, Incorporated doing business as the Alaska Commercial Company (AC Co.), a grocery and dry goods retailer. The North West Company, Inc. is a publicly traded company on the Canadian Stock Exchange.

It is clear that economic development from the private sector is lagging. The fact that over 40% of the region's income is generated from public funding makes the region's economy vulnerable to state and federal program modifications.

Top Ten Employers of the Census Areas in 2010

Bethel Census Area

1. Yukon Kuskokwim Health Corporation
2. Lower Kuskokwim School District
3. Association of Village Council Presidents
4. AVCP Regional Housing Authority
5. State of Alaska (excludes U of A)
6. Coastal Villages Seafoods Inc
7. Akiachak Native Community
8. Yupiit School District
9. Kuspuk School District
10. City of Bethel

Kusilvak Census Area

1. Lower Yukon School District
2. Yukon Kuskokwim Health Corp
3. Kwik'pak Fisheries LLC
4. AVCP Housing Authority
5. Rural AK Community Action Program
6. Kashunamiut School District
7. The Alaska Commercial Company
8. Asa'Carsamiut Tribal Council
9. Association of Village Council Presidents
10. Hooper Bay City Council

Employment

The AVCP region suffers from persistent unemployment among its working age adults. The combined average unemployment rate of 18.3% in Kusilvak and Bethel Census areas combined and represents only the residents who are actively seeking employment. There many unaccounted residents who have withdrawn from employment competition who are unemployed that are not included in this statistic. Compared to 7.3% unemployment rate in Anchorage the rate of unemployment in the AVCP Region is unacceptible.

Some factors effecting local employment are:

a) Lack of employable skills that could secure long-term employment situations;

b) Scarcity of employment opportunities in the villages;

c) Wages paid are not self-sustaining and contribute little to the costs of living in rural Alaska;

d) Substance abuse

Historically, the region depended on commercial fishing for income and seasonal employment growth. The Chinook directed commercial fishery opportunities are practically nonexistent in the Lower Yukon. Major collapses in 1998 for Chum and Chinook salmon markets and, most recently, the 2012 Chinook run contributed to the decline of private commercial processors from six to one.

Employment opportunities in the villages are scarce and usually low-wage paying. Some part-time, seasonal and/or on-call positions may be available as attendants, cashiers, teacher's aids, laborers and the like.

Year round employment positions are predominately limited to the local government and or the health care industries.

Industries such as construction, manufacturing and transportation rely heavily on seasonal and part-time labor. These positions offer workforce development and individual growth potential and occur during the short summer season. The summer season which lasts from mid-May to August is also the busiest time for subsistence gathering and is the only time to harvest and prepare fish for the long, harsh winters.

Subsistence is necessary for survival

Poverty

Lack of employment opportunities, low per capita income levels and high cost of living in the AVCP region results in a high percentage of its' residents living in poverty. The AVCP Region has 24.9% of its residents living in poverty level.

Residents in the villages rely heavily on the traditional foods of the Y-K Delta to survive. One must supplement store bought products with subsistence-harvested foods. Families living in these areas have little to no discretionary spending monies. The cost of equipment and feul for hunting and fishing is also considerably higher, further straining thin budgets for the subsistence families.

Cost of Living

The store bought product costs in the most rural communities are usually the highest where fresh foods, if offered, are five-times higher in price delivered by air (weather permitted) and in most cases in poor condition. For example, a single apple in the Village of Eek costs $1.59 each. There are no seasonal adjustments for the prices of goods in the AVCP Region. In the Bethel area alone, prices average seventy percent (70%) higher than prices in urban areas of the State.

Village	Cereal	Milk (gal)	Cheese (lb)	Steak (lb)	Gas (gal)
Bethel	$ 8.65	$ 7.99	$ 7.35	$12.99	$6.34
Chevak	$ 4.75	$15.00	$ 8.29	$13.16	$6.20
Kipnuk	$11.99	**	$ 8.99	$28.79	$6.77
Kotlik	$ 8.45	$12.98	$ 8.49	$10.99	$7.25
Mekoryuk	$ 9.39	**	$15.05	$12.59	$5.57
Napakiak	$ 7.99	$13.00	$ 6.19	n/a	$7.89
Nunapitchuk	$ 8.59	**	$ 6.95	$13.69	$6.85
Pilot Station	$10.55	$13.90	$ 8.79	$15.59	$8.03
Quinhagak	$ 7.89	$ 9.78	$ 7.49	$15.69	$6.82
Sleetmute	$15.00	$11.00	$ 5.30	$11.99	$7.70
Scammon Bay	$11.69	**	$ 9.79	$16.59	$8.30
Tuluksak	$ 7.39	$12.60	$ 7.75	$10.59	$6.80
Average Price	$ 9.36	$ 8.02	$ 8.37	$13.56	$7.04

***** Fresh milk is not available. Canned evaporated milk may be available at an average price of $2.30 per ounce can or dry boxed milk can be purchased***

7.0 Post-Secondary Education and Training

Yuut Elitnaurviat, "The Peoples Learning Center"; Partners: AVCP, AVCPRHA, UAF-KUC, and YKHC

Yuut Elitnaurviat is the Yukon Kuskokwim's regional vocation school offering several programs to the residents in the region. It offers the following programs:

- Construction Classes
- Driver Training
- Adult Basic Education
- Dental Health Aide Training
- Career Guide Services

Yuut Elitnaurviat Building

It is important to keep in mind that these programs are open to everyone. The focus is to train residents of the AVCP Region in important skilled positions which not only assist in economic development but more importantly the skill sets they learn are essential to building and establishing healthy communities at all levels.

Regional Adult Basic Education Program

AVCP assists the Regional Adult Basic Education Program located at Yuut Elitnaurviat by providing out-reach and other assistance to the residents of the AVCP Region region. This collaboration is successful as 72 people graduated with their GED in 2011. The Bethel Regional ABE Program operates as a partnership between AVCP and UAF-Kuskokwim Campus (www.yuut.org).

Adult Basic Education GED Students (Spring 2011)

Construction Classes

The construction classes train adult students on the fundamentals of building construction. Their training includes hands-on training on "real" world projects. During the two year construction of AVCP RHA's new administration building, AVCPRHA mandated that more than 50% of labor force be local hire. This included giving 20 students from Yuut Elitnaurviat on-the-job training in electrical wiring, plumbing, carpentry, and heating and air conditioning. The students in this program must complete a minimum of 1,500 hours of classroom and hands-on training in order to be certificated. This critical vocational training gives residents of the AVCP Region the necessary training and certification to begin working in skilled labor in construction (www.yuut.org).

Health Care Training

Yuut Elitnaurviat in partnership with YKHC offers an 88 hour class that help students gain the skills to assist nurses and how to be an effective part of a health care team. This course is free to students who have the prerequisites and if they are approved to enter the course by Yuut Elitnaurviat and YKHC.

Dental Assisting Training

This course is designed to "prepare newly hired Dental assistants for entry level positions in Bethel and village clinics." This class is offered to students if they are accepted into the course and approved for scholarship through YKHC and Yuut Elitnaurviat. This introductory course was designed to serve dental assistants in the YKHC Dental Assistance Apprenticeship program.

Dental Health Aide Training (DHAT)

The second year of this program is offered at Yuut Elitnaurviat, however, it is a program administered through the Alaska Native Tribal Health Consortium headquartered in Anchorage, Alaska. This vital and intensive two year program committed to training Alaska Native dental health professionals to practice dental therapy with dentist supervision.

Additionally Sarah Shoffstall, the Clinic Director, states that this innovative program has graduated four classes and that each class averages 5 students per rotation (Phone interview with David Hames, AVCP, 12/19/11).

Village Public Safety Officer (VPSO) program

AVCP is contracted by the State of Alaska Department of Public Safety to provide continuing and advanced education and training for the VPSOs from around the state. The VPSO program is vital because it provides public safety in the villages. Villages of which very few Tribes can afford to hire and maintain a police force.

Included in the 2012 Legislative Capital Budget is an appropriation of $30,000 for preliminary design work on the proposed "Western Alaska VPSO Headquarters and Training Academy." AVCP is offering to renovate an 8,400 square foot building in order to accommodate the office and training needs of the VPSO's along with lodging facilities on the second floor for trainers and recruits in need of housing. AVCP intends to obtain recruits for the VPSO program, via the Hire Our Heroes mandate from President Obama. Ideally, the Veterans may utilize their GI Bill benefits to assist in offsetting the training costs incurred by AVCP. AVCP will be submitting a funding request to the 2013 Alaska Legislature for an estimated $4.0 million for the building renovation.

The VPSO's are the "First Responders" to a crises situation. AVCP envisions that this facility will also function as the Western Alaska Emergency Operations Center. It became alarmingly clear in light of the 2011 Tsunami from the earthquake in Japan that Western Alaska had no centralized disaster response center. The VPSO facility would be an ideal facilitator for this support mechanism that would lead in the response as well as in the economic recovery. AVCP has requested funding from the U.S. Department of Commerce Economic Development Administration and is seeking other sources to assist in the facility renovation.

Also included in the 2012 Alaska Legislative Appropriations to AVCP is $1.05 million, to be used for the construction of five village-based VPSO Posts.

Yuut Yaqungviat Flight School, LLC: "Where People Earn Their Wings"

AVCP is also providing education and training opportunities through theYuut Yaqungviat Flight School. Yuut Yaqungviat provides FAA approved flight training to students from the AVCP region who desire to stay in this region for training. Once the students become professional pilots they can choose to fly for the local, regional, or state-wide air carriers such as Era Aviation, Yukon Air, Grant Aviation, and the international air carrier Alaska Airlines.

Aviation organizations had long sought a local flight training facility to train local residents to become commercial pilots. The vision was for locals who know the land and weather conditions to become trained and fly for local air carriers. Hiring local pilots also contribute to the local economy because the pilots who come from elsewhere are here to accrue hours and spend their income elsewhere.

Currently there are 250 open commercial pilot positions state-wide and local air carriers have to import commercial pilots from other parts of the United States often at great expense (John Amik, Director, Yuut Yaqungviat). These imported pilots then build their flight time and leave Alaska, usually after one or two years.

The Economic Development Administration (EDA) provided funding for this successful program which has graduated 34 commercial pilots, of which 28 are actively flying in region. Currently there are 8 fulltime student pilots and 2 part-time students. According to the flight school director, John Amik, there are 10 new flight school candidates scheduled to begin their training in January 2012.

Yuut Yaqungviat is operated as a limited liability corporation (LLC) with its own board of directors and is a subsidiary company of AVCP. Each successful graduate is "guaranteed a job with Era Aviation' (AVCP 2011 Annual Report, p.14). An additional benefit is that these professional pilots grew up in the AVCP region and understand the extremes of the Alaskan environment and the dangers inherent to flying in the AVCP Region.

Regional Aircraft Maintenance and Powerplant School "The Right Path"

The Regional Aircraft Maintenance School will train students in an FAA approved Airframe and Powerplant (A&P) maintenance school. The maintenance school will train students and prepare them for obtaining their FAA certification as licensed Airframe & Powerplant (A&P) mechanics. This intensive program will run in 18 month cycles with approximately 15 students per training cycle. Through grants from the State of Alaska and the U.S. Economic Development Administration, the Aircraft Maintenance School progress continues to move forward.

The A&P mechanic circumstances mirror those of the commercial pilots in many ways. Currently, the local air carriers must import A&P mechanics to maintain their aircraft. Many "imported" mechanics will stay in Alaska until they gain the necessary time and experience and then move back to their home states. Furthermore, as is the case with pilots, many mechanics from the "outside" (i.e. the lower 48 states) are not prepared nor do they understand the difficulty of working outside during severe weather. There are extremes in the cold, windy, sub arctic winters where average winter temperatures can stay below 0 F degrees for many days (sometimes weeks). The occasional high winds (75 mph or more) can push the wind chill factor to nearly -80 F at times. There is very little daylight (less than 4.5 hours in December) during the long winters and this can cause various challenges mentally and physically as well.

The Regional Aircraft Maintenance School is scheduled to open for classes in late 2013. The A&P school project manager has obtained the necessary equipment and curriculum in accordance with the Federal Aviation Administration (FAA) Part 147 rules and regulations. The school is awaiting to become FAA certified. They have met and exceeded FAA requirements but are waiting on FAA signatures.

8.0 Infrastructure Profile

Transportation

All 56 AVCP tribal communities are located along the Bering Sea coast, the Lower Yukon and Kuskokwim River systems. Three communities are interconnected to a road system of St. Mary's, Pitka's Point, and Mt. Village (approximately 22 miles). The two villages on the Kuskokwim connected by road are: Lower Kalskag and Upper Kalskag (approximately 3 miles). Bethel is the major hub community for the Yukon Kuskokwim region and is the only community with medium-depth port facilities. AVCP along with Calista are supporting the efforts of the City of Emmonak and Yukon Delta Fisheries Development Association (YDFDA) in their efforts to get the "Lower Yukon Region Port and Dock" constructed in Emmonak. At the present time the Bethel port is used for lighterage of heavy and bulk items to other AVCP coastal and Kuskokwim river community destinations.

The other sub-regional hubs are Aniak on the upper Kuskokwim River; Emmonak on the Lower Yukon River; and St. Mary's, which services the middle Yukon communities. The Yukon River communities can receive heavy and bulk items lightered through Fairbanks/Nenana or Nome/St. Michaels as well. Each of the sub-regional hub communities has 6,000 feet or greater paved airports with passenger and airfreight facilities, and can accommodate larger aircraft such as the Boeing 737 passenger jet aircraft and the Lockheed Hercules turboprop cargo hauler. Most community airfields can accommodate airplanes of up to smaller twin-engine propeller types, such as the Piper Navajo.

Transportation Infrastructure

The transportation infrastructure in the Yukon Kuskokwim region is virtually non-existent in terms of land based transportation. There are 48 communities in a 56,000 square mile area (slightly larger than the state of Arkansas). Villages are not connected by roads or highways and therefore, not included in national or state highway transportation developments. During the winter, there is more access to the various communities via ice roads and snow machine trails. Since 2008, AVCP began working with the BIA and the Denali Commission. AVCP created a tribal transportation department with the Tribal Transportaiton Program through Federal Highways. The AVCP transportation department and AVCP executives are working tirelessly to gain support from the BIA's Tribal Transportation Program and the Denali Commission's TIP program. Additionally, there is the State of Alaska's STIP program with resources for our region. Most recently, AVCP has proposed and is in the design phase for a 40 mile freight/energy corridor contract that would connect the Kuskokwim River and the Yukon River from Kalskag to Paimute.

Negotiations with various State and Federal agencies are on-going and requires processes that are measured in terms of decades versus two and five year increments. Also, AVCP is coordinating with each of their member Tribes to determine their individual and unique need's assessments. Though this is often very challenging, input from our constituent tribes is very beneficial in authenticating the regional transportation goals and objectives.

Air transportation is the primary mode of transportation in the AVCP region. It is the most common and also the most reliable means of moving people and freight throughout the region year round. Bethel is the only community that has regular jet service in the region. Most of the smaller communities have single engine and small twin engine air service by local air taxis such as Hageland Air Services and Grant Aviation.

Community runway lengths

Kuskokwim Units 5-8

Akiachak	1,649'	Kasigluk	3,000'	Nunapitchuk	2,420'
Akiak	3,196'	Kwethluk	3,199'	Oscarville	no runway
Aniak	6,000'	Lime Village	1,500'	Red Devil	4,801'
Atmautluak	2,000'	Lower Kalskag	3,172'	Sleetmute	3,100'
Bethel	6,400'	Napamiute	2,500'	Stony River	2,601'
	4,000'	Napakiak	3,248'	Tuluksak	2,461'
Chuathbaluk	3,401'	Napaskiak	3,000'	Upper Kalskag	see Lower Kalskag
Crooked Creek	1,997'				
Georgetown	No runway				

Coastal Units 7-10

Chefornak	2,500'	Kwigillingok	2,510'	Quinhagak	4,000'
Chevak	3,200'	Mekoryuk	3,070'	Scammon Bay	3,000'
Eek	3,243'	Newtok	2,202'	Toksook Bay	3,218'
Goodnews Bay	2,835'	Nightmute	1,600'	Tuntutuliak	3,025'
Hooper Bay	3,300'	Paimut	no runway	Tununak	1,778'
Kipnuk	2,120'	Platinum	3,300'	Umkumiute	see Toksook
Kongiganak	1,885'		1,924'		

Yukon Units 1&2

Alakanuk	2,200'	Nunam Iqua	3,015'	
Emmonak	4,601'	Pilot Station	2,541'	
Kotlik	4,422'	Pitkas Point	road access to St. Mary's (17.7 mi road)	
Marshall	3,201'	Russian Mission	3,600'	
Mt. Village	3,500'	St. Mary's	6,008'	(22 mi road connecting Mt. Village, Andreafsky, Pitka's Pt.)

**Bill Moores Slough, Hamilton, Chuloonawick & Ohogamiut do NOT have runways: part of adjacent commuities
Data source, http://www.commerce.state.ak.us/dca

Transportation Continued…

It is expensive to move goods into the AVCP region. Due to the extreme weather, temperature variations, and the remoteness of all the communities, transporting goods into western Alaska is mosty through air. Perishables, such as fresh dairy, fresh fruit and vegetables can NOT be transported by any other means. Therefore, these types of goods are usually very expensive. Access by barge traffic is limited to June through October (five months) because of sea and river ice. Commodities imported by barge also come at a higher cost than goods to Anchorage or any other 'rail belt' communities between Anchorage and Fairbanks. This includes heating fuel, diesel and gasoline.

Although this region is the size of Oregon, it has little roads, inadequate docking facilities and limited funding for this type of infrastructure. There is one 22 mile road between St. Mary's and 3 communities in the Yukon sub-region. In the Kuskokwim sub-region, there is one road (4.2 miles) which connects Upper Kalskag to Lower Kalskag. The remaining 40 communities are connected by water access and by trails only. The continued increase of fuel costs are having a detrimental effect on the cost of goods and services in this region, as is true with most of rural Alaska and nation-wide. Therefore, most village residents rely on small boats (22 foot or smaller) for summer travel and ATV's/snow machine's for winter travel.

Village residents use their snow-machines and boats along with ATV's for subsistence hunting, fishing, trapping, and for visiting other villages. These transportation modes are essential to rural Alaskans maintaining their traditional/cultural lifestyles.

Housing

Many of the houses in the AVCP region are being modernized or replaced by AVCP Regional Housing Authority (AVCP RHA). The AVCP RHA has been very active as the regional organization in updating and building new homes for the AVCP region over the past 30 years. In 2011, AVCP RHA with the aid of the each village listed below built 40 houses in the following communities:

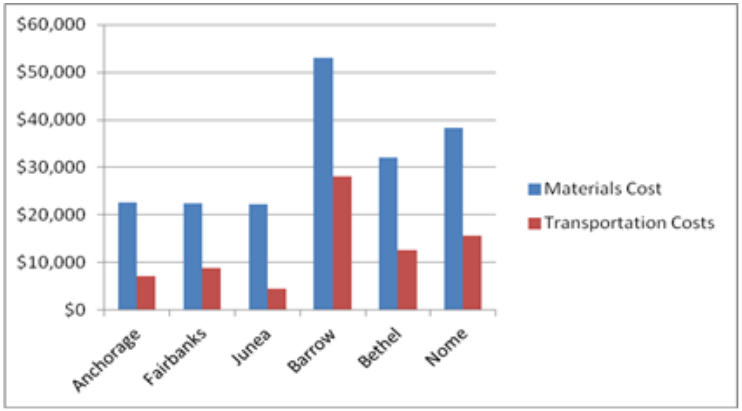
Projects for 12-VLIP3 and 28-HMH4 homes

Village	HMH	VLIP
Akiak	**6**	**1**
Goodnews Bay	**2**	**2**
Tuntutuliak	**6**	**2**
Kongiganak	**7**	**2**
Kwigillingok	**2**	**2**
Russian Mission	**4**	**1**
Crooked Creek		**1**
Red Devil		**1**
Upper Kalskag	**1**	

VLIP stands for very low income program
HMH stands for home mortgage housing

The cost for housing is directly related transportation costs (AHFC 2002 Report). Though the report is 10 years old, it will continue to be true now and in the future. Even more, because fuel & energy costs have increased four-fold in the past several years, there has been a corresponding increase in the cost to build new homes and to upgrade older homes with the modern furnaces, lighting and insulation (Joe Killeen, AVCP RHA Vice President of Operations, telephone interview June 6, 2011). Joe Killeen states further that AVCP RHA has been working diligently building new energy efficient homes and upgrading current housing (with the funding from AFHC & U.S. Department Housing and Urban Development) in the AVCP region. The need for new homes and upgraded homes continues. The continued skyrocketing oil, gas, and energy prices have made housing in the rural communities unaffordable without outside funding.

2011 Construction Costs



(www.ahfc.us/iceimages/grants/con_cost_2011 pdf)

The graph above illustrates how materials costs are 50% to more than 100% higher in the rural communities. In Bethel, the materials cost for one house are $32,079 and the transportation costs add $12,635 more (www.ahfc.us.com) for a total cost to construct a new home: $44,714.

John Andrew, Maintenance Counselor, hands over the keys to Mr. and Mrs. Richard Brown of Eek. (used by permission, AVCPRHA housing newsletter)

AVCP, through its Housing Improvement Program (HIP) department constructed 13 new houses in 11 villages during the summer of 2011. These homes were constructed using American Recovery and Reinvestment Act (ARRA) funds and all construction was carried out by hiring local workers in each of the following villages:
Chefornak
Chevak
Eek
Hooper bay
Kipnuk
Kotlik
Napakiak
Napaskiak
Nunapitchuk
Pitka's Point
Tuluksak

Samuel White, the HIP director for AVCP stated in an interview (Phone interview, 12/27/11 with David Hames) that he had up to 60 carpenters including lead carpenters and site supervisors employed throughout the construction season for 2011. Many of the carpenters are or were trained at Yuut Elitnaurviat.

Figure 3: New house construction: AVCP HIP

Figure 4: AVCP Construction Crew

The Yukon Delta region is remote as everything must be shipped by barge or air cargo. Construction costs are further exacerbated because there is very little competition among local suppliers and the few suppliers cannot order the volume size of product that would garner lower prices. Finally, costs are elevated because of environmental factors such as extreme cold weather conditions, occasional hurricane force winds (winds above 75 knots per hour), permafrost, occasional flooding and blowing snow/sand.

9.0 Yukon-Kuskokwim Regional Economy

OVERVIEW OF THE REGIONAL ECONOMY

Over the last 100 years the economy of the region has evolved from a total subsistence to a mixed subsistence/cash economy. Subsistence hunting and fishing remains crucial to the overall economy of the area. Although wage employment has become somewhat prevalent, it has not developed enough to support village residents. The wages from the private sector is minimal in comparison. For the immediate future, a mixed economy, which combines the activities of wage employment and the harvest of natural resources for both commercial and subsistence use, is expected to continue simply because neither subsistence nor wage employment alone can support the residents. Government spending is the single most important component of the regional economy. The stability of the region's economy is dependent on outside public funding. Consequently, the economy is vulnerable to state or federal budgetary and program adjustments. The overall contribution of government spending to the economy is greater when government expenditures for construction, shared revenues, grants, and other items are included.

The role of government in the region's economy is highly visible in activities and services provided by AVCP, AVCP Regional Housing Authority, the Yukon Kuskokwim Health Corporation (heavily subsidized by U.S. Department of the Interior through the Bureau of Indian Affairs), Kuskokwim Community College, the Regional Educational Attendance Areas (REAA), and the Alaska Department of Health & Social Services, Bethel Native Corporation, Coastal Village Regions Fund, the Alaska National Guard among others.

Commercial fishing (to include the CDQ groups) provides the largest non-government income and wages in the region's economy.

Community Development Quota group or CDQ group- The Western Alaska Community Development Quota (CDQ) Program allocates a percentage of all Bering Sea and Aleutian Islands quotas for groundfish, prohibited species (i.e. King or Chinook Salmon), halibut, and crab to eligible communities. The purpose of the CDQ Program is to (i) to provide eligible western Alaska villages with the opportunity to participate and invest in fisheries in the Bering Sea and Aleutian Islands Management Area; (ii) to support economic development in western Alaska; (iii) to alleviate poverty and provide economic and social benefits for residents of western Alaska; and (iv) to achieve sustainable and diversified local economies in western Alaska. (www.alaskafisheries.noaa.gov/cdq/)

Retail and grocery stores along with commercial fishing helps broaden the region's economy (www.calistacorp.com).

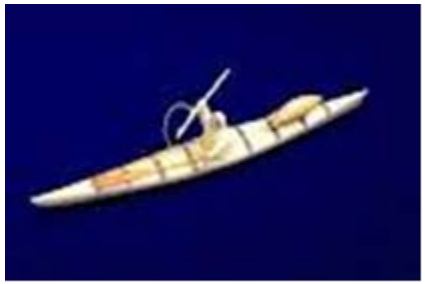
Most of the manufacturing employment in the region is in fish processing which provides an important source of seasonal earnings to residents. While total earnings from commercial fishing have increased in recent years the actual numbers of commercial fishing permits have decreased on the Yukon River. Commercial fishing still provides an important source of income in many of the smaller villages where employment opportunities are severely limited. On balance, the economic return to the region's commercial fishermen is limited by the high costs for fuel and equipment. The average earnings per fisherman are rarely adequate and often must be supplemented by other income sources and subsistence foods like moose, caribou, wild birds, berries, etc (wwwcalistacorp.com).

Additional sources of earnings in the region are hunting, trapping, arts and crafts. Like fishing, these occupations are not major income producers but provide supplemental cash earnings to individuals.

These occupations are important since they provide earnings during the winter months when construction, fishing, and other seasonal work are unavailable". The production of crafts such as baskets, ivory carvings, and other art forms is practiced in villages throughout the region, but the lack of well-established markets limit consistent earnings from these activities (www.calistacorp.com).

Grass basket weaving provides an important creative outlet often during the long periods of sub-zero weather during winter. Additionally grass baskets were used to store many things like food, cooking utensils, etc. (www.pvblicart.blog) Public domain

The major center of region's economy is in the hub city of Bethel. Just as Anchorage is the states hub city. Both cities rely heavily on surrounding communities for their economic growth. Although small and relatively undeveloped by urban standards, Bethel has a much more active local economy than the outlying villages of the region. Average wages are substantially higher in Bethel than in the surrounding villages, reflecting the greater proportion of professional and technical jobs which are available. As a result, per capita incomes are much higher in Bethel than in the outlying villages. The average per capita income for the region is distorted when Bethel is included; consequently, the true economic situation for the 80 percent of the region's village residents is really much lower than what the statistics show. The largest employer in the region is local government, which provides 17 percent of the salaried jobs. Local, state, and federal government agencies combined provide approximately 60 percent of the jobs in the region. Education, health and social services, and administration are the main areas of public employment.



Ivory carving provided important creative outlet as well as story-telling. Walrus ivory carving depicting Eskimo hunter with a seal. (www.alaska-in-pictures.com)

Local Governing Bodies

There are three types of governing bodies within the AVCP region's communities:

- Village Corporation Board of Directors;
- Tribal Council (Indian Reorganization Act (IRA Council) or Traditional Council;
- City Council.

All 56 Tribes are located within the 48 cities/communities. Each of the 48 communities has an Indian Reorganization Act (IRA) or Traditional Council, city council and a Village Native Corporation.

Regional SWOT Analysis

AVCP Region Strengths/Opportunities and Weaknesses/Threats

SWOT analysis is a strategic planning method used to evaluate the Strengths, Weaknesses, Opportunities, and Threats involved in a project or in a business venture. It involves specifying the objective of the business venture or project and identifying the internal and external factors that are favorable and unfavorable to achieve that objective.

Strengths: characteristics of the business, or project team that give it an advantage over others

Weaknesses (or Limitations): are characteristics that place the team at a disadvantage relative to others

Opportunities: external chances to improve performance (e.g. make greater profits) in the environment

Threats: external elements in the environment that could cause trouble for the business or project

Strengths	**Opportunities**
Vast untapped natural resources (i.e. timber/forestry, mining, farming & gardening)	Develop new natural resource development models based on feasibility studies
Large number of human resources	Continue education and training; develop local education/training programs to meet needs
Organized tribes (non-profits) and village corporations (for-profits)	To foster collaborative relationships and continue to unify organizations across the region
True broad band services "Terra Southwest" as of January 2012; improved telecommunications	Create/develop web based companies and services for regional/state entities
Donlin Gold development project	Increased employment opportunities and business opportunities in support of mine development
Continued federal/state funding for region	Leverage available funding to support sustainable employment opportunities
	Develop biomass industry
	Develop tourism industry
Weaknesses	**Threats**
Lack of transportation infrastructure	Continued exponential rise in energy prices
Extremely high gasoline/heating fuel, etc prices	Decline in federal/state funding
Underdeveloped/unorganized timber/forestry industry	Failure to implement development plans at the community/regional levels
Very underdeveloped agriculture/farming industry	Inadequate project over-site and evaluation
Nearly zero manufacturing/processing companies outside of commercial fishing industry	Undiversified economy, near completely dependent on government funding
Declining king salmon population/harvesting for subsistence and commercial fisheries	
Region's dependence federal/state funding	
Lack of land connection to "rail belt" communities	

AVCP/Calista Regional Economic Clusters

Cluster analysis or clustering is the task of assigning a set of objects into groups (called clusters) so that the objects in the same cluster are more similar (in some sense or another) to each other than to those in other clusters.

Clustering is a main task of explorative data mining, and a common technique for statistical data analysis used in many fields, including machine learning, pattern recognition, image analysis, information retrieval, and bioinformatics (www.wikipedia.org)

1) Energy Cluster – emergent/growth sectors: Renewable energy sources;
2) Transportation – emergent/growth: underdeveloped roads: aviation sector; niches in education;
3) Natural Resources – emergent/growth: underdeveloped;
4) Health care – mature/niche potential and private growth limited to sector niches;
5) Education – mature/small niche potential.

The following is an in-depth analysis of the five most important economic clusters identified by the economic development staff of AVCP. The cluster analysis is beneficial for many reasons and includes the following items:

1) Identifies emerging clusters;
2) Identifies mature clusters and important opportunities for niches within clusters;
3) Indentifies potential opportunities for additional sectors (e.g. the timber industry in the AVCP Region is its infancy and underdeveloped);
4) Aides in expanding the Yukon Kuskokwim region vision to see in a more global context; and
5) Identifies opportunities to better utilize the resources available to aid in keeping dollars within the AVCP Region.

Energy Cluster

The energy cluster continues to be the most concerning cluster. In many villages, the cost for heating fuel has jumped to over $6.00/gallon. Bulk diesel fuel for the power generators (all the villages in the Yukon-Kuskokwim Delta use diesel fuel generators) is over $6.00/gallon and electricity per kilowatt hour (kWh) is as a high as .64¢/kWh in some communities. This is putting tremendous pressure on the residents of the region, many of whom carry out a subsistence life-style. As noted earlier in this CEDS, the village economies are based on a mixed subsistence/cash economies. However, as the cost of fuel (all types) continues to rise, it is making it more difficult for many people to survive.

Cost of Heating Fuel in 2011

AVCP	Regional	Gas Prices	
Heating Oil/gal.	40 Gallons	VILLAGE	
$6.03	$241.20	Akiachak	
$5.562	$222.48	Atmautluak	
$7.32	$292.80	Chefornak	Gas is $7.80/gal
$5.71	$228.40	Eek	
$5.15	$206.00	Emmonak	
$6.08	$243.20	Kasigluk	
$5.54	$221.60	Kipnuk	
$5.32	$212.80	Kongiganak	
$5.54	$221.60	Kotlik	
$5.52	$220.80	Kwethluk	
$5.16	$206.40	Mekoryuk	
$6.11825	$244.73	Mtn. Village	
$6.441	$257.64	Napaskiak	
$6.00	$240.00	Newtok	
$6.73	$269.20	Nightmute	
$5.23	$209.20	Nunam Iqua	
$6.40	$256.00	Nunapitchuk	
$3.58	$143.20	Platinum	
$5.00	$200.00	Quinhagak	
$6.037	$241.48	Saint Mary's	
$6.29	$251.60	Scammon Bay	
$7.20	$288.00	Tuluksak	gas is $7.50/gal
$5.68	AVG.	Updated 6/15/11	

Development of Nuvista

In 1995, AVCP, Calista, YKHC, AVCP Regional Housing Authority, etc., collaborated to create Nuvista Light and Electric Cooperative (NLEC). Nuvista's cooperative membership includes the Alaska Village Electrical Cooperative (AVEC). In 2011 – 2012, based on a grant from the Alaska Energy Authority, Nuvista in partnership with AVCP representatives began updating the regional energy plan called the Calista/AVCP Regional Energy (CARE) plan.

Developing renewable energy in rural Alaska is crucial to maintaining sustainability. Currently, wind generation has become more prevalent in the AVCP Region. AVEC reports that some of the residents of its member villages are saving up to 20% on their electrical bills (www.avec.org). As fuel costs rise, this represents substantial savings in diesel fuel.

Wind Generation

AVEC was established in 1968. AVEC currently has 54 villages in its cooperative, state-wide. AVEC serves at least 25 of the 56 Tribes in the AVCP/Calista region (www.avec.org).

AVEC has been instrumental in providing wind generators in those communities that wind studies show feasibility. Over the last 7 years, AVEC has installed wind generators in seven communities in the AVCP Region. Additionally, AVEC has connected four villages adjacent to the wind generators via electric intertie.

AVCP Region villages with wind generators:

- Tooksook Bay with interties to Nightmute and Tununak
- Hooper Bay
- Quinhagak
- Chevak
- Emmonak with intertie to Alakanuk
- Kasigluk with intertie to Nunapitchuk
- Mekoryuk
- Kipnuk - Chaninik Wind Group
- Kongiganak - Chaninik Wind Group
- Kwigillingok - Chaninik Wind Group
- Tuntatuliak - Chaninik Wind Group

Wind feasibility studies conducted by AVEC are on-going in many communities of the AVCP Region as well as in other regions state-wide. As funding becomes available, AVEC will continue to add wind generators to villages based on research data and feasibility.

Chaninik Wind Group

The Chaninik Wind Group ("the Group") was formed by the United Tribal Governments of Kongiganak, Kwigilliingok, Tuntutuliak, and Kipnuk, Alaska. The Group also includes local utility managers and energy consultants. The Group represents more than 2,000 tribal members in the lower Kuskokwim region of southwest Alaska. The Group was formed in 2005 because tribal leaders realized that only by working together could they survive the impacts of increasing fuel costs and begin to harness the renewable energy resources available in the region. The Group hopes to reduce dependency on diesel fuel, lower energy costs and foster opportunities for economic development in their communities (http://apps1.eere.energy.gov).

Nuvista Light and Electric Cooperative

Nuvista Light and Electric Cooperative (NLEC), created in 1995 by regional entities such as the following: AVCP,

AVCP RHA, Calista, YKHC, and AVEC.

NUVISTA will be the lead company for creating a comprehensive, region-wide energy plan called the Calista/AVCP Regional Energy (CARE) Plan funded by the Alaska Energy Authority (www.calistacorp.com). Nuvista will also be the lead company for promoting the estimated $506 million "Chikuminuk Lake Hydropower" project.

The Chikuminuk Lake Hydropower project has been in planning for more than 15 years and in 2011, the State of Alaska provided a $10 million grant which allowed Nuvista to begin Phase II of this multi-phased, multi-year project. Phase II includes more detailed feasibility studies as well as provides for the start of the Federal Energy Regulatory Commission (FERC) licensing process.

The benefits of developing the Chikuminuk Lake Hydropower are many. The following list contains just a few:

- Reduced electricity costs for residents in the AVCP Region;
- Increase employment and provide jobs with good salaries;
- If completed, it will reduce the region's dependence on imported fuel; and
- The project will aid in keeping real money in the region longer.

AVCP is working with Nuvista during the winter and spring of 2012 to assist with the Calista/AVCP Regional Energy (CARE) plan. The CARE plan will be integral to the economic development goals for the AVCP Region.

Summary of Wind Generation

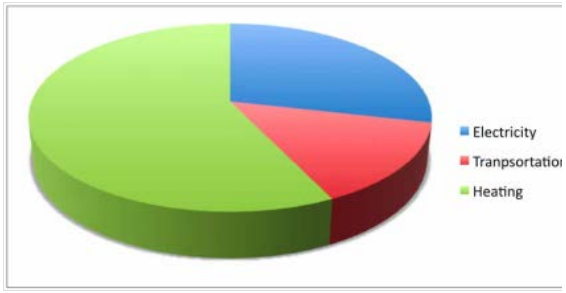
Wind generation in rural Alaska is a developing industry. The development of wind generation farms is helping to lower the costs of electricity by displacing diesel fuel usage in the villages of the AVCP Region. Just as importantly, it is creating new jobs and training opportunities for the maintenance and upkeep of this new technology. In the communities that wind generators are installed, it is reducing diesel fuel consumption by 20 – 30% on average.

Woody Biomass

Renewable energy sources such as hydropower and wind generation provides solutions to the high cost of electricity. However a second solution is needed to reduce the high cost of heating homes with fuel oil. In Bethel heating oil was $5.78/gallon during the winter of 2011/2012. The price of heating oil goes up significantly outside of Bethel. For example, heating oil is over $7.00/gallon in the villages of Chefornak and Tuluksak. In many other villages, it is well over $6.00/gallon. The forecasts for petroleum products all point towards continued rising prices.

In the graph to the right, it is clear that heating consumes more than half the fuel resources imported to the AVCP/Calista region. AVCP along with its partners (AVCPRHA, Calista, Nuvista, AVEC, etc.) are reviewing new strategies to bring relief to the region while at the same time attempting to use regional resources to create more job opportunities.

Annual Average Feul Usage in 2006



Annual Average Village Fuel usage (http://apps1.eere.energy.gov).

The region needs to conduct a feasibility study of developing a timber industry in western Alaska. The added benefit in developing a timber harvesting industry in the AVCP Region is: it will create jobs with the corollary benefit of reducing the region's dependence on imported fuels and keep real dollars in the region.

Background

Many residents supplement their oil stoves with wood stove heat. The Alaska Housing Assessment (Information Insights 2005) reported that 35.9% of the households in the AVCP region use firewood to heat their homes. Furthermore, in the Kuskokwim region, the "Western Alaska Firewood Analysis" estimated that for Kuskokwim River residents, there were approximately "4,500 to 13,000 cords of firewood burned annually" (Elder, Lee & Gorman, Bob FWM-00130, UAF Cooperative Extension Services).

Though the University of Alaska Fairbanks Cooperative Extension Service (UAF CES) produced the "Western Alaska Firewood Analysis" in 2007, the "Timber Supply" portion of the analysis was based on data that was at least 25 years old. Another concern is the analysis focused only on Bureau of Land Management (BLM) land without documenting any timber data available on Village Corporation or native allotment land adjacent to the river. Finally, the analysis did not report on any information regarding **existing** timber harvesting operations on the Kuskokwim River.

AVCP Strategy Committee and management recognize that the "Western Alaska Firewood Analysis" was produced specifically for The Kuskokwim Native Association (KNA) based in Aniak. It was a good first step, however, further and more comprehensive study is vital and it must include the following:

1. Updated timber availability on the Kuskokwim and the Yukon rivers including all timber resources on Village Corporation lands, state and federal lands, and native allotments;
2. Include data on timber harvesting operations currently in existence on both river systems;
3. More accurate firewood usage and needs on both river systems to include the coastal villages;
4. A comprehensive forest management program;
5. Estimated savings to the residents in the region based on projections of heating oil replaced by increased firewood use;
6. Possibly opening a position at AVCP for forestry/timber management (position to include farming/gardening); and
7. The sustainability of a timber industry in the AVCP Region.

Natural Resource Cluster

Fishing Industry

There are two active Community Development Quota (CDQ) companies in the AVCP Region: Yukon Delta Fisheries Development Association (YDFDA) and Coastal Village Regions Fund (CVRF). CVRF serves the Lower Kuskokwim villages as well as coastal villages such as, Scammon Bay and Mekoryuk. YDFDA serves the communities of the Lower Yukon and one middle Yukon River community of Grayling.

Background

CVRF and YDFDA (as well as four other Alaska-based CDQ groups) were created as a result of the federal regulations (1976 Magnuson-Stevens Act: 200- Mile Law). This law "extended U.S. jurisdiction over fishery resources to 200 miles from shore." (www.coastalvillages.org).

Throughout the 1980s and 1990s, various federal and state laws provided for allocations to the CDQ groups for the Pollock fisheries in Western Alaska. Halibut and Sablefish were added to the CDQ program in the mid 1990s. (www.coastalvillages.org).

Access to the Pollock, halibut, and sablefish by Alaskan based companies were barred from entering these profitable fisheries due to "high capital costs" of entry; i.e. deep sea fishing vessels, crews, and proper fishing equipment are extremely expensive (www.coastalvillages.org).

The CDQ program provided the necessary capital to the Alaskan companies (primarily rural companies) to invest in fishing vessels and crews as well as ocean going seafood tenders (www.coastalvillages.org).

CVRF Today

Early on, CVRF was a minority owner in a few fishing vessels in the late 1990s with less than $1,000,000 in assets. In 2011, CVRF now owns 6 fishing tenders as well as three cod long-liner fishing vessels and is reporting net assets of nearly $200,000,000 (www.coastalvillages.org).

CVRF is active in the 20 villages it represents by offering year round employment on its various fishing vessels and CVRF provides community service programs that included constructing "Community Service" buildings in each of its member villages. The following villages are represented by CVRF:

- Chefornak
- Chevak
- Eek
- Goodnews Bay
- Hooper Bay
- Kipnuk
- Kongiganak
- Kwigillingok
- Mekoryuk
- Napakiak
- Napaskiak
- Newtok
- Nightnute
- Oscarville
- Platinum
- Quinhagak
- Scammon Bay
- Tooksook Bay
- Tuntutuliak
- Tununak

YDFDA Today

YDFDA reported 344 employees with salaries paid of $1,266,893 (www.ydfda.org) through its subsidiary company, Kwik'pak. Though many of these jobs are seasonal, the jobs and real income are important to the region's economy.

YDFDA is a majority owner (75% or more) in three ocean going fishing vessels and a minority owner (45% or less) in three other fishing vessels. YDFDA continues to see its net assets grow as it reported net company assets of less than $10,000,000 in 2000 and in 2010, its net assets were nearly $61,000,000 (www.ydfda.org). The YDFDA represents the following villages:

- Alakanuk
- Emmonak
- Grayling
- Kotlik
- Nunam Iqua
- Mt. Village

Mining

Donlin Gold Camp Facilities (www.donlingold.com)

Gold

Donlin Gold LLC (formerly Donlin Creek Gold, LLC) is a subsidiary of two Canadian gold exploration companies, Barrick Gold Corporation and NovaGold Resources. Based on more than 15 years of exploration, Donlin Gold is estimating the mine will yield more than 33 million ounces of gold ore during its 25 year life span. The proposed mine site is near Donlin Creek; approximately 10 miles west from the Kuskokwim River village of Crooked Creek. Donlin Gold decided in late 2011 to move forward with plans to develop a 350-mile natural gas (LNG) pipeline from Cook Inlet. If approved by the various regulatory agencies, the liquefied natural gas (LNG) pipeline will provide fuel for a 157 megawatt power station.

Donlin Gold will start with the permitting process with both State and Federal regulatory agencies in early 2012 which will include the National Environmental Policy Act (NEPA) Environmental Impact Statement (EIS). This process is estimated to take three years or more (www.donlingold.com). Satisfying the NEPA requirements will be accomplished concurrently with not only the natural gas pipeline, but also the mine permitting, the construction of the electrical power plant, water treatment plant, access roads, housing, two ports, and a 5,000 foot airstrip.

Donlin Gold Timeline (www.donlingold.com)

The economic impactof Donlin in the AVCP Region is potentially substantial. Donlin Gold has partnered with The Kuskokwim Corporation (TKC) and Calista Corporation (the regional for-profit corporation). Through these partnerships, during the environmental and exploration phase of development, Donlin Gold had over 90% local native hire rate for the 150+ jobs it created. During 2010-2011 as the research, exploration and feasibility studies were concluding, Donlin Gold has reported an average of 20 year round jobs retained.

Should the NEPA process go as planned, Donlin Gold maybe able to move into the "construction phase" of the mine in 2015 or 2016. It is projecting three to four years for the construction phase and a need for up to 3,000 employees. After the construction phase, Donlin Gold will move into the "operations phase" which it projected to be 25+ years long and provide 600 to 1,000 year round jobs.

The Calista Corporation, one of the original 12 for-profit regional Native corporations created under the Alaska Native Claims Settlement Act (ANCSA 1974) owns the sub-surface rights at the mine site. The Kuskokwim Corporation, a consortium of 10 middle Kuskokwim River Village corporations owns the surface rights at the mine site.

Gravel

Calista currently has four "sand, rock and gravel" quarries in the AVCP Region. These quarries are located in the following communities: Kalskag, Platinum, Goodnews Bay and Aniak (www.calista.com).

AVCP, Calista, and the Tribe in Marshall are advocating for a port and access road for the development of Marshall's "high grade" gravel quarry on Pilcher Mountain.

Rock and high grade gravel are scarce in the Yukon-Kuskokwim Delta and are important resources in the AVCP Region. The Pilcher Mountain Quarry has an opportunity to supply the region's communities with high-grade gravel. As stated earlier, a majority of the communities in the region are located on tundra. Many of the airstrips, village sewer and water systems, embankments along the river, and roads require quality gravel to build proper foundations as well as surface roads.

Agriculture

Farming/gardening

Gardening in the AVCP Region has been limited to primarily personal gardening. Many communities have residents who garden on a limited scale. The "community gardens" are located in Bethel, Oscarville and Aniak. The Yukon Kuskokwim Health Corporation (YKHC) as recently as 2010, started a program called "Grow Your Community – Grow a Garden" as part of its *Diabetes Prevention and Control* program ("The Messenger – On-line Edition", 04/15/2010). Farming on a larger scale is limited. In Bethel, "Meyers Farm" is continuing to expand. In 2011, Tim Meyers reported he had 17 acres of farm land (www.myersfarm.net).

Rows of fresh cabbage: Meyer's Farm, Bethel, Alaska (www.meyersfarm.net) (used by permission)

Farming and gardening in the Yukon Kuskokwim region is undeveloped and an industry segment that needs expansion. AVCP is reviewing its role in this sector. The AVCP Natural Resources department is proposing a new position at AVCP to include farming and forestry/timber management for coordinating growth in this emergent segment. As discussed earlier, a program dedicated to forestry/timber management under the "energy cluster" could also include a farm and garden aspect as this region moves forward in developing and maintaining its natural resources.

Transportation Cluster

Aviation

The Aviation industry is a key industry sector. It provides essential transportation services to the AVCP Region. As reported earlier, there is limited road service to the 56 Tribes in the region the size of Oregon. Much of the travel between communities is accomplished through small aircraft which include the single engine Cessna 207 airplanes and small twin engine aircraft such as the Piper Navajo. Alaska Airlines provides jet service (Boeing 737) to Bethel, the regional hub. The air carriers provide valuable transportation for people, goods, and mail.

AVCP created the Yuut Yaqungviat Flight School to train residents of rural Alaska to become commercial pilots. The flight school commenced operations in 2004 and has trained many residents from the AVCP Region.

Yuut Yaqungviat Flight School-

John Amik, Director for Yuut Yaqungviat Flight School, reported that there are a minimum of 250 pilot positions open statewide (AVCP Annual Report, 2011, p.14). Most of the commercial pilots in rural Alaska are transient or "imported" pilots from the lower 48 contiguous states. After the transient pilots build their flight time, they leave Alaska.

Yuut Yaqungviat Flight School trains mainly pilot candidates who were born and raised in the AVCP Region. There are three reasons why this is significant. They are as follows:

1. The pilot candidates from the AVCP Region understand and are accustomed to the weather extremes in the delta's sub-arctic environment;
2. They know how dangerous flying in Western Alaska truly can be;
3. The pilot candidates will usually stay and fly their entire career in Alaska and this aids the local economy as they stay in region throughout their careers.

Yuut Yaqungviat flight school has produced 19 commercial pilots and 17 are actively flying in the region. It is estimated that at a minimum, each commercial pilot will earn $50,000 a year and fly a minimum 10 years throughout their career which brings $500,000 for each pilot into the region's economy.

The flight school has 13 student pilot candidates who began their training January 12, 2012. The flight school's long-term goal is to recruit 15 candidates for each training cycle (approximately 18 months).

The flight school received its Federal Aviation Regulations Part 141 Certification in February 2012. This will allow prospective students more options to receiving financial aid such as the Pell Grant, G.I. Bill scholarships and will allow students to apply for student loans if needed.

AVCP Regional Aviation Maintenance School

A new school offering its students the opportunity to be trained as Airframe & Powerplant (A&P) mechanics. The maintenance training will support aircraft operations region-wide and many aspects of the A&P program parallel the commercial pilot program.

The AVCP Regional Aviation Maintenance School will train mainly aircraft technician candidates who were born and raised in the Yukon Kuskokwim Region. The significance is similar in that

residents from the delta understand and are accustomed to the weather extremes of Alaska, the technicians from Alaska will stay and work their entire career in Alaska and the annual salary for an A&P mechanic is a minimum of $50,000.

The AVCP Regional Aviation Maintenance School will begin training operations starting late 2013.

Summary

The transporting of goods and services by aircraft is expensive and it adds costs. It is a stable industry. However, the opportunities for lowering costs in aviation are very limited. This is due to rising fuel costs and market controls that are national and international in nature.

AVCP along with the other regional entities have found a niche in the air transportation industry: training for commercial pilots and maintenance technicians. An added corollary to the flight and aviation maintenance school is it is creating interest in other air transportation industry segments that include the following: aviation administration, customer service (ticketing), baggage handling, airfield management, etc.

The other alternatives to lowering transportation costs are equally daunting as there are no highways or railways connecting rural Alaska to the more urban areas such as Anchorage or Fairbanks. The following Transportation “Roads and Highways” segment gives a more detailed overview of activities in the AVCP Region.

Roads & Highways Infrastructure

AVCP management and transportation department staff is concentrating on expanding the region's infrastructure through the Tribal Transportation Program. The AVCP Transportation Department seeks to leverage funds from the TTP program with the larger amount of funds available to the State of Alaska through the U.S. Department of Transportation. Additionally, the main purpose of the AVCP Transportation Department is to "promote the economic development of villages through planning, designing, constructing and maintaining priority projects in the AVCP Region" (AVCP Annual Report 2011, p.8).

Background

The Federal Highway Administration's Western Federal Lands Division (WFLHD) conducted a Reconnaissance Engineering effort in 2009-2010 that identified a 33-mile road route from Kalskag on the Kuskokwim River to Paimiut Slough, a branch waterway off the Yukon River. The report is based in part on the 1981 Alaska Department of Transportation and Public Facilities examination of the same corridor. In both evaluations, it was determined there is a practical and serviceable route between the two termini, a critical finding that warrants efforts to execute subsequent stages of project development.

The purpose of the Yukon Kuskokwim Freight/Energy Corridor is to improve personal, commercial and industrial transport between interior Alaska and the Kuskokwim River region.

Subsequent to the WFLHD Reconnaissance Engineering effort, the State of Alaska appropriated $450,000 to the Association of Village Council Presidents (AVCP) for the purpose of taking the project the next step in development - an engineering, economic and environmental evaluation of the road corridor and the regions it would serve.

This task will be designed to set the stage for the next phase of work, a full National Environmental Policy Act, Environmental Impact Statement (EIS), which, if successful in confirming the merits of the roadway, will set the stage for final design and permitting.

The 2012 State Legislature appropriated $3.0 million for corridor planning and development. AVCP has subsequently retained a technical advisor to assist in the evaluation and retention of a qualified engineering firm to initiate this planning process.

As part of the road corridor planning process, AVCP will also include a natural gas pipeline corridor to provide alternative energy sources to the AVCP Region.

Yukon-Kuskokwim Freight/Energy Corridor

RTA Phase II reconnaissance engineering work found that ports on the Yukon and Kuskokwim Rivers, and roads linking the ports to region's mineralized area is a practical construction project

AVCP Transportation Department

Continually updates the region inventory and/or priorities with Tribes, including updating their Long Range Transportation Plans (LRTP).

The AVCP Transportation Department also assists tribes in constructing infrastructure like building boardwalks and repairing roads within the various communities.

Proposed Access to Donlin Gold Mine

Phase 1-A barge port on the Kuskokwim River and a 24-mile road from the port to the Donlin Creek Mine area (inset map)

Phase 2-A mainline barge port on the Yukon River and a 65-mile road to the Donlin Creek Mine area

Phase 3-Road north from Donlin Creek Mine area to McGrath and Ruby to access known and potential deposits in the mineral rich region.

Barges

Most of the non-perishable canned goods and dry good are shipped to the region by barges during the ice-free summer months, usually June to September. Other bulk items like cars, trucks, snow machines, lumber, pre-fabricated homes, etc. are also shipped by barge. When compared to air cargo, shipping freight on a barge is the least expensive method for moving goods.

Currently, Bethel is the only community with medium-depth port services region-wide. Much of the cargo shipped to the region, especially for the Kuskokwim River communities, goes through Bethel. Cargo destined for the villages must off-loaded and transferred to smaller, shallow draft vessels adding costs to the shipping.

Calista and AVCP support the City of Emmonak's proposal to build a deep water port for the Yukon River. The port in Emmonak is being proposed through a collaborative effort between the City of Emmonak, Calista, AVCP and the Yukon Delta Fishery Development Association (YDFDA).

A majority of the automobile gasoline, diesel, Jet-A, and home heating fuel is shipped by fuel barges. Although a few villages purchase their own bulk fuel, all the fuel is shipped through Crowley Marine Services and Delta Western.

City of Bethel Port (www.alaskakids.org)
Public domain

During the summer of 2011, Alaska Village Electrical Cooperative (AVEC) purchased two fuel barges to reduce fuel expenses to its members. AVEC fuel barges will go into service during the summer of 2012 (www.avec.org).

Also, NorthStar Gas purchased a fuel barge in 2011 to be operated by Delta Western in an agreement between NorthStar Gas and Delta Western. NorthStar Gas is a fuel cooperative owned by 16 village corporations and two regional corporations (Bradner, Tim, "NorthStar Deal to Build Barge", The Alaska Journal of Commerce, 2/25/11, www.alaskajournal.com)

Summary

The transporting of dry goods, construction equipment, bulk items, pre-fabricated houses, cars, trucks, etc. is accomplished most efficiently by using barges. However, due to the sub-arctic environment of the AVCP Region, ocean/river access is limited to a few ice-free months of the summer. The region is dominated by air travel which is the most common and generally safest mode of travel.

During the winter, inter-village travel is done by snowmachine, ATV (four-wheeler), and/or car and pick-up truck. Though the river ice is often thick enough to support the weight of an 18-wheel semi-truck, using this mode to move bulk fuel or dry goods is not popular. Most summer travel is done by small boat or skiff.

Air and barge transportation will continue to be the primary modes of moving goods in the AVCP Region. Though there are companies taking steps to reduce some of the high fuel costs, until there is a highway and/or a railway connecting the AVCP/Calista region to Anchorage or Fairbanks, transportation costs will continue to have a profound influence on economic activity.

Health Care Cluster

Yukon Kuskokwim Health Corporation

Yukon-Kuskokwim Health Corporation (YKHC) administers a comprehensive health care delivery system for 50 rural communities in southwest Alaska. The system includes community clinics, sub-regional clinics, a regional hospital, dental services, behavioral health services including substance abuse counseling and treatment, health promotion and disease prevention programs, and environmental health services.

YKHC is a Tribal Consortium authorized by each of the 58 federally recognized Tribal councils its service area to negotiate with the Federal Indian Health Service to provide health care services under Title III of the Indian Self-Determination and Education Assistance Act of 1975. YKHC, along with 12 other Tribal Organizations, is a co-signer to the Alaska Tribal Health Compact, a consortium which secures annual funding agreements with the federal government to provide health care services to Alaska Natives and Native Americans throughout the state.

YKHC is subsidized by the Indian Health Services and is the leading economic driver in the AVCP Region. Through YKHC's programs and services, YKHC is the largest employer in the Bethel Census Area and second in the Kusilvak Census Area (see p.28 & 29).

(www.ykhc.org)

Bethel Family Clinic

The Bethel Family Clinic provides medical services to ambulatory patients for routine care and for minor urgent problems. More serious urgent or emergent patients are referred to Yukon Kuskokwim Delta Regional Hospital for care and disposition. The most frequent reasons patients are seen in the clinic include employment physicals, sports physicals, minor injuries, management of chronic diseases such as hypertension, diabetes, obesity, high cholesterol, and mental health problems (www.bethelclinic.org).

Alaska Public Health Nursing, Bethel Facility

This organization is not to be considered a primary care or traditional clinic or hospital. The Alaska Public Health Nursing facility is a State of Alaska funded organization whose primary focus is centered on general populations, early detection, prevention, and reduction of health care costs. The following is a partial list of the work this organization performs: immunization, family planning, well baby visits, well child exams, prevention, education, data gathering and analysis of the AVCP Region (www.hss.state.ak.us.htm).

Summary

The health care cluster has enhanced the lives of the residents region-wide with proven patient outcomes. The Yukon Kuskokwim Health Corporation (YKHC) provides the most health care services in the AVCP region. As mentioned above, YKHC operates sub-regional clinics or local clinics in each community. When patients have injuries or illnesses that are beyond the scope of its abilities (i.e. most surgeries or certain illnesses), YKHC staff will refer patients to the Alaska Native Medical Center in Anchorage, Alaska.

There are significant barriers to health care being privatized in the region. First and foremost is the fact that most of the population in this region is 80% - 90% Alaskan Native and therefore eligible for services at YKHC. Second, the high costs of construction and continuing high operating costs for facilities is ongoing and likely to continue upward. Third, there are little incentives for private health care professionals to come to a region that is so remote and far removed from the population centers such as Anchorage, Fairbanks and Juneau.

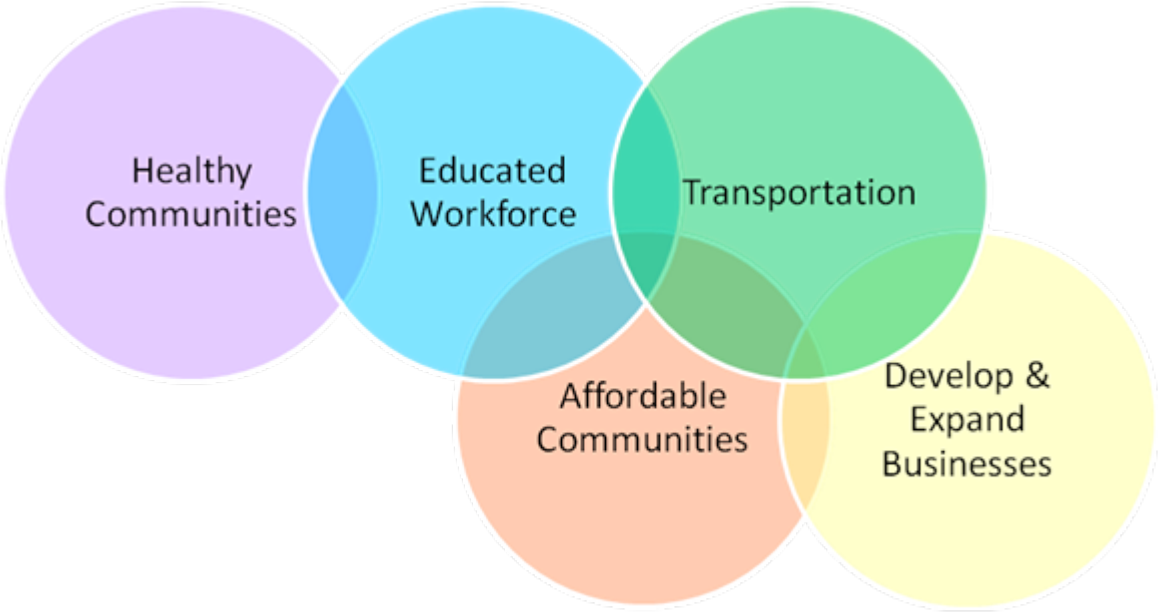
YKHC through the Indian Health Service has not only contributed to better health care for the region, but through the "Telemedicine" program has helped increase technology infrastructure. The AVCP Region in January of 2012 received broadband Internet services through a federal and state funded initiative called "Terra Southwest Alaska." The increased Internet services have benefitted everyone in the region in terms of Internet services and speeds that are comparable to the urban centers of Anchorage, Fairbanks and Juneau.

Education Cluster

The education cluster is an important economic component to villages in the AVCP Region. There are six active school districts in the region. In many of these communities, the village school provides potable water to the residents as well as jobs to the residents.

Although the schools provide jobs, many of the positions are for certified teachers and are mainly filled by imported teachers from outside of the AVCP Region. Very few of imported teachers stay in the region during the summer recess.

Goals, Objectives, and Action Plan



The goals and objectives of the AVCP Comprehensive Economic Development Strategy (CEDS) are addressing the broad, convoluted and complex issue of developing an economic base in a remote and isolated region with limited infrastructure and limited resources. The goals and objectives overlap; some objectives impact more than one goal. An educated and trained workforce requires a healthy community. Affordable communities require an educated and trained workforce and adequate transportation. In order for businesses to invest in the region, the region has to be affordable, stable and have an employable workforce. The CEDS goals and objectives are interdependent and connected.

Goals:

1. Healthy Communities
2. Education: A Trained and Responsive Workforce
3. Develop New Businesses & Expand Existing Businesses
4. Improve and Expand Transportation
5. Affordable Communities

Goal 1. Healthy, Strong and Vibrant Communities

Long-term sustainable economic growth relies on a strong and able workforce. Healthy communities are essential to economic sustainability just as a functioning economy is required for communities to remain healthy. AVCP recognizes the opportunity for economic growth, education and training in our efforts to make communities healthy. A healthy community is an on-going task.

Objectives:

1. Promote healthy families
2. Promote basic infrastructure such as water, sewer, and landfill needs across the region
3. Strengthen our ability to prepare, respond and recover from a disaster
4. Assist communities to improve the quality of life by supporting projects such as community centers, playgrounds, dance groups, sporting events, arts, music, traditional skills and the Yup'ik language

Goal 2. Education: A Trained & Responsive Workforce

Our workforce is untrained and rapidly expanding. High school drop-out rates and truancy remain very high. Few adults complete post-secondary training. We must expand the way people are trained by developing new training programs, expanding training in areas with significant economic impact and partnering and supporting existing training programs statewide.

Objectives:

1. Develop and strengthen agreements and services with post-secondary education
2. Bolster and promote the airframe & power plant school and flight school
3. Help develop new training programs
4. Create a program for returning soldiers to be trained and find appropriate employment
5. Encourage youth programs to keep children in school to help youth stay on track and positive about the future

Goal 3. Develop New Businesses & Expand Existing Businesses

We need to develop new small village-based businesses to provide needed services and employ local residents. We need to remove barriers to business development, encourage nontraditional business development, assist with financing small businesses and plan for regional business development. In every village, there is a need for services. Most villages do not have a child care facility, a hair stylist, a restaurant or a bed & breakfast. Few villages offer services like tax assistance, beauty services, entertainment or small engine repair. Every village has many needs and many unemployed people that one obvious way to get people working is to provide necessary but absent services. Small business development, at an appropriate scale with appropriate risk, is the key to economic development in the AVCP region.

Over the past two decades, AVCP has studied existing small businesses and reviewed comments from business owners and identified three significant barriers to small business development:

1. Development of a business plan is difficult. Yup'ik is widely spoken and English is a second language. Navigating business planning software or attending a course on business planning is complex and outside the experience of most residents.
2. Financing and loans are complicated. Financial institutions are not located in any communities but Bethel. Many people do not have a bank account. Credit history often does not exist. Applying for a business loan is complicated and many do not qualify.
3. Business management experience is limited. When a business does manage to operate, the business often has complications and problems with payroll, taxes and general management.

Objectives:

1. Expand, strengthen and invigorate the ARDORS
2. Remove barriers to small business development through training workshops
3. Facilitate Business Development resources
4. Raise awareness of loan programs for small business start-up
5. Attract tourists to the region

Goal 4. Improve and Expand Transportation

The AVCP region is accessible year round only by plane. Boats and barges are used during the short, ice-free part of summer. Snow machines are used between villages. Local travel within villages is by ATV, snow machine, car and foot. Food, fuel, supplies and equipment are flown or barged in. People fly out of each community for medical and dental care. The development of roads and trails is a primary importance in the AVCP region. Road construction is a major employer in the region. Roads enable outside firms to invest in communities and transport goods between the airport and the business. A river ferry system will reduce the cost of travel and transportation, enable large items such as equipment and vehicles to be freighted between villages, increase and improve inter and intra-village travel and attract tourists.

Objectives: Advocate and assist the improvement and increase of inter and intra-village travel

1. Assist in providing affordable options to air travel

Goal 5. Affordable Communities

The AVCP region has an extremely high cost of living directly related to the cost of transporting fuel, supplies and equipment. Rising oil prices has caused a drastic increase in food, fuel and transportation. The high cost of living deters investment from outside firms and is a barrier to local business development. Making communities affordable will improve the quality of life in the region, provide a more inviting and hospitable location for businesses to invest and make small business development easier by reducing the costs of operation. Three major areas impact the cost of living: energy, food and transportation. Transportation is listed separately above.

Energy

The AVCP region relies on electricity created from diesel generators. The diesel oil is shipped to villages by barge every summer and stored in tank farms. Tank farms are located by rivers and oil is pumped by pipe to the tanks. If the amount of fuel required for heat and transportation exceeds the tank farm capacity, fuel must be flown in at great cost. This summer saw an $.80 increase in fuel process per gallon in Bethel (higher in villages proportional to distance from Bethel). Homes and offices are heated by fuel and electricity is generated by fuel. Most homes and offices are not energy efficient. A retrofit including better windows, doors, energy efficient appliances and heaters will save the region millions annually. The US Department of Energy recommends retrofitting as the first step in energy savings. In addition, firewood and wood briquettes are an affordable, sustainable alternative to oil. Retrofitting, firewood and briquettes are a source of employment and small business development in the region. AVCP will continue to participate in energy planning and support alternative energy projects including solar, wind and hydroelectricity.

Food

Food is transported by plane to each community. Food costs are very high and food is limited to canned or dehydrated food or the much more expensive refrigerated and frozen foods. Almost no communities in the AVCP region have gardens; no individual gardens and no community gardens. Gardens are a source of a wide variety of fresh food and a source of jobs. Locally-grown fresh foods are part of healthy communities and contribute to food security. Salmon is a significant food source, a commercially important species and a traditional food. Declining salmon stocks have meant limited harvest and a loss of a healthy food source.

Objectives:

1. Support, develop and implement energy-saving projects and programs
2. Support, develop and implement alternative energy projects, programs and businesses
3. Foster the concept of community gardens, locally-grown food and food security in villages
4. Work to improve salmon management, data collection and communication across agencies regarding salmon

Appendix A: CEDS Action Plan

2013 Update – CEDS Action Plan

Goal 1: Healthy, Strong and Vibrant Communities – Facilitate and support efforts that promote a strong and able workforce for the economic sustainability of the region.

A. Objective 1: Promote Healthy Families

1. **Strategy:** Design and construct a Family Services Center

   Partners: AVCP Programs: Economic Development, Youth Services, Vocational Rehabilitiation, Temporary Assistance for Needy Families, Social Services, Indian Child Welfare Act, AVCP Headstart, Education Employment & Training, and Childcare

   Timeline: Ongoing

   Tactics and Tasks:
   - Identify programs within AVCP that serve families and fund workforce development opportunities
   - Identify possible locations for the Family Services Center
   - Seek design, specification, estimate, and permitting funds
   - Seek construction funding

   Performance Measures:
   - Programs identified
   - Location identified
   - Developed the pad for the new Family Services Center in summer of 2014
   - Design and permitting funds obtained
   - Construction funds obtained
   - # of families served
   - # of individuals promoted in the workforce
   - # of businesses assisted and created

   Performance Evaluation:
   The programs and location have been identified. AVCP is currently seeking design and construction funds for the Family Service Center.

2. **Strategy:** Continue the Healthy Families Wellness Program

Partners: AVCP, ONC, TWC, and community members

Timeline: July 2008 - Present

Tactics and Tasks:
- Gather every month for four days
- Include OCS clients and parents
- Include Tribal Court referees

Performance Measures:
- Participants find strength and pride through Yupik values
- Participants remember what they have been taught or learn about Yupik traditions
- Participants begin, or continue, on the path of self-healing
- Participants become a strong workforce

Performance Evaluation:
Healthy Families began in June 2008 as a parenting class under ONC's Family Support Services Department. This cycle was constructed by a group of 10 people with the guidance of elder Peter Jacobs Sr during a Regional ICWA conference in January 2008. Peter Jacobs Sr gave a good understanding of the Yupik cycle of life and how teachings, values and traditions are applied throughout the developmental process in order to live a healthy balanced adult life. A healthy family curriculum was developed and included the knowledge and skills to fulfill the roles of a productive member of a community, a healthy parent, a spouse, a teacher and the skills to assume the role of eldership.

Originally, Healthy Families consisted of 9 sessions with a final 10th session dedicated to a celebration honoring the participants who attended each session. An additional session was added in 2009 in an effort to integrate a session on healthy relationships into the cycle.

3. **Strategy:** Continue the Youth Services Program – help youth to become contributing members of the community

Partners: AVCP

Timeline: 2012 – Present

Tactics and Tasks:
- Address the high rate of suicide
- Combat suicide by educating youth about Yuuyaraq, Yup'ik Way of Life, through cultural activities such as:
    - Hunting seals, waterfowl and moose
        - Teach youth to have respect for each animal
        - Teach youth proper ways of caring for the catch

        - Teach youth proper ways of hunting, fishing, trapping, and gathering
        - To be grateful for catch
    - Sharing of the first catch
        - Teach youth the importance of sharing and taking care of the elders, widows, and the needy
- Through cultural activities and teachings of Yuuyaraq, it should enhance the youths' self-identity and self-confidence
- Instill confidence in Youth to take on the world

Performance Measures:
- Number of Youth participating
- Rate of suicide decreased

Performance Evaluation:
AVCP Youth Services Division has been implemented. In FY 13 there will be a total of five jobs created; four healthy family navigators and one director. The Youth program is to provide services to Alakanuk, Chevak, Hooper Bay, and Scammon Bay and has been charged to address the high suicide rate in the Kusilvak Census Area. The goal of the program is to train youth to be contributing members of the community.

B. Objective 2: Strengthen our ability to prepare, respond and recover from a disaster

1. **Strategy:** Help create a Western Alaska Emergency Operation Center (WAEOC)

Partners: AVCP, Search and Rescue Teams, Village Public Safety Officers, State Troopers, Coast Guard, National Guard

Timeline: 2012 - ongoing

Tactics and tasks:
- Seek design and construction funds through:
    - Economic Development Administration (EDA)
    - Federal Emergency Management Agency (FEMA)
- Seek supporting documents for WAEOC
- Seek partnerships

Performance Measures:
- Funds Received

Performance Evaluation:
Proposal for funding was drafted and sent to EDA in 2012. Funding was denied.
AVCP obtained a DOE grant with a purpose of conducting energy upgrades in the summer of 2013 to the Front Street Building that has a potential of becoming the Western Alaska Emergency Operations Center.

2. **Strategy:** Organize and facilitate the creation of a Regional Disaster Relief & Recovery Plan to assist villages in the advent of a disaster

   Partners:

   Timeline: 2012 - 2013

   Tactics and tasks:

   Performance Measures:

   Performance Evaluation:

C. Objective 3: Assist communities to improve the quality of life

1. **Strategy:** Support projects such as community centers, playgrounds, dance groups, sporting events, arts, music, traditional skills and the Yup'ik language.

   Partners: Tribes, YKHC, Calista Elders Council

   Timeline: 2014

   Tactics and Tasks:
   - Identify resources
   - Identify needs
   - Provide technical assistance and training to help villages obtain projects
   - Utilize the Arts Place Grant to construct a culturally relevant business incubator.

   Performance Measures:
   - # of communities assited
   - # of training
   - If selected AVCP is selected to receive an Arts Place Grant for the Community Developemtn Investment program in August of 2015, we will receive grant funds with access to art experts to help incorporate Yup'ik arts and culture in the work place.
   - The arts and crafts made would be sold through a gallery in the business incubator and AVCP's Alaska Yuut Arts and Crafts E-Commerce site

   Performance Evaluation:
   N/A

Goal 2: Education - A trained and responsive workforce

A. Objective 1: Develop and strengthen agreements and services with post-secondary education

1. **Strategy:** Strengthen agreements with Ilisgavik College

   Partners: Yuut Yaqungviat, AVCP Regional Aviation Maintenance School

   Timeline: 2012 - present

   Tactics and tasks:
   - Start informal communications with Ilisgavik Tribal College President
   - Pursue possible agreements

   Performance Measures:
   - Possible agreements identified

   Performance Evaluation:
   AVCP will work with Ilisgavik Tribal College to offer Associate in Arts Degree in conjuction with the flight school and A&P Certification.

B. Objective 2: Bolster and promote the airframe & power plant school and flight school

1. **Strategy:** Accredit Yuut Yaqungviat through the U.S Department of Education Accrediting Commission of Career Schools and Colleges

   Partners: Yuut Yaqungviat, AVCP

   Timeline: 2012 - Present

   Tactics and tasks:
   - Apply for Accreditation
   - Fulfill requirements to become accredited

   Performance Measures:
   Accreditation

   Performance Evaluation:
   Yuut Yaqungviat staff attended the Initial Accreditation Workshop in June 2012 and submitted the application. The cost to become accredited is $10,900. Yuut Yaqungviat was successful in receiving a grant of $5,450 from the Bethel Community Service Foundation to help pay for accreditation.

2. **Strategy:** AVCP Regional Aviation Maintenance School to become FAA certified

   Partners: AVCP Regional Aviation Maintenance School, FAA, AVCP

   Timeline: Nov 2012 - Present

   Tactics and tasks:
   - Contact FAA
   - Apply for FAA certification
   - Begin Formal communication
   -

   Performance Measures:
   - FAA Certification

   Performance Evaluation:
   . . The FAA reviewed the curriculum and conducted site visits throughout the year and certified the school on June 29, 2015.

3. **Strategy:** Design and construct a dormitory for the students of Yuut Yaqungviat and the AVCP Regional Aviation Maintenance School

   Partners: Yuut Yaqungviat, AVCP Regional Aviation Maintenance School, AVCP

   Timeline:

   Tactics and tasks:
   - Locate potential areas for the dormitory
   - Seek funds for the design, specifications, estimates, and permitting
   - Seek construction funding

   Performance Measures:
   - Locations identified
   - Design, specifications, estimates, and permitting funds obtained
   - Construction funding obtained
   - Dormitory contructed
   - Dormitory self-sustaining

   Performance Evaluation:
   AVCP has partnered with the Cold Climate Housing Research Center (CCHRC) to design two energy efficient duplexes to house Yuut Yaqungviat and Aviation Maintenance School students. These duplexes will also be incorporated into CCHRC's data base for the study of energy efficiencies in Western Alaska. . The dorms were complete in April of 2015, just in time for the re-opening of the flight school.

C. Objective 3: Help develop new training programs

1. **Strategy:** Create a VPSO training program in Bethel with a goal of retaining recruits

   Partners: VPSO Department, State Troopers

   Timeline: After the Western Alaska Emergency Operations Response Center (WAEOC) is constructed

   Tactics and tasks:
   - Utilize the WEAOC building as a headquarters and training center for the VPSO program
   - Utilize the VPSO training curriculum
   - House the VPSO recruits in the Dormitory
   -

   Performance Measures:
   - Percent increase of retainment of VPSO recruits
   - # of VPSO graduates

   Performance Evaluation:
   As of 2013 there is no WAEOC in Bethel but to help fulfill the goal of retaining VPSO recruits, AVCP has contacted the State of Alaska Department of Public Safety to address the goal. Beginning in 2013 the VPSO Training Academy will begin training in:
   Sitka – 5 weeks
   Break – 2 weeks
   Sitka – 3 weeks
   Bethel – 2 weeks
   Instead of training a straight 10 weeks in Sitka, the timeline above should help retain VPSO recruits.

D. Objective 4: Create a program for returning soldiers to be trained and find appropriate employment

1. **Strategy:** Yuut Yaqungviat and AVCP Regional Aviation Maintenance School to become Approved Education & Job Training Programs by the U.S Department of Veterans Affairs

   Partners: AVCP, Yuut Yaqungviat, AVCP Regional Aviation Maintenance School

   Timeline: 2012 - present

   Tactics and tasks:
   - Submit application to the VA to become Approved Education & Job Training Programs
   - Partnership with Aviation industries to hire Yuut Yaqungviat and Aviation Maintenance School graduates

Performance Measures:
- Approved Education & Job Training Program by the VA
- Partnership with Aviation Industries to hire Yuut Yaqungviat and Aviation Maintenance School Graduates

Performance Evaluation:
Yuut Yaqungviat was successful in becoming an Approved Education & Job Training Program by the U.S Department of Veterans Affairs in 2013. Once the AVCP Regional Aviation Maintenance School becomes FAA certified they too will seek to bcome an Approved Education & Job Training Program by the U.S Department of V.A.

The Veterans who earn their commercial pilots license will have an opportunity to fly for Hageland Aviation since they hire every Yuut Yaqungviat graduate and has promised to hire every Aviation Maintenance School Graduate also.

E. Objective 5: Encourage youth programs to keep children in school to help youth stay on track and positive about the future

1. **Strategy:** Promote the ANSEP program

Partners: ANSEP, AVCP

Timeline: 2012 - Present

Tactics and tasks:
- Identify opportunities for Yukon-Kuskokwim Region through ANSEP
- Develop partnership

Performance Measures:
- # of ANSEP students
- Opportunities identified
- Partnerships established

Performance Evaluation:
AVCP is requiring the design firm for the Yukon-Kuskokwim Freight Corridor Project to employ local interns through the Alaska Native Science and Engineering Program (ANSEP). This will be a great opportunity for the university students of the AVCP region who are involved with ANSEP to get real life science and engineering experience locally.

Goal 3: Develop New Business and Expand Existing Business - Provide needed services and employment

A. Objective 1: Expand, Strengthen, and invigorate the ARDORs

1. **Strategy:** Re-establish the Lower Yukon Economic Development Council

   Partners: AVCP, State of Alaska ARDORs Program, LYEDC

   Timeline: 2012 - 2013

   Tactics and tasks:
   - Obtain ARDOR requirements from the State of Alaska
   - Establish a working group committee to re-establish LYEDC
   - Develop by-laws
   - Establish LYEDC board of directors
   - LYEDC to seek partnership with the Lower Yukon CDQ

   Performance Measures:
   - Re-established
   - Approved By-laws
   - Board of Directors identified
   - Supporting resolutions

   Performance Evaluation:
   AVCP is helping in the process of re-establishing LYEDC. AVCP has provided in-kind the legal services to develop the LYDEC By-laws, coordinating with potential Board of Directors, obtained supporting resolutions from communities, and coordinating teleconferences with the LYEDC working group.

2. **Strategy:** Develop good communications with the Lower Kuskokwim Economic Development Council and the Interior Rivers Resoucre and Conservation Council

   Partners: AVCP, IRRC&DC, LYKEDC

   Timeline: 2013 - Present

   Tactics and tasks:
   - Informal communication
   - Provide assistance when needed

   Performance Measures:
   - Relationship established
   - # of Assistance provided

   Performance Evaluation:
   AVCP is continuing informal communications IRRC&DC

B. Objective 2: Remove barriers to small business development

1. **Strategy:** Assist/hold training workshop to help remove barriers

   Partners: AVCP, YKHC, Rural Cap, Tribal Governments

   Timeline: April 2013

   Tactics and tasks:
   - Assist in providing a Community Plan Workshop in YKHC Annual Gathering
   - Coordinate presenters
   - Present the benefits of Community Plans
   - Offer assistance in Community Plan development

   Performance Measures:
   - # of Tribes present
   - Presentors coordinated
   - # of Community Plans developed after the workshop

   Performance Evaluation:
   AVCP and YKHC have been working together to make available a Community Plan Workshop during the YKHC Annual Gathering. They have obtained staff from Rural CAP to present their process of developing community plans.

C. Objective 3: Facilitate business development resources

1. **Strategy:** Create a Yukon-Kuskokwim Business Start-up guide

   Partners: AVCP, AKSBDC, USDA, UA

   Timeline: 2015

   Tactics and tasks:
   - Contact AKSBDC, USDA, UA, and Local Banks for information
   - Create a spreadsheet summary of benefits provided by each agency
   - Create a sample Business Plans
   - Create a road map/guide for successful business start-up methods in the Yukon-Kuskokwim Region

   Performance Measures:
   - Spreadsheet created
   - Sample Business Plans completed

- Yukon-Kuskokwim Business Start-up Guide created

Performance Evaluation:
N/A

2. **Strategy:** Sell Yupiaq Arts and Crafts

Partners: AVCP TANF, AVCP Vocational Rehabilitation, ONC

Timeline: 2013 - 2014

Tactics and Tasks:
- Committee developed consisting of AVCP Vocational Rehabilitaiton program, AVCP Temporary Assisstance for Needy Families, AVCP Economic Development Department, and ONC to brainstorm business development ideas that would benefit Vocational Rehabilitation clients, TANF clients, and the region
- Committee to agree on developing a website to sell Yupiaq Arts and Crafts
- Create a business plan for the website
- Seek funding
- Establish website
- Advertise website

Performance Measures:
- Business Plan created
- Website Created
- # of Arts and Crafts sold through website
- # of Artists impacted

Performance Evaluation:
We have identified the physical location to be the headquarters for the e-commerce site. The VISTA Volunteer has submitted a Tier One Grant Application to the Rasmuson Foundation to obtain funding for the capital goods for the headquarters. Grant applications have been submitted to the following agencies for product procurement: Atwood Foundation, Donlin Gold, Murdock Trust, Paul G Allen Foundation, and Wells Fargo.

3. **Strategy:** Promote and Expand Boat Manufacturing

Partners: AVCP, CDQ

Timeline: 2013 - 2014

Tactics and Tasks:
- Develop a relationship with one of the CDQs in the AVCP region
- Identify boat manufacturing opportunities

- Identify demand of boats
- Identify solutions for the demand

Performance Measures:
- Relationship established
- Boat manufacturing opporutinities identified
- Demand of boats identified
- Supply identified

Performance Measures
We have developed a brochure and sent it to our contacts in Kotzebue, Nome, Bristol Bay and the 56 Tribes in the AVCP region. We are now assisting YMM in creating a website. The website has been designed and we are on the process of working with YMM in filling in the information.

4. **Strategy:** Hold monthly AVCP Business Development Division gatherings

Partners: AVCP, Allanivik Hotel, AVCP Reigonal Aircraft Maintenance School, Yuut Yaqungviat, Yupiit Piciryaraat Museum

Timeline: 2013 - Present

Tactics and tasks:
- Coordinate monthly gatherings
- Share business opportunities

Performance Measures:
- # of meetings held annually
- Business opportunities identified

Performance Evaluation:
AVCP continues to hold monthly AVCP Business Development Division meetings. The purpose of these meetings is to identify economic development opportunities. Division members include the AVCP Economic & Energy Development Department, AVCP Tribal Services, Allanivik Hotel, Mud Hut Restaurant, Yuut Yaqungviat, AVCP Regional Aircraft Maintenance School, and our Museum.

D. Objective 4: Raise awareness of loan programs for small business start-up

1. **Strategy:** Contact USDA, AKSBDC, Wells Fargo, 1st National Bank of Alaska, and other loaning agencies in Bethel

Partners: AVCP

Timeline: 2014

Tactics and tasks:

- Visit each agency
- Gather documents
- Develop a spreadsheet of benefits provided by each agency

Performance Measures:
- # of agencies contacted
- Documents obtained
- Spreadsheet of benefits created

Performance Evaluation:

Meetings were held with Wells Fargo, First National Bank and Alaska USA Credit Union respectively to discuss this matter. Research was also done to find what non-local and other direct lender options were available. These entities include the Alaska State Department of Commerce who offer a number of loans including Alternative Energy Conservation, Alaska Capstone Avionics, Commercial Charter Fisheries, Commercial Fishing, Fisheries Enhancement, Mariculture, Alaska Microloan, Rural Development Initiative Fund, and Small Business Economic Development and Alaska Growth Capital who work specifically with the SBA 7 (a) and USDA Business &Industry (B&I) Loan Guarantee Program. A spread sheet has been created to incorporate into our small business development resource guide.

E. Objective 5: Provide one-on-one small business advising

1. **Strategy:** In partnership with the Alaska Small Business Development Center (AKSBDC) provide one-on-one business advising throughout the AVCP region.

Partners: AVCP & AKSBDC

Timeline: 2014

Tactics and tasks:
- Visit small businesses
- Identify small businesses that want business advising
- Provide small business advising with AKSBDC

Performance Measures
- Serve 10 clients
- 50 counseling hours
- $10,000 in capital infusion
- 5 start-up businesses
- 5 jobs created/retained

Performance Evaluation:

We have hired a Business Development Specialist to focus 100% on business development activities in our region and he is currently advising two start-ups and six existing businesses.

Goal 4: Transportation

A. Objective 1: Improve and increase inter and intra-village travel

1. **Strategy:** Construct the Yukon-Kuskokwim Freight Corridor

   Partners: AVCP, State of Alaska, Denali Commission

   Timeline: Ongoing

   Tactics and tasks:
   - Feasibility studies
   - Seek design, permitting, and construction funding for a freight corridor between the Yukon and Kuskokwim Rivers
   - Determine corridor type
   - Construct corridor
   - Construct ports on both ends of corridor

   Performance Measures:
   - Construction

   Performance Evaluation:
   The project history began in 1956 when U.S. DOT started looking for crossing between the Yukon and Kuskokwim rivers. In 1981, AK DOT & PF funded a project to identify practical routes between the Yukon and Kuskokwim rivers and in 2010 the Denali Commission funded a project to confirm the practical routes that were identified in 1981. After the routes were confirmed practical, AVCP submitted a request for funding from the State of Alaska to begin preliminary planning. In FY 12, AVCP was awarded $460,000 to begin preliminary planning for the Yukon Kuskokwim Freight Corridor Project.

2. **Strategy:** Support the maintenance of the ice road

   Partners: AVCP Transportation, Tribal Governments, State of Alaska

   Timeline: 2014

   Tactics and tasks:
   - Create a AVCP Transportation Maintenance Fund
   - Determine percentage of Tribal Transportaiton shares to be used as maintenance funds
   - Create a maintenance application for compacted Tribes

- List requirements

Performance Measures:
- # of Tribes informed about maintenance funds
- # of Tribes utilizing maintenance funds for the maintenance of ice roads

Performance Evaluation:
AVCP Transportation has set aside a percentage of Tribal Transporation Shares to be used for maintenance activities for their compacted Tribes. AVCP is creating a maintenance application and listing reporting requirements.

3. **Strategy:** Support winter trail marking projects to increase travel between villages and decrease the number of deaths due to getting lost and succumbing to the weather

Partners: AVCP Transportation, Tribal Governments, Search and Rescue teams

Timeline: 2013

Tactics and tasks:
- Become familiar with the MAP 21 Access Program
    - Winter trail marking through Federal Lands Access Program
- Work with Transportation Department
- Work with Tribal Governments
- Assist Tribes in obtaining winter trail marking funds through the MAP 21 Federal Lands Access program

Performance Measures:
- Number of routes staked

Performance Evaluation:
AVCP Transportation Department is seeking design and construction funding from the Federal Lands Access Program.

B. Objective 2: Provide affordable options to air travel

1. **Strategy:** Develop a Ferry business plan

Partners: AVCP

Timeline: 2015

Tactics and tasks:
- Create Ferry Business Plan
- Look into funding agencies

- Private
- Public

Performance Measures:
- Complete Business Plan by 2015
- List of funding agencies

Performance Evaluation:
AVCP has conducted research on a possible ferry for the Kuskokwim. The research has proven that operating a ferry on the Kuskokwim is unfeasible. This strategy is to be deleted.

C. Objective 3: Attract tourists to the region

1. **Strategy:** Advocate for a Visitor Center in the Bethel Alaska Airlines and Hageland Terminal

   Partners: AVCP, Alaska Airlines, Hageland

   Timeline: 2014

   Tactics and tasks:
   - Contact Alaska Airlines
   - Contact Hageland Aviation

   Performance Measures:
   - Visitor Center in Alaska Airlines Terminal
   - Visitor Center in Hageland Aviation Terminal

   Performance Evaluation:
   AVCP has contacted the Bethel based Alaska Airlines and RAVN terminals. Alaska Airlines is on the process of purchasing a visitor's kiosk and RAVN has a kiosk in place. We are on the process of contacting tourism outfits from the region to collect and help create brochures for the kiosks. This project is ongoing.

Goal 5: Affordable Communities – Reduce cost of living to attract and maintain business

A. Objective 1: Support, develop, and implement energy saving projects and programs

1. **Strategy:** Develop a wood briquetting business plan to determine feasibility

   Partners: AVCP

   Timeline: 2012

Tactics and tasks:
-Create Wood Briquetting Business Plan

Performance Measures:
Business Plan done by 2013

Performance Evaluation:
- Wood Briquetting Business Plan was complete
- Determined to have too large of capital required

2. **Strategy:** Energy Audits

Partners: AVCP, ANTHC

Timeline: 2012

Tactics and tasks:
- Seek funds from the Department of Energy for energy audits
- Partner with ANTHC

Performance Measures:
- Funds received
- Project complete

Performance Evaluation:
In partnership with the Alaska Native Health Consortium (ANTHC) and funded by the US Department of Energy, ANTHC has conducted energy efficiency audits in Rural Alaska and published the *Energy Use and Solutions in Rural Alaskan Sanitation Systems.*

3. **Strategy:** Advanced Metering System Project

Partners: AVCP, AVEC

Timeline: 2012

Tactics and tasks:
- Seek funds
- Partner with AVEC

Performance Measures:
- Funds received

- Project Complete

Performance Evaluation:
AVCP in partnership with AVEC conducted an Advanced Metering System Project. The projected included the purchase and installation of 856 stated-of-the-art networked metering systems in homes throughout the AVCP region. The system offers near instantaneous data relating to electrical metering such as voltage and load variations over a time period. Because the meters give instantaneous information to participants, "it has consistently demonstrated declines of 15-20% in electricity consumption (AVEC, Quarterly Report, 8/21/12)". The Advanced Metering System Project has enabled 856 homes throughout the region to become educated in their energy usage, therefore decreasing their electricity usage and costs.

B. Objective 2: Support, develop, and implement alternative energy projects, programs and business

1. **Strategy:** Support NUVISTA

Partners: AVCP, NUVISTA

Timeline: 2012 - present

Tactics and tasks:
- Assist NUVISTA in public meetings
- Provide recommendations
- Lobby for NUVISTA activities

Performance Measures:
- # of public meetings attended with NUVISTA
- Recommendations provided
- Resolutions drafted

Performance Evaluation:
AVCP attends the regional public meetings with NUVISTA. AVCP is to gather information from regional meetings, provide recommendations for activities and projects, and advocate for projects that will reduce heating and transportation costs, and projects that will create cheap energy.

C. Objective 3: Foster the concept of community gardens, locally grown food and food security in villages

1. **Strategy:** determine if School Districts have funds to buy locally grown products

Partners: School Districts, AKSBDC, Myers Farm

Timeline: 2014

Tactics and tasks:
- Contact school districts throughout the region to see if they buy locally grown foods
    - Incentive for locals to grow foods locally and sell products to school districts

Performance Measures:
- # of School Districts contacted
- # of community gardens established region-wide

Performance Evaluation:
We have identified a USDA Farm to School Grant Program that would be able to give schools extra income to purchase locally grown food. This objective is ongoing.

2. **Strategy:** Support the Native Village of Mekoryuk Reindeer Herding Revitalization Project

Partners: Native Village of Mekoryuk, EDA

Timeline: 2012

Tactics and tasks:
- Provide supporting documents

Performance Measures:
- Project funded
- Project implemented

Performance Evaluation:
Mekoryuk's Reindeer Herding Revitalization Project is funded 80% by the EDA with a 20% local match from the Native Village of Mekoryuk. The Project is in the process of meeting Special Award Conditions prior to EDA authorization to start construction.

D. Objective 4: Work to improve salmon management, data collection and communication across agencies regarding salmon

1. **Strategy:** Develop Inter-tribal Fisheries Commissions for the Yukon and Kuskokwim Rivers

Partners: AVCP, Tanana Chiefs Conference, Yukon Territory First Nations, the Northwest Inter-tribal Fisheries Commission, the Columbia River Inter-tribal Fisheries Commission, the Great Lakes Inter-tribal Fish and Wildllife Commisison, the Yukon River Inter-tribal Watershed Council, the Yukon River Drainage Fishermens Association, the Arctic-Yukon-Kuskokwim Sustainable Salmon Initiative, the Alaska Department of Fish & Game, the U.S. State Department, and the U.S. Fish and Wildlife Service.

Timeline: 2012 - 2017

Tactics and tasks:
- Form steering committees in the Yukon and Kuskokwim rivers
- Have goals and objectives for the 2 -5 year steering committee development process
- Conduct initial work on developing the by-laws and a system of governance for the commissions
- develop and implement culturally relevant research on:
    - sustainable salmon populations
    - allocation of salmon fishery resources
- Involve Tribal Governments in the affairs of the fishery commission
- Involvement of elders and youth in fishery programs

Performance Measures:
- Inter-tribal Fisheries Commissions in both the Yukon and Kuskowim Rivers

Performance Evaluation:
AVCP passed a Convention Resolutions 12-10-04 and 12-10-10 to support the development of the Inter-tribal Fisheries Commission for the Yukon and Kuskokwim Rivers. AVCP continues to advocate for the development of the Inter-tribal Fisheries Commission.

E. Objective 5: Community Energy Plans

1. **Strategy:** In partnership with the Department of Energy (DOE), Office of Indian Energy, facilitate the development of 10 Community Energy Plans

Partners: AVCP & DOE

Timeline:

Tactics and Tasks:
- Apply for a cooperative agreement with the DOE to provide community energy planning services
- Identify 10 Tribes in the AVCP region to help create community energy plans
- Assist Tribes identify community stakeholders
- Assist tribes in facilitating meetings
- Assist tribes in completing plans

Performance Evaluation:
AVCP has been in Dialogue with DOE since AVCP's Energy Summit in October of 2013. AVCP has submitted a proposal to the DOE to facilitate the development of 10 community energy plans in our region.

Appendix B: Community Improvement Projects

Regional Organization/Tribe	#	F Y	Project Title	Project Cost	Secured Funding	Partners	Phase	Type
Association of Village Council Presidents			AVCP Regional Family Service Center	$30.0 M	1.0M	AVCP	Planning	Design & Construct
			Yukon-Kuskokwim Energy/Freight Corridor Planning and Design	$13,200,000	$3,460,000	AVCP, State of Alaska, Denali Commission	Planning	Design
			Western Alaska Emergency Response Center	$4,000,000	None	AVCP	Planning	Design & Construct
			Yuut Yaqungviat and A&P School Dormitory Construction	$1,400,000	Yes	AVCP, State of AK	Planning/ Design	Design & Construct – 80% complete
			A&P Equipment Aqcuisition	$897,000	Yes	AVCP, EDA, Rasmuson Foundation	Equipment being acquired	Design & Construct – 80% complete

Regional Organization/Tribe	#	F Y	Project Title	Project Cost	Secured Funding	Partners	Phase	Type
Yukon Kuskokwim Health Corporation			YKHC Medical Supply Warehouse	$15,000,000	None	State of Alaska	Design	Healthcare Facilities Support
			YKHC Bautista House Replacement	$12,000,000	None	State of Alaska	Planning	Behavioral Healthcare
			YKHC Outpatient Clinic and Hospital Renovation	$225,000,000	None	I.H.S, USDA, AIEDA, State of Alaska	Planning	Healthcare
			Kongiganak Health Clinic	$2,600,000	$377,188	HUD, I.H.S, Hearst Foundation	Planning	Healthcare
			Kwigillingok Health Clinic Addition	$1,200,000	None	HUD, I.H.S	Planning	Healthcare
			Phillips Ayagnivik Treatment Center	$12,600,000	Yes	State of Alaska, DHSS	Construction	Treatment

Regional Organization/Tribe	#	FY	Project Title	Project Cost	Secured Funding	Partners	Phase	Type
Yuut Elitnaurviat-The People's Learning Center, Inc	1		Classroom/Program Expansion of Main Yuut Elitnaurviat campus	$9,000,000	(Piling and site work complete)	AVCP, City, ONC, YKHC, LKSD, KuC	Planning	Construction
	2		Shop Addition/Remodel	$1,000,000		Donlin Gold, AVCP, City, YKHC, LKSD, KuC	Planning	Design & Construction
	3							
	4							
	5							

Regional Organization/Tribe	#	FY	Project Title	Project Cost	Secured Funding	Partners	Phase	Type
Alakanuk Traditional Council	1		Alakanuk Multi-Purpose Facility	$750,000		City	II Construction	Design & Construct
	2		Alakanuk Community Streets Upgrade Project	$4,465,000	$465,000	AVCP, Tribe	II Construction	Design & Construct
	3		Alakanuk School Project			AVCP, Tribe	Complete	Construct
	4		Renovation of old elementary school building to be used as community hall and office building			AVCP, Tribe	Research	Renovate
	5		Erosion Control			AVCP, Tribe	Research/Planning	Planning

Regional Organization/Tribe	#	FY	Project Title	Project Cost	Secured Funding	Partners	Phase	Type
Asacaramiut (St. Mary's)	1		St.Mary's – Mountain Village Road Project			AVCP, Tribe	Planning	Roads Improvement
	2							
	3							
	4							

Regional Organization/Tribe	#	FY	Project Title	Project Cost	Secured Funding	Partners	Phase	Type
Chevak Traditional Council	1		Building to house State and Tribal Courts, Social Services, and Women's Shelter				Planning	Design & Construct
	2		Fur Tannery				Planning	Design & Construct
	3		Furniture and Wood Stove Manufacturing Plant				Planning	Design & Construct
	4		Chevak Hotel and Restaurant				Planning	Design and Construct
	5		Chevak Community Streets Upgrade Project	$4,499,000	$499,000	AVCP, Tribe	II Construction	Design and Construct

Regional Organization/Tribe	#	FY	Project Title	Project Cost	Secured Funding	Partners	Phase	Type
Chefornak Tradtional Council	1		Tribal Building Renovation			AVCP, Tribe	Research	Design
	2		Youth/Elder Center			AVCP, Tribe	Research	Planning/Constuction
	3		Head Start Building			AVCP, Tribe	Research	Planning/Constuction
	4		New Fish Plant			AVCP, Tribe	Research	Planning/Constuction
	5		Helping get new church chairs and other needs			AVCP, Tribe	Research	Planning

Regional Organization/Tribe	#	FY	Project Title	Project Cost	Secured Funding	Partners	Phase	Type
Chuathbaluk Traditional Council	1		Apply for and secure Safety/HPP funding to complete the Loop Road Project			AVCP, Tribe	Planning	Construction
	2		Develop a solid waste management plan for the Chuathbaluk landfill			AVCP, Tribe	Planning	Design
	3		Water Quality Testing at four Kuskokwim River sites			AVCP, Tribe	Planning	Design
	4		Develop and implement a local disaster plan			AVCP, Tribe	Planning	Design
	5		Construction and/or addition to the Chuathbaluk Traditional Council building for community meeting facilities			AVCP, Tribe	Planning	Construct

Regional Organization/Tribe	#	FY	Project Title	Project Cost	Secured Funding	Partners	Phase	Type
Native Village of Eek	1		Eek Community Streets Improvement Project	$3,499,000	$499,000	AVCP, Tribe	II Construciton	Design & Construct
	2							
	3							
	4							

Regional Organization/Tribe	#	FY	Project Title	Project Cost	Secured Funding	Partners	Phase	Type
Emmonak Tribal Council	1		Lower Yukon Port Project	$16,500,000			II Construciton	Design & Construct
	2		Emmonak School Project			AVCP, Tribe		
	3							
	4							

Regional Organization/Tribe	#	FY	Project Title	Project Cost	Secured Funding	Partners	Phase	Type
Hamilton Tribal Council	1		Cemetary Boardroad Project	$2,500,000		AVCP, Tribe	I Design	Design & Construct
	2							
	3							
	4							

Regional Organization/Tribe	#	FY	Project Title	Project Cost	Secured Funding	Partners	Phase	Type
Native Village of Hooper Bay	1		Community Boardroad and Streets Upgrade	$4,000,000		AVCP, Tribe	I Design	Design & Construct
	2							
	3							
	4							

Regional Organization/Tribe	#	FY	Project Title	Project Cost	Secured Funding	Partners	Phase	Type
Native Village of Kalskag (Upper)	1		Multi Facility Building Renovation Project	$1,066,051	$139,387	USPS, Tribe	II	Renovation
	2							
	3							
	4							

Regional Organization/Tribe	#	FY	Project Title	Project Cost	Secured Funding	Partners	Phase	Type
Native Village of Kongiganak	1		Deep Sea Port and Access Road	$23,499,000	$499,000	AVCP, Tribe	Design	Design & Construct
	2							
	3							
	4							

Regional Organization/Tribe	#	FY	Project Title	Project Cost	Secured Funding	Partners	Phase	Type
Organized Village of Kwethluk	1		Transportation for Police Force			AVCP, Tribe	Planning	Design
	2		Fueling of River Patrol (Search & Rescue)			AVCP, Tribe	Planning	Design
	3		Roads Improvement			AVCP, Tribe	Planning	Roads Improvement
	4		Erosion Control			AVCP, Tribe	Planning	Design

Regional Organization/Tribe	#	FY	Project Title	Project Cost	Secured Funding	Partners	Phase	Type
Marshall Traditional Council	1		Marshall Quarry, Road, and Port Project			AVCP, Tribe	Constuction	Construct
	2		Public Safety			AVCP, Tribe	Planning	Design
	3		Housing or Housing Improvement			AVCP, Tribe	Planning	Renovation
	4		Wind Turbines for Renewable Energy			AVCP, Tribe	Research	Construction
	5		Dust Control/Road Improvement			AVCP, Tribe	Research	Roads Improvement

Regional Organization/ Tribe	#	F Y	Project Title	Project Cost	Secured Funding	Partner s	Status	Phase	Type
Tribe									
Native Village of Mekoryuk	1	FY 13	Nunivak Island Regional Port Study	$400,000	$50,000	State of Aalska			Study
	2	FY 14	Heavy Equipment Barn Project	$182,000	$182,000	IRR			Construction
	3	FY 15	Water Source Road	$15,000,000	1,000,000	IRR			Road Construction
	4	FY 15	Mekoryuk Airport and Airport Road Improvement			State of Alaska			Construction
	5	FY 12-17	Reindeer Revitalization Project	$866,000	$700,000	EDA, NIMA			Manufacturing

Regional Organization/Tribe	#	F Y	Project Title	Project Cost	Secured Funding	Partners	Phase	Type
Mountain Village	1		Port Project			AVCP, Tribe	I	Construction
	2		St. Mary's – Mountain Village Road Project			AVCP, Tribe	I	Roads Improvement
	3							
	4							

Regional Organization/Tribe	#	F Y	Project Title	Project Cost	Secured Funding	Partners	Phase	Type
Napaimute Traditional Council	1		Biomass Energy Supply Development	$410,000	$246,000	TKC, BIA, Tribes of Kalskag	II	Energy
	2							
	3							
	4							

Regional Organization/Tribe	#	FY	Project Title	Project Cost	Secured Funding	Partners	Phase	Type
Native Village of Napakiak	1		Community Streets Upgrade Project	$4,499,000	$499,000	AVCP, Tribe	II Construction	Design & Construct
	2							
	3							
	4							

Regional Organization/Tribe	#	FY	Project Title	Project Cost	Secured Funding	Partners	Phase	Type
Newtok Village Council	1		Community Housing Renovation			AVCP, Tribe	Research	Renovation
	2		Housing Weatherization			AVCP, Tribe	Planning	Renovation
	3		New Housing			AVCP, Tribe	Research	Construct
	4		New Boardwalks/Tansportation Needs			AVCP, Tribe	Research	Roads Improvement

Regional Organization/Tribe	#	FY	Project Title	Project Cost	Secured Funding	Partners	Phase	Type
Native Village of Nunam Iqua	1		Village Public Safety Officer Presence			AVCP, Tribe	Planning	Public Safety
	2							
	3							
	4							

Regional Organization/ Tribe	#	F Y	Project Title	Project Cost	Secured Funding	Partners	Status	Phase	Type
Nunapitchuk IRA Council	1		East Playdeck	$50,000				Planning	Construction
	2		Bridge Feasibility Study	$70,000				Planning	Study
	3		Nunapitchuk Public Saftey	$300,000				Planning	Construction
	4		Multipurpose Building	$400,000				Planning	Construction
	5		Relocation Feasibility Study	$200,000				Planning	Study
	6		Boat Dock	$250,000				Planning	Construciton
	7		Bulk Landfill and Culverts	$350,000				Planning	Construction
	8		River Bank Erosion	$170,000				Planning	Construciton
	9		Machine Shop	$150,000	$150,000			Construction	Construciton

Regional Organization/Tribe	#	FY	Project Title	Project Cost	Secured Funding	Partners	Phase	Type
Oscarville Traditional Council			Water Well					
			VPSO Housing and Office					
			Erosion Control					
			Lighted Helipad					
			Landfill Reclamation					
			New Clinic					
			School Gym					
			Community Garden & Cellars					
			Tribal Office					
			Washeteria					
			Slough Dredging					
			Community Hall					
			Post Office					
			Grocery Store					
			Fire Station					
			Church (Russian Orthodox)					

Regional Organization/Tribe	#	FY	Project Title	Project Cost	Secured Funding	Partners	Phase	Type
Pilot Station Traditional Council	1							
	2							
	3							
	4							

Regional Organization/Tribe	#	FY	Project Title	Project Cost	Secured Funding	Partners	Phase	Type
Pitka's Point Traditional Council	1		Community Streets Upgrade	$3,000,000		AVCP, Tribe	I Design	Design & Construct
	2		Village Public Safety Officer and Interim Health Aide Housing/Apartments			AVCP, Tribe	Research	Construct
	3		Bulk Fuel Storage for Heating Fuel and Gas			AVCP, Tribe	Research	Construct
	4		Playground for Village Children			AVCP, Tribe	Research	Construct
	5		Garage for Vehicles			AVCP, Tribe	Research	Construct
	6		Renovate Old School Building for Offices			AVCP, Tribe	Research	Renovation

Regional Organization/Tribe	#	FY	Project Title	Project Cost	Secured Funding	Partners	Phase	Type
Scammon Bay Traditional Council	1		Scammon Bay Community Streets Improvement Project	$3,500,000	$499,000	AVCP, Tribe	II Construction	Design & Construct
	2							
	3							

Regional Organization/Tribe	#	FY	Project Title	Project Cost	Secured Funding	Partners	Phase	Type
Tuluksak Native Conmunity	1		Barge Landing Road Project			AVCP, Tribe	Research	Construct
	2		Water and Sewer Project			AVCP, Tribe	Research	Construct
	3		Powerline and Generator Upgrade			AVCP, Tribe	Installation	Equipment
	4		Brand New Washerteria			AVCP, Tribe	Research	Construc t
	5		New Lagoon			AVCP, Tribe	Research	Design

Regional Organization/Tribe	#	FY	Project Title	Project Cost	Secured Funding	Partners	Phase	Type
Tuntutuliak Traditional Council	1		Shop Oil Heater	$11,000			Planning	Energy
	2		Community Hall Furnace	$7,340			Planning	Energy
	3		Community Snow Removal Equipment	$18,000			Planning	Equipment
	4		New Post Office			AVCP, Tribe	Research	Construct
			Land Fill Site			AVCP, Tribe	Research	Design
			Boardwalk Repair			AVCP, Tribe	Research	Roads Improvement
			Water/Sewer			AVCP, Tribe	Research	Construct