



**YK**

# Yukon-Kuskokwim Region Comprehensive Economic Development Strategy

## 2019 Annual Update

*Public Review Draft, March 26, 2020*

**We want your feedback! Share your comments by April 26, 2020.**

**How to comment on the draft plan:**

**Mail:** Shelly Wade  
Re: Y-K CEDS  
645 G Street, Suite 200  
Anchorage, AK 99501

*(mailed comments must be received by April 26<sup>th</sup>)*

**Email:**  
[shelly@agnewbeck.com](mailto:shelly@agnewbeck.com)

**Phone:**  
907-242-5326

**Questions or concerns? Contact:**

Shelly Wade, Agnew::Beck Project Manager, 907-242-5326, [shelly@agnewbeck.com](mailto:shelly@agnewbeck.com)

*Prepared for the Yukon-Kuskokwim Region with funding from the United States Department of Commerce, Economic Development Administration*

*Cover Photo: August 2019 Energy, Environment, Economy Work Session in Bethel*

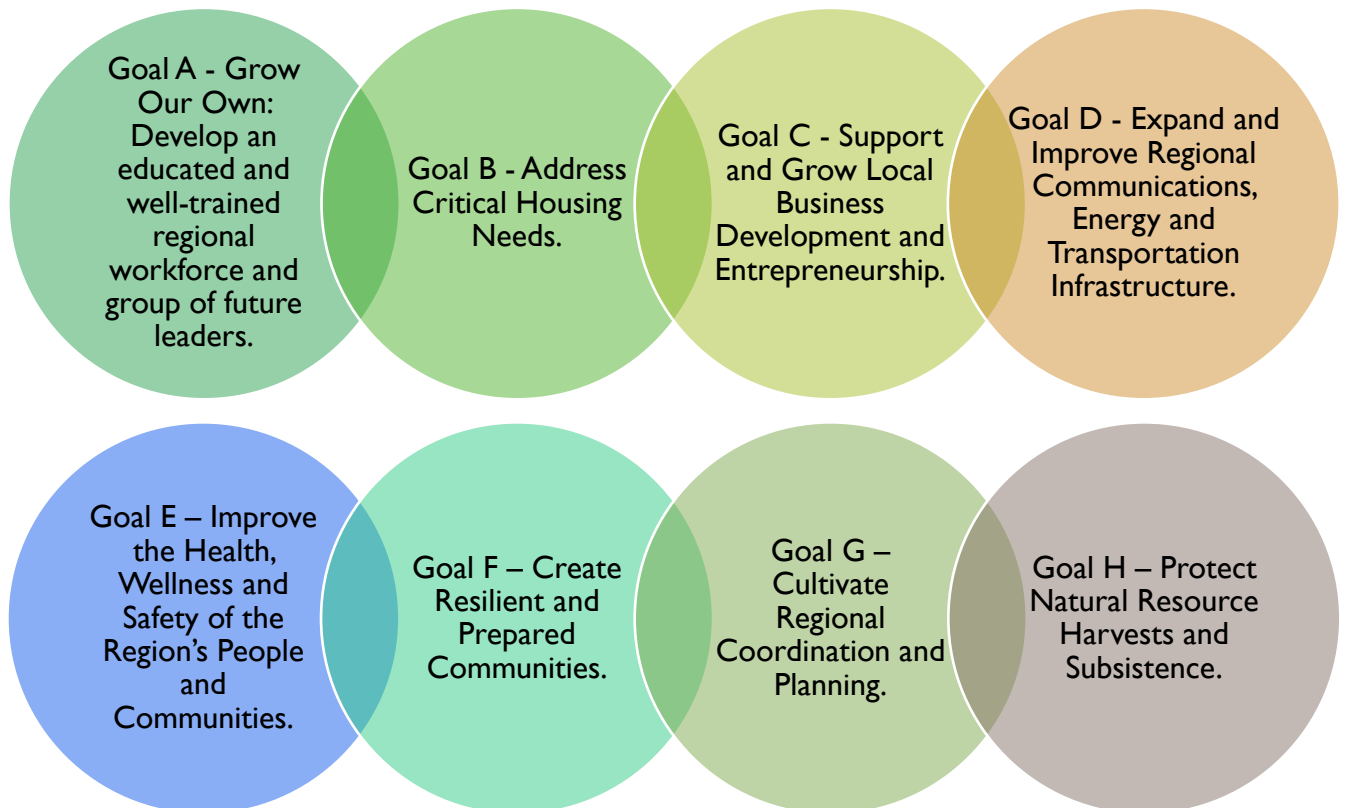
# I. Introduction

## What is a CEDS Annual Update?

Regional Comprehensive Economic Development Strategy (CEDS) documents must go through a comprehensive, robust update every five years. The Association of Village Council Presidents (AVCP) last conducted a full update in 2018. In the years between full updates, AVCP, in partnership with regional partners, conducts a shorter, less intensive update process. The annual update focuses on the following three questions:

- How are we doing? What have we accomplished over the past year?
- What has changed in the region? Which data need to be updated to better tell the story of the region?
- What can we do better? Are there strategies and actions that should be added or adapted?

## What are our current economic development goals (from the 2018-2023 CEDS)?



## Methodology: How did we gather information for the update?

AVCP is overseeing the CEDS update process with assistance from Agnew::Beck Consulting. The information in this document comes from feedback at the August 2019 Y-K Energy, Environment, Economy Work Session in Bethel, as well as updated data collection and input from the Y-K Core Team and CEDS Committee. This annual update will also incorporate input from outreach efforts and any additional comments received during the 30-day public comment period (March 26, 2020 to April 26, 2020).



### Y-K CEDS Core Team

The Y-K CEDS Core Team (“the Core Team”) is meeting regularly throughout Spring 2020 to provide guidance to the annual update, including helping reinvigorate the Y-K CEDS Committee. Members include:

Organization	Names
Association of Village Council Presidents, Community Development	Clarence Daniel, Kendra Krenz
Association of Village Council Presidents, Natural Resources	Jennifer Hooper
Nuvista Light and Electric Cooperative/CEMAI	Natalie Hanson, Bertha Prince
Western Alaska Landscape Conservation Cooperative	Danielle Stickman
Agnew::Beck Consulting (coordination, facilitation, planning and technical support)	Shelly Wade, Heather Stewart, Molly Mylius

## Y-K CEDS Committee

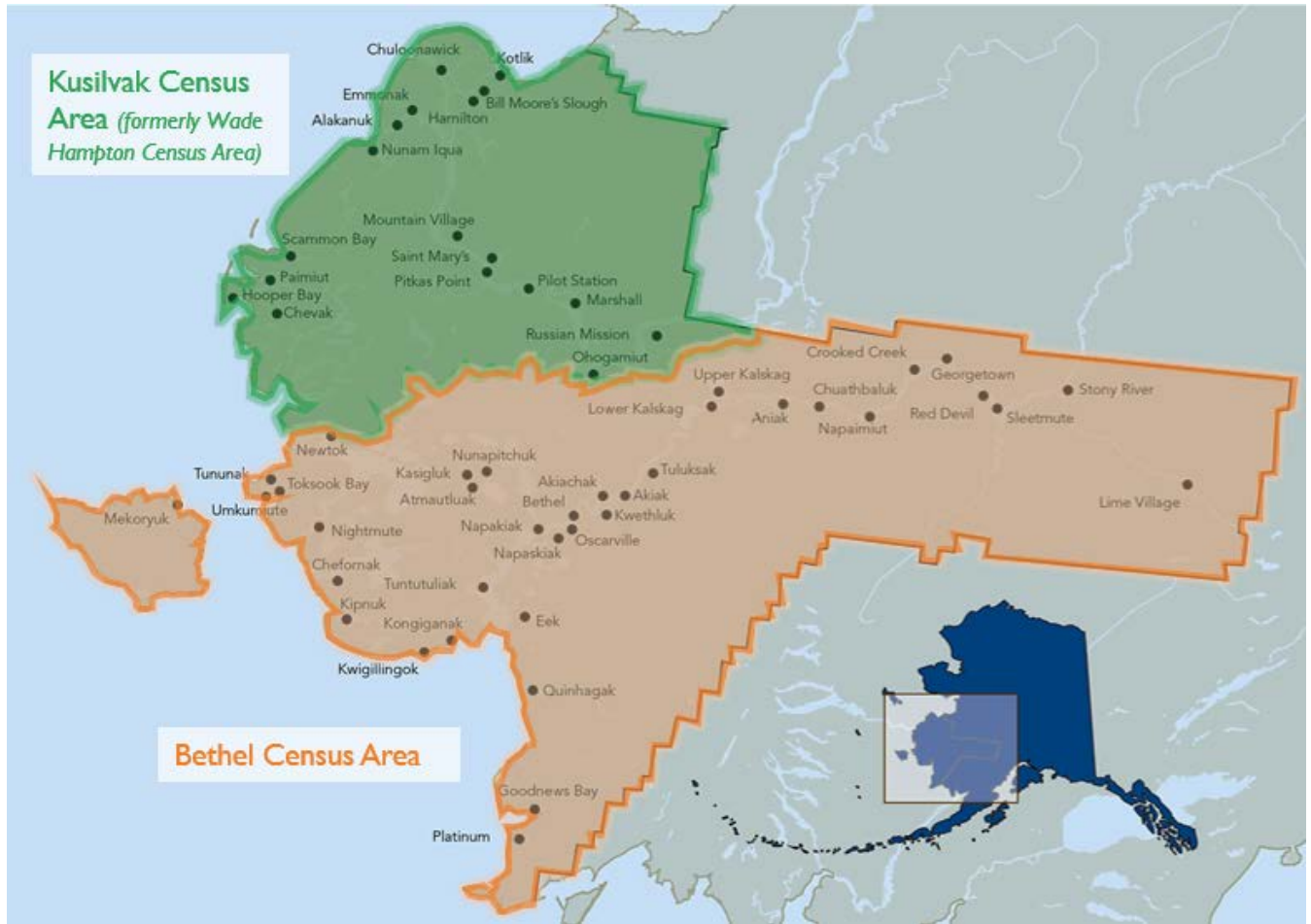
The Y-K CEDS Committee represents the main economic interests of the Y-K Region and offers guidance, input and implementation support for the Y-K CEDS Update. Committee members were selected based on their ability to represent one or more of the CEDS key focus areas of Education and Workforce Development, Economic Development, Energy, Housing, Infrastructure and Subsistence. The Y-K CEDS Committee also brings regional diversity, with at least one representative from each of the four economically distinct sub-regions of the Y-K.

Individuals invited to serve on the current-year Y-K CEDS Committee include:

Organization	Names
Alaska Department of Transportation and Public Facilities, Central Region Planning Office	Philana Miles
Alaska Native Science + Engineering Program	Michael Ulroan, Tashina Duttle
Alaska Village Electric Cooperative	Bill Stamm
Association of Village Council Presidents, Community Development	Clarence Daniel, Kendra Krenz, Eric Evon, Seth O'Brien
Association of Village Council Presidents, Natural Resources	Jennifer Hooper, John Orr
Association of Village Council Presidents, Workforce Development	Sam Crow, Beverly Turner
AVCP Regional Housing Authority	Peter Evon
Bethel Native Corporation	Ana Hoffman
Calista Corporation	Kristi Williams, Steven Alexie
Native Village of Napaimute	Mark Leary
Nuvista Light and Electric Cooperative/ CEMAI	Natalie Hanson, Bertha Prince
Orutsararmiut Native Council (ONC)	Calvin Cockroft
ONC Natural Resources Director	Moses Jordan
ONC Partners Program Biologist	Janessa Esquible
Sealion Corporation, Hooper Bay	William Naneng
YKHC Office of Environmental Health	Brian Lefferts
Yuut Elitnaurviat	Fannie Black

## 2. Economic Changes to the Y-K Region

This section presents a set of key indicators that illustrate the Y-K regional economy and highlight changes in recent years. In most cases, census areas are used to identify general socioeconomic trends in the region. The 56 member tribes of AVCP are spread across 48 communities and two U.S. census areas: the Bethel Census Area and the Kusilvak Census Area (formerly the Wade Hampton Census Area). The map below shows an outline of the Y-K region, with the two census areas outlined in green and orange.



Source: AVCP, with census area overlay added by Agnew::Beck Consulting

## Population Updates

### Population by Community

Between 2018 and 2019, the Y-K region experienced a slight decline in population, from 26,341 to 26,311 people (a loss of 30 people). The losses were focused in the Kusilvak Census Area. The populations of individual communities continue to fluctuate; 2018 and 2019 population changes are shown in the table below.

- Communities with a population increase of four percent or more between 2018 and 2019 include: Sleetmute (from 86 to 95), Marshall (from 436 to 471), Akiak (from 405 to 420) and Atmautluak (from 326 to 338)
- Communities with a population decrease of seven percent or more between 2018 and 2019 include: Crooked Creek (from 94 to 80), Platinum (from 53 to 48), Chuathbaluk (from 110 to 100), Pitka's Point (from 125 to 116) and Stony River (from 42 to 39).

Community Populations	2018 DOLWD, July	2019 DOLWD, July	% change, 2018-2019	Community Populations	2018 DOLWD, July	2019 DOLWD, July	% change, 2018-2019
<b>Bethel Census Area</b>	<b>18,036</b>	<b>18,131</b>	<b>1%</b>	<b>Kusilvak Census Area</b>	<b>8,305</b>	<b>8,180</b>	<b>-2%</b>
Akiachak	711	724	2%	Alakanuk	725	704	-3%
Akiak	405	420	4%	Andreafsky	*	*	*
Aniak	482	477	-1%	Bill Moore's Slough	*	*	*
Atmautluak	326	338	4%	Chevak	1,070	1,014	-5%
Bethel	6,115	6,259	2%	Chuloonawick	*	*	*
Chefornak	441	457	4%	Emmonak	865	836	-3%
Chuathbaluk	110	100	-9%	Hamilton	*	*	*
Crooked Creek	94	80	-15%	Hooper Bay	1,242	1,239	0%
Eek	345	349	1%	Kotlik	653	649	-1%
Georgetown	*	*	*	Marshall	436	471	8%
Goodnews Bay	283	284	0%	Mountain Village	802	808	1%
Kasigluk	619	627	1%	Nunam Iqua	224	213	-5%
Kipnuk	697	700	0%	Ohogamiut	*	*	*
Kongiganak	523	523	0%	Paimiut	*	*	*
Kwethluk	816	814	0%	Pilot Station	638	606	-5%
Kwigillingok	379	374	-1%	Pitkas Point	125	116	-7%
Lower Kalskag	283	281	-1%	St. Mary's	564	555	-2%
Mekoryuk	222	206	-7%	Scammon Bay	596	593	-1%
Mertarvik CDP	0	0	-	Balance	26	26	0%
Napaimute	*	*	*				

Napakiak	343	351	2%
Napaskiak	429	440	3%
Newtok	344	339	-1%
Nightmute	300	286	-5%
Nunapitchuk	589	560	-5%
Oscarville	74	74	0%
Platinum	53	48	-9%
Quinhagak	745	716	-4%
Red Devil	16	16	0%
Sleetmute	86	95	10%
Stony River	42	39	-7%
Toksook Bay	680	667	-2%
Tuluksak	364	361	-1%
Tuntutuliak	464	464	0%
Tununak	369	376	2%
Umkumiut	*	*	*
Upper Kalskag	220	220	0%
Balance	52	51	-2%

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

# Indicators

The following section identifies a set of indicators that can be used to track progress on the CEDS and to evaluate the overall economic health of the region. The data presented in this section offer a regional baseline to measure performance. As implementation moves forward, the CEDS Committee and working groups will develop specific regional targets for each of the indicators and may add other indicators, such as the cost of energy. Key indicators in this document include:

Indicator	Source	Scale	Frequency
Per capita income	Bureau of Economic Analysis	County/ Census Area	Annually
Total wages	BLS Quarterly Census of Employment and Wages	County/ Census Area	Quarterly
Employment by sector	BLS Quarterly Census of Employment and Wages	County/ Census Area	Quarterly
Unemployment	Alaska Department of Labor and Workforce Development	County/ Census Area	Monthly
Number of business establishments	BLS Quarterly Census of Employment and Wages	County/ Census Area	Quarterly
Gross Domestic Product (GDP)	Bureau of Economic Analysis	County/ Census Area	Annually
Cost of living (groceries)	UAF, Cooperative Extension Service	Bethel	~Annually
Poverty	US Census's Small Area Income and Poverty Estimates	County/ Census Area	Annually
Graduation rates	Alaska Department of Education and Early Development	School District	Annually
Migration	Alaska Department of Labor and Workforce Development	County/ Census Area	Annually
Subsistence harvests	Alaska Department of Fish and Game	Game Management Unit	Annually

*Abbreviations in the table: BLS = Bureau of Labor Statistics; UAF = University of Alaska Fairbanks*

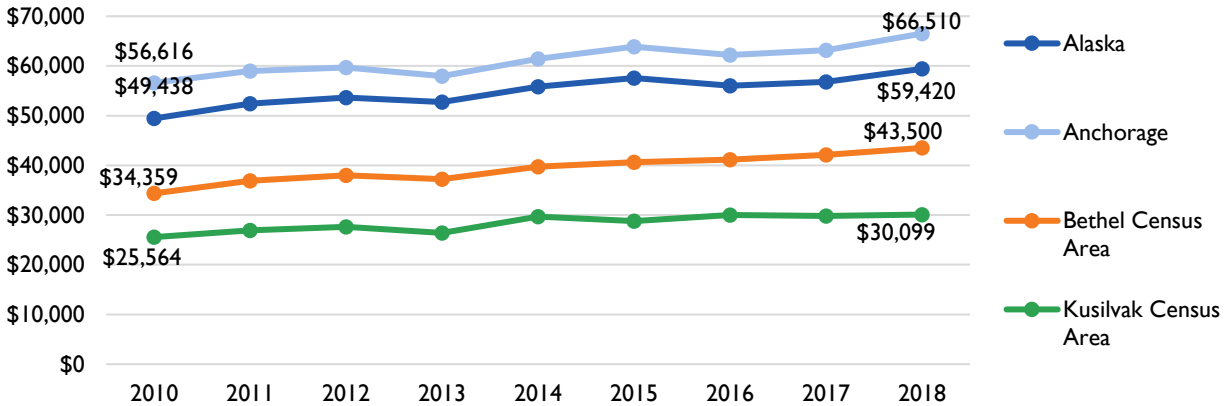
The data in this section indicate that the Y-K region lags behind the state, based on traditional economic performance measures. While there are small fluctuations from year to year, generally the region’s economic performance has remained flat. Overall, the Bethel Census Area performs better than the Kusilvak Census Area for most of the indicators. One of the reasons for this discrepancy between census areas is the City of Bethel, which is the region’s population and employment hub. The City of Bethel is included within the Bethel Census Area; it represents approximately one-third of the Bethel Census Area’s population, has significantly higher incomes and a lower poverty rate. The numbers for the Bethel Census Area may not be fully representative of the economic realities of the more rural communities in the census area.<sup>1</sup>

<sup>1</sup> For more information comparing the economy of the City of Bethel with the Bethel Census Area, see page 32 of the Five-Year CEDS, available here: <http://www.avcp.org/services/economic-development/>



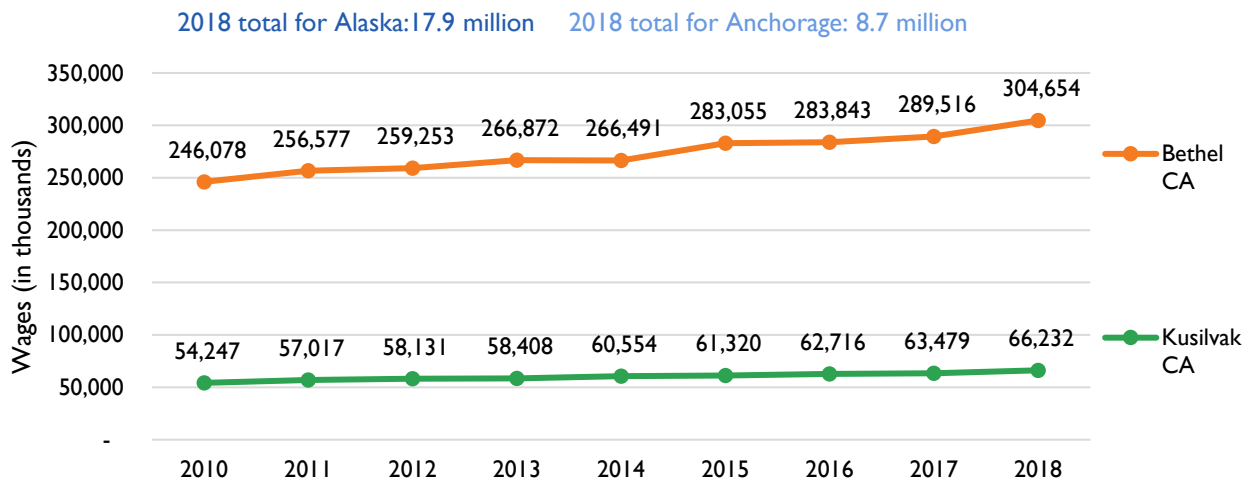
## Per Capita Income

What it tracks	Target	Where it comes from	Limitations
Total personal income divided by total population, not adjusted for inflation. Personal income includes wages, retirement earnings, unemployment benefits, dividends, etc.	Increase	Bureau of Economic Analysis	A small number of high-income residents can skew the averages. It does not show the spectrum of incomes and does not capture the value of subsistence harvests.



## Total Wages

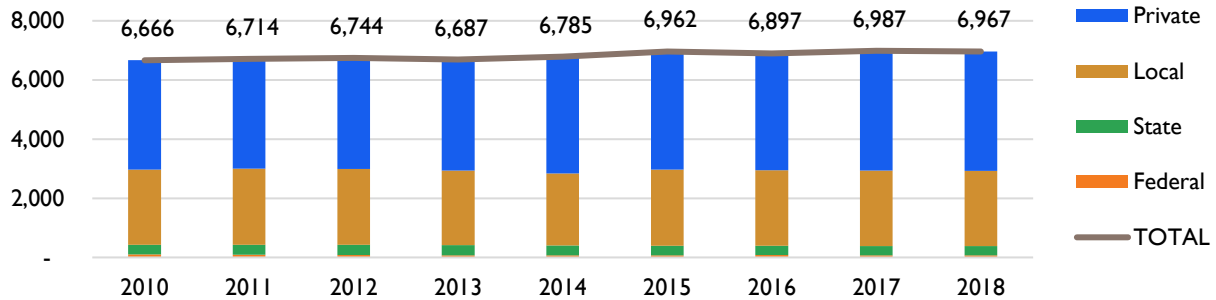
What it tracks	Target	Where it comes from	Limitations
Total wages include pay, bonuses and tips for all civilian jobs in the census area combined, based on unemployment insurance reporting.	Increase	BLS Quarterly Census of Employment and Wages	Excludes self-employed individuals (including many fishermen) and business owners. It does not capture the value of subsistence harvests.



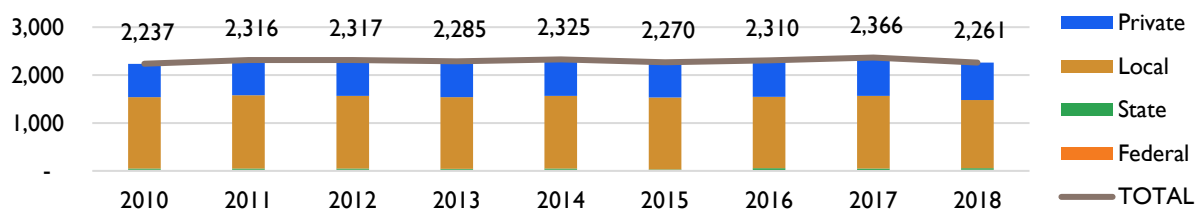
## Employment by Sector

What it tracks	Target	Where it comes from	Limitations
Counts the number of part-time and full-time paid jobs by the location of work (not the location of the worker). Most tribal entities are categorized under "local government."	Increase	BLS Quarterly Census of Employment and Wages	Excludes self-employed individuals and business owners. If someone holds multiple jobs, they may be counted more than once.

Employees by Sector, Bethel Census Area

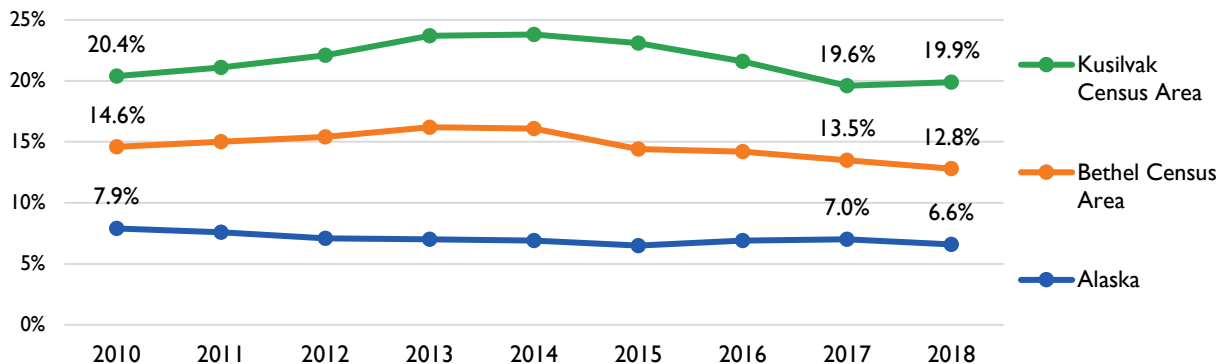


Employees by Sector, Kusilvak Census Area



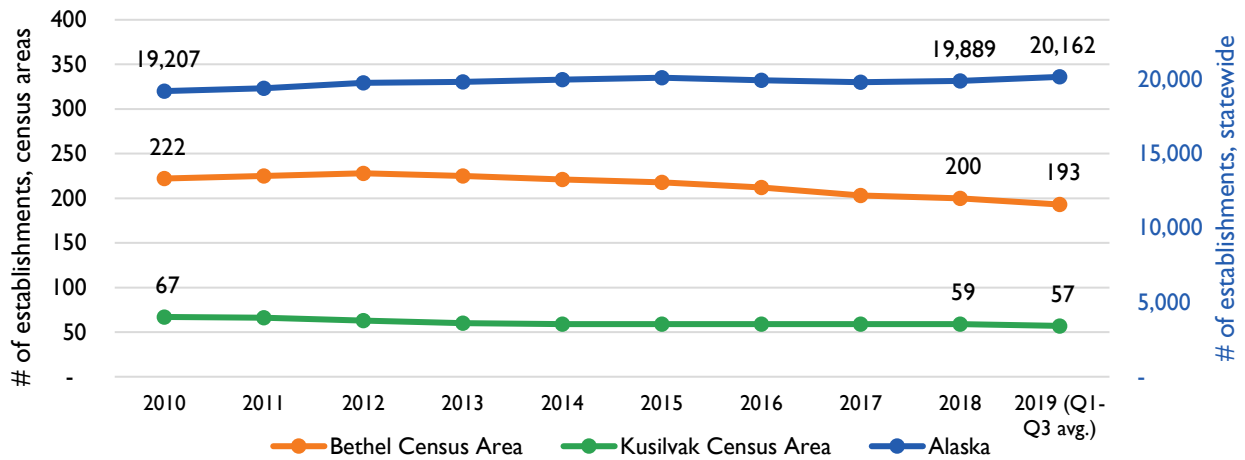
## Unemployment

What it tracks	Target	Where it comes from	Limitations
The number of civilian jobless individuals aged 16 or older who are available to work and are seeking employment. It does not include retirees or those who choose not to work.	Decrease	State of Alaska Department of Labor and Workforce Development	Does not include people who want jobs but have not searched for work in the past four months.



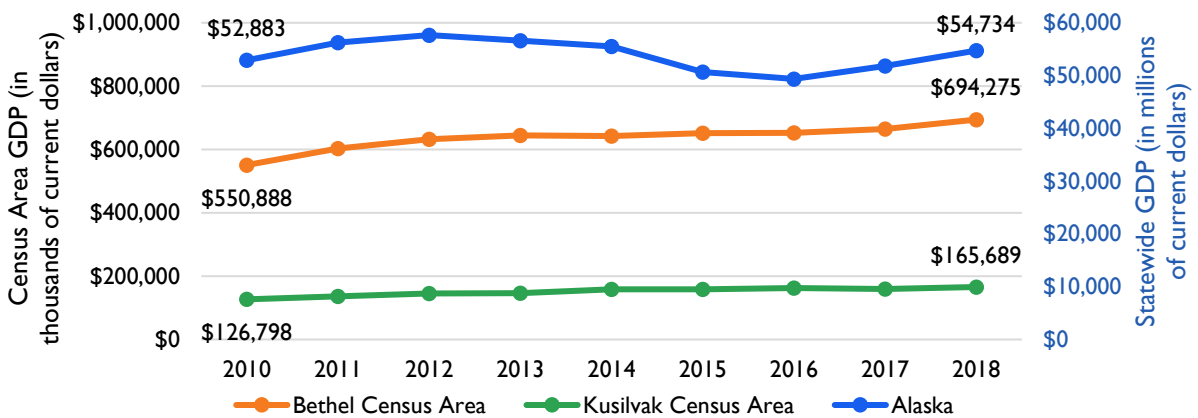
## Number of Business Establishments

What it tracks	Target	Where it comes from	Limitations
Counts the number of private business establishments by the location of work (not the location of the worker), based largely on unemployment insurance data.	Increase	BLS Quarterly Census of Employment and Wages	Excludes sole proprietorships and the self-employed (including many fishermen).



## Gross Domestic Product (GDP)

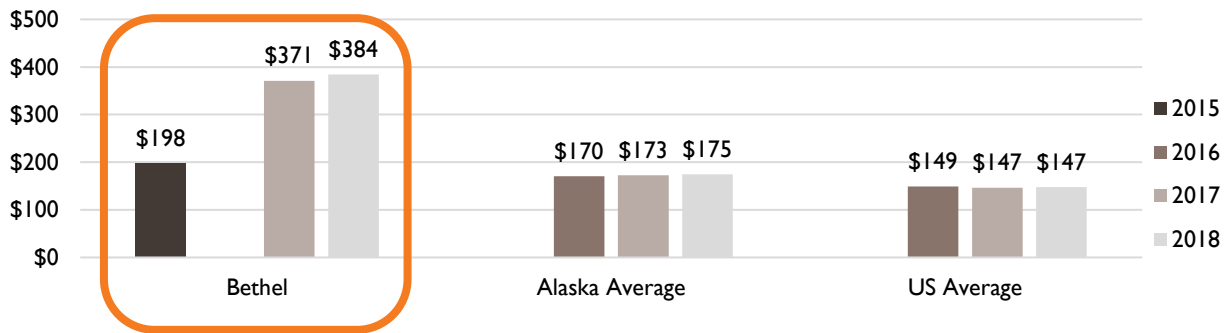
What it tracks	Target	Where it comes from	Limitations
Summarizes the total market value of goods and services (both public and private) produced in the region based on earnings data, business receipts, production value and more. It can also be thought of as the sum of spending and exports, minus the sum of imports. <sup>2</sup>	Increase	Bureau of Economic Analysis (GDP by county was first made available in December 2019)	Does not capture many local economic activities, such as subsistence.



<sup>2</sup> For more information about this newly released data source, visit this article on the Bureau of Economic Analysis's webpage: <https://apps.bea.gov/scb/2020/03-march/0320-county-level-gdp.htm>

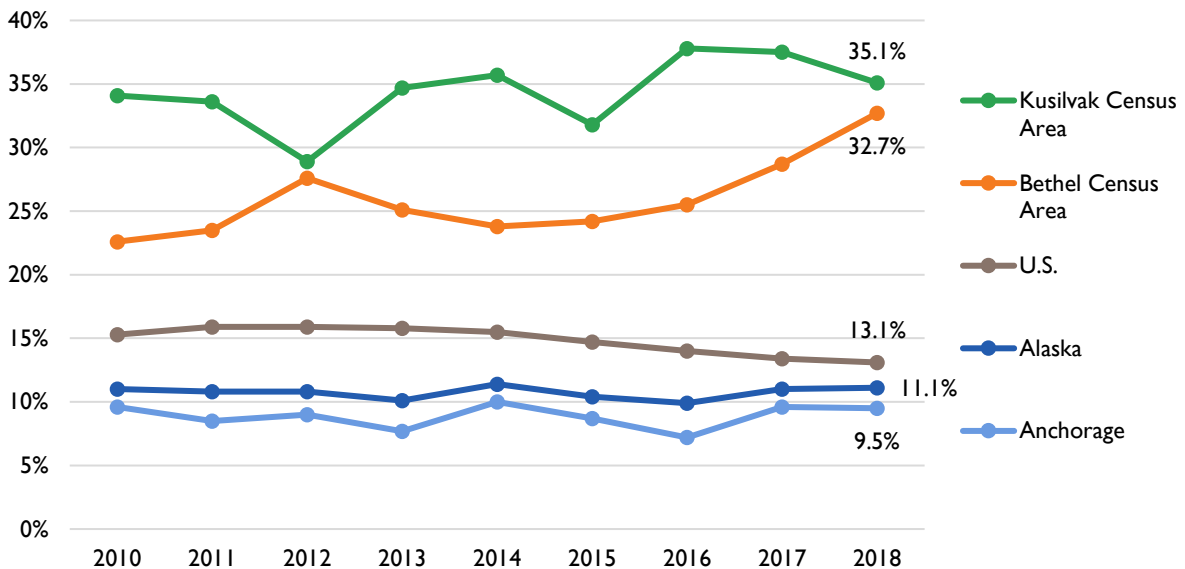
## Cost of Groceries

What it tracks	Target	Where it comes from	Limitations
A cost of one week's groceries based on reported results from selected communities. This is based on costs for a family of four with two children.	Decrease	UAF, Cooperative Extension Service	In the Y-K region, the only community that participates in the survey is Bethel; data are not available for all years.



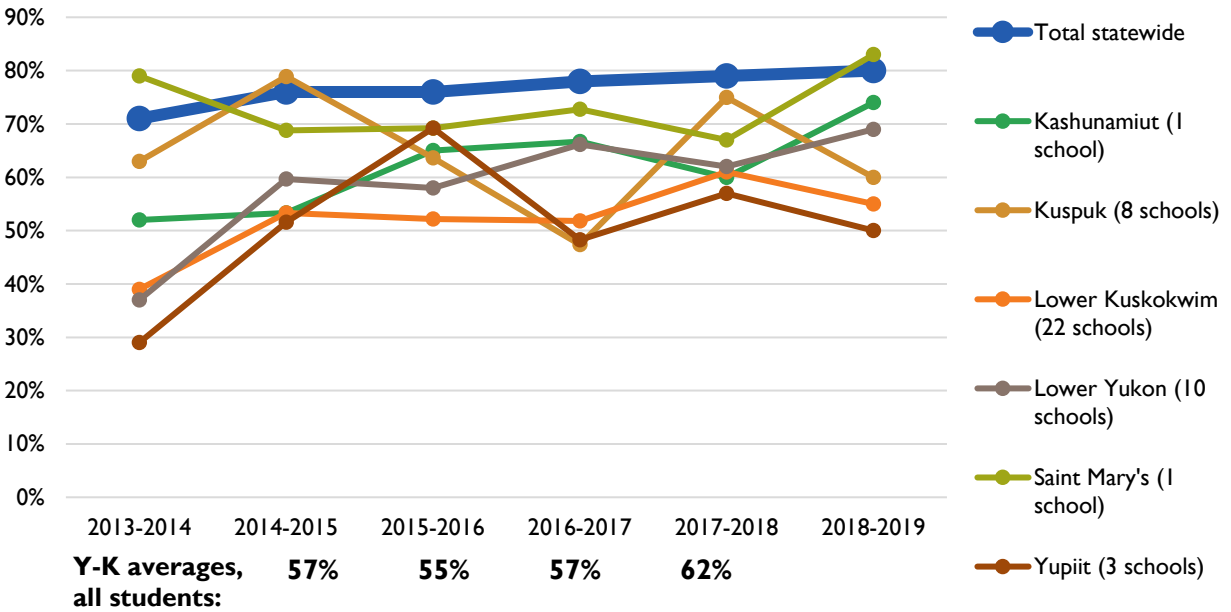
## Poverty

What it tracks	Target	Where it comes from	Limitations
Model-based estimates that estimate poverty using state and county data from the American Community Survey, combined with other data such as federal income tax returns, SNAP benefits, etc.	Decrease	U.S. Census's Small Area Income and Poverty Estimates (SAIPE)	For areas with small populations, the estimates have high error margins.



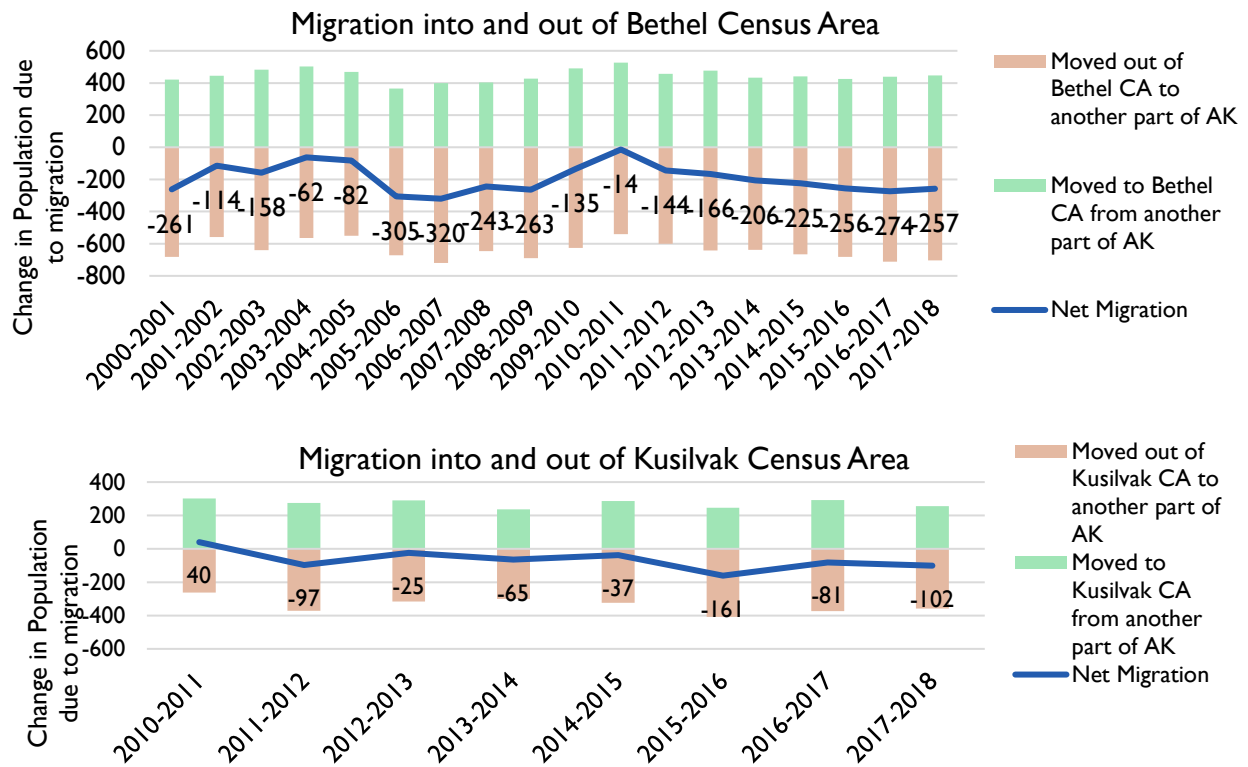
## Graduation Rates by District

What it tracks	Target	Where it comes from	Limitations
Percentage of students from each school district who graduate high school within four years.	Increase	AK Dept. of Education and Early Development	Does not capture students who later go on to earn their GEDs or those who graduate in more than four years. School districts with small populations typically experience larger year-to-year swings.



## Migration

What it tracks	Target	Where it comes from	Limitations
The State of Alaska tracks migration trends of residents around the state using Permanent Fund Dividend (PFD) and Internal Revenue Service (IRS) tax information. These numbers help explain what is driving regional population changes.	Decrease outmigration	Alaska Dept. of Labor and Workforce Development	The data only track PFD recipients. It does not capture seasonal workers or residents who are new to Alaska and ineligible for a PFD.



## Subsistence Harvests

What it tracks	Target	Where it comes from	Limitations
	Increase	Alaska Department of Fish and Game	

Subsistence harvest information will be added during the 30-day comment period and released in the final draft.

# 3. Progress and Performance Updates

## Overview

In August 2019, regional economic development leaders and stakeholders convened for the 2019 Y-K Energy, Environment, Economy Work Session in Bethel. At the Work Session, the 2018-2023 CEDS strategies were reviewed, and specific actions were identified for the coming year. This section summarizes the goals and priority strategies from the 2018-2023 CEDS, presents the 2020 focus areas, and offers a consolidated list of targeted, specific actions that Y-K organizations, businesses and partners can take to support economic development over the next year.

The table below offers a crosswalk that compares the eight goals from the 2018-2023 CEDS to the six broad focus areas in this update.

2018-2023 CEDS Goals	2020 Y-K CEDS Focus Areas					
	Economic Development	Education & Workforce Development	Energy	Housing	Infrastructure	Subsistence
A: Grow Our Own		✓				
B: Address Critical Housing Needs				✓		
C: Support & Grow Local Business Development & Entrepreneurship	✓	✓				
D: Expand & Improve Regional Communications, Energy & Transportation Infrastructure			✓		✓	
E: Improve the Health, Wellness and Safety of the Region’s People and Communities		✓			✓	
F: Create Resilient and Prepared Communities	✓		✓		✓	✓
G: Cultivate Regional Coordination and Planning	✓					
H: Protect Natural Resource Harvests and Subsistence						✓

# Accomplishments and Relevant Progress Over the Past Year

## Economic Development

- Organizations, tribes, agencies and businesses from all over the Y-K region attended the 2019 Y-K Energy, Environment, Economy Work Session in Bethel. This work session was an opportunity to reflect on the Y-K CEDS, identify priority actions and next steps and continue to foster connections and partnerships between Y-K partners around the region.<sup>3</sup>
- The Calista-sponsored Best in the West business competition has given startup training and funding to more than 75 businesses in the region over the past decade; 80 percent of them are still in business today. In the 2019 competition, winners received a total of \$33,500.<sup>4</sup>

## Education and Workforce Development

- In partnership with groups such as AVCP, Yuut Elitnaurviat continues to expand its training opportunities to meet regional needs, such as rural facility maintenance, marine aluminum welding and boiler troubleshooting. Yuut Elitnaurviat also recently opened its Airframe and Power Plant School and is developing a Licensed Practical Nurse (LPN) certificate program, using grant funding from the U.S. Department of Education's Alaska Native Education Program.
- Calista was awarded a grant from the U.S. Department of Education's Alaska Native Education Program to develop a new program called *Tengluni* or "Take Wing." The grant will serve approximately 570 high school students in 14 schools throughout the Y-K region. The program, which was developed in collaboration with the Alaska Humanities Forum, aims to increase graduation rates by fostering traditional values and providing formal mentoring through school seminars, skills training and learning sessions to encourage healthy and safe choices.<sup>5</sup>
- AVCP hosted a Public Safety Summit in Bethel in August 2018, with 120 participants from communities and agencies throughout the region. An outcomes document was prepared that summarizes subregional priorities, regional challenges and recommended solutions; review the document at: [http://www.avcp.org/wp-content/uploads/2020/03/Public-Safety-Summit-Outcomes-Document\\_final.pdf](http://www.avcp.org/wp-content/uploads/2020/03/Public-Safety-Summit-Outcomes-Document_final.pdf). AVCP continues to identify and implement strategies to improve Village Public Safety Officer (VPSO) coverage in rural communities through facilities assessments, a strategic plan and a public safety task force.

---

<sup>3</sup> Learn more about the Y-K Energy, Environment, Economy Work Session here, including work session notes, presentations and the participant contact list: <http://www.avcp.org/services/economic-development/>

<sup>4</sup> Read about three of the 2019 Best in the West winners here: <https://www.calistacorp.com/news/best-in-the-west-brings-success/>

<sup>5</sup> Learn more about the Take Wing "Tengluni" program: <https://www.calistacorp.com/news/calista-education-new-education-grant/>  
<https://www.calistacorp.com/news/calista-education-new-education-grant/>



- Alaska Native Science and Engineering Program (ANSEP)'s Middle School Academy is expanding to a year-round program that will serve approximately 4,000 students by 2020. An evaluation of ANSEP's effectiveness showed a dramatic increase in the number of Alaska Native students successfully pursuing Science, Technology, Engineering and Math (STEM) degrees since ANSEP's programs began.<sup>6</sup>
- AVCP has successfully collaborated with the University of Alaska Fairbanks Kuskokwim Campus in Bethel to expand course opportunities for Y-K tribal administrators and tribal staff.
- AVCP has started posting client success stories via social media, highlighting those who have successfully pursued and achieved job training and workforce development opportunities and milestones around the region.
- Calista continues to expand its internships and apprenticeships program.
- Donlin Gold is actively recruiting shareholders from the Y-K region for employment. Approximately 100 workers were recruited in 2019-2020 for geotechnical work. When possible, work schedules are designed so they can accommodate subsistence lifestyles.

## Energy

- The Calista Energy Management Assistance Initiative (CEMAI) Project, funded by the U.S. Department of Energy, continues to provide utility financial management training, energy use data tracking and other technical assistance throughout the Y-K region.

## Housing

- ONC finalized the plat for a new Ciullkuklek Subdivision (approximately 30 housing units) in Bethel. Plans are in development for a piped water and sewer system to serve the subdivision.
- AVCP RHA continues to build new homes, as well as weatherize, repair and modernize existing homes in communities throughout the Y-K region. AVCP RHA has maintained its commitment to local hire on construction projects throughout the region.

## Infrastructure

- Planning efforts for the Y-K River Freight and Energy Corridor continue to move forward, with the Stage III Technical Report released in April 2019. Stage III focused on one of the proposed corridors, Corridor C, and included public outreach, detailed land status and

---

<sup>6</sup> Read the 2019 UAA ANSEP Graduation Study here:  
<https://www.ansep.net/documents/2019%20UAA%20ANSEP%20Graduation%20Study%2004MAY19.pdf>

ownership research, a subsistence literature and data gap analysis, place name reporting and barge landing analysis.<sup>7</sup>

- Bethel's new hospital, the Paul John Calriciraq Project, opened; renovation at the old hospital is underway.
- The U.S. Department of Transportation awarded a \$23.1 million Better Utilizing Investments to Leverage Development (BUILD) grant to construct a permanent dock and barge landing in Emmonak.
- AVCP continues to develop and implement a regional plan for winter trail marking.
- The village of Newtok is successfully transitioning its first large cohort of households to Mertarvik as part of a major decades-long relocation effort.

## Subsistence

- Local and regionally organized subsistence fish harvesting surveys and studies continue to grow, providing local employment opportunities and documenting local fisher perspectives, suggestions and concerns that can be used to assist managers and planners.
- Agencies and local stakeholders are collaborating on research efforts to understand changing environments in the region and developing policies to protect and preserve important subsistence species, such as Chinook salmon.
- Y-K representatives have a voice at the table of many regional and statewide natural resource planning efforts, including participation in the North Pacific Fisheries Management Council's Community Engagement Committee, Kuskokwim River Inter-Tribal Fish Commission, Chaninik Qaluyat Nunivak (CQN) Work Group, Bering Sea Elders Group, the Inuit Circumpolar Council, Indigenous People's Council for Marine Mammals and more.

---

<sup>7</sup> Read the full Y-K Freight and Energy Corridor Plan Stage III Technical Report here: [http://www.avcp.org/wp-content/uploads/2019/06/YKTP-Layout\\_190530-Web-CD.pdf](http://www.avcp.org/wp-content/uploads/2019/06/YKTP-Layout_190530-Web-CD.pdf)

## 4. Preliminary Priority 2020 Strategies and Actions by Focus Area

### Economic Development and Planning

***1] Collectively invest in regionwide community and economic development and planning (e.g., in-kind or other contributions to CEDS development, implementation and monitoring).***

**Actions:**

- a. Explore the feasibility of creating a village corporation consortium/investment pool.
  - o **Potential funding opportunities:**
    - [U.S. Department of Agriculture, Utilities Programs, Rural Community Development Initiative \(RCDI\), Synopsis 1](#). Due May 13, 2020.
    - [U.S. Department of Agriculture, Utilities Programs, Community Facilities Technical Assistance and Training Grant, Synopsis 2](#). Due April 30, 2020.
- b. Continue exploring ways to increase emerging job opportunities as indicated by the Y-K Workforce Development Working Group.
  - o **Potential funding opportunity:**
    - [U.S. Department of Health and Human Services, Administration for Children and Families – OCS, Community Economic Development \(CED\) Projects, HHS-2020-ACF-OCS-EE-1803](#). Due May 26, 2020.
- c. Pursue funding for large-scale infrastructure and construction projects; prioritize investments in infrastructure projects with regional benefit (e.g., BUILD funding for the Emmonak Port; Department of Energy funding for Kwethluk Wind-Diesel turbine).
  - o **Potential funding opportunity:**
    - [U.S. Department of Transportation, FY 2020 Helping Obtain Prosperity for Everyone Program, FTA-2020-011-TPE-HOPE](#). Due May 4, 2020.
- d. Continue the Small Business Development “Best in the West” competitions to encourage entrepreneurship in the Y-K region.
- e. Support micro-lending opportunities for start-ups, entrepreneurs, commercial fishers and small business owners.
- f. Partner with impact investors who seek to generate a measurable, beneficial social or environmental impact as well as a financial return.
- g. Initiate a coordinated campaign to educate state legislators and federal agencies about needed energy investments, with specific requests to invest in the Y-K Delta.

**2] Expand local capacity to assess risks and opportunities, develop, and carry out community-level plans through new approaches and partnerships.**

**Actions:**

- a. Establish more regular regional communication.
- b. Improve in-region socio-economic data collection to inform shared regional strategies.
- c. Develop unified regional requests for support from out-of-region partners; for example, to do climate change research.
- d. Expand local capacity to assess risks and opportunities, develop and carry out community-level plans. Community-level plans should: a) identify risks to community infrastructure from environmental change; b) provide a local, culturally effective process to identify priority infrastructure needs; and c) increase community eligibility to receive out-of-region funding to implement plans.
  - o **Potential funding opportunities:**
    - [Administration for Native Americans Social and Economic Development Strategies Grants](#). Due June 1, 2020.
    - [Surdna Foundation, Sustainable Environments Grants](#). Due July 1, 2020.
- e. Revisit 2018 Adapt Y-K Delta workshop outcomes and evaluate the effectiveness of the results attained. Determine what was not accomplished and whether there are still threats or potential threats. Identify if there are any new threats.
- f. Develop a network of climate monitors in Yukon Kuskokwim communities.
- g. Integrate local knowledge and work by out-of-region researchers to expand base data on environmental change; this effort will also inform the viability of physical infrastructure in the region.
  - o **Potential funding opportunity:**
    - [U.S. Department of Health and Human Services, Administration for Children and Families – ANA, Environmental Regulatory Enhancement, HHS-2018-ACF-ANA-NR-1344](#). Due June 1, 2020.
- h. Identify resources available to assist individuals and communities with target threats affecting or potentially affecting their areas.
- i. Advocate for additional resources for research and response to climate/environmental change.
- j. Advocate to designate a federal agency to lead the response to climate change and to make funding available for affected communities.
- k. Advocate to change Federal Emergency Management Agency (FEMA) criteria for disaster declaration to include ‘slow-moving’ disasters caused by climate change.

- l. Address invasive species, including small mammals, plants and insects.
- m. Develop regional protocols or response procedures for communities to respond to natural or man-made climate events.

- **Potential funding opportunities:**

- [U.S. Department of Health and Human Services, Centers for Disease Control and Prevention - ERA Commercial Fishing Occupational Safety Training Project Grants \(T03\) Synopsis 7](#). Due January 21, 2021.
- [State of Alaska Department of Military and Veteran Affairs, Division of Homeland Security and Emergency Management Grants](#)

**3] Increase general understanding among the regional population of personal and business finance.**

**Actions:**

- a. Provide education in finance, business basics, and life management skills to help residents understand credit, loans, insurance and banking opportunities.
  - Educate youth in junior and senior high schools.
  - Educate young and older adults in communities.

**4] Promote commercial and export opportunities for locally grown and harvested products (e.g., farm-to-table, seafood-to-table, value-added processing, local lumber, sawmill, and home manufacturing efforts).**

**Actions:**

- a. Develop “how to” manuals or resource guides that detail success stories, resources and links for where to find information and assistance for a person/entity interested in starting a local produce business.
  - **Potential funding opportunities:**
    - [U.S. Department of Agriculture, Agricultural Marketing Service, Regional Food System Partnerships, USDA-AMS-TM-RFSP-G-20-0009](#). Due May 11, 2020.
    - [Ben & Jerry’s Foundation, Grass Roots Organizing for Social Change Program](#). Due April 15, 2020.
    - This website has a number of helpful webinars on subjects related to this strategy: <https://www.firstnations.org/webinars/previous-webinars-in-2017/>.

- b. Identify businesses/organizations currently engaged in commercial and export activities for locally grown and harvested goods; of these:
  - identify the most successful businesses and determine whether there is room for expansion or further development; and
  - examine why businesses have failed and identify ways to improve their success rate.
- c. Identify individuals/communities interested in exploring and/or starting these business activities.
- d. Develop training program(s) related to all facets of business (e.g., business development, accounting, payroll and labor laws, how to research laws and regulations, growing/harvesting/processing the product, how to add value, market/advertise, customer service, how to sell and transport goods); this may involve:
  - identifying resources to assist with business startup (funding, education on labor laws, developing a market and identifying a customer base, etc.).
  - researching and identifying relevant state, federal and local rules and regulations required to engage in activities related to growing, harvesting, processing, marketing, selling, hiring, etc.
  - researching products that will have the best potential for growing/producing and sales, including market research for value-added products.
  - **Potential funding opportunities:**
    - [U.S. Department of Agriculture, Agricultural Marketing Service, Farmers Market Promotion Program, USDA-AMS-TM-FMPP-G-20-0002](#). Due May 11, 2020.
    - [U.S. Department of Agriculture, Agricultural Marketing Service, Local Food Promotion Program, USDA-AMS-TM-LFPP-G-20-0001](#). Due May 11, 2020.
- e. Establish an in-region tanning operations company or factory to process harvested furs for export, local use and arts/crafts.
- f. Support local lumber, sawmill, and home manufacturing efforts (e.g., a truss manufacturing plant). This will also reduce the cost of building materials and increase local employment opportunities.

## Education and Workforce Development

### **5] Increase regional child and youth engagement within the workplace and work with children and youth to develop the skills to comfortably and successfully operate within workplace culture.**

#### **Actions:**

- a. Develop a Workplace Fundamentals curriculum that could be integrated with an existing high school class required for graduation (can be integrated with a job-shadowing program). Pilot the curriculum at Bethel Regional High School and Kuskokwim Learning Academy. Assess the pilot program, then implement it throughout Y-K school districts.
- b. Encourage Y-K businesses, communities and organizations to engage youth earlier and more often by bringing young residents to conferences, meeting with them in classrooms, inviting them to board meetings, encouraging them to vision for their future and engaging them in career conversations earlier.

### **6] Prepare regional residents for work in emerging economic sectors, including energy (e.g., operators and repair technicians needed for existing and new energy generation technology), housing construction and rehabilitation, infrastructure, trail-based transportation and resource development (e.g., Donlin Gold Mine, Pilcher Mountain Gravel Extraction).**

#### **Actions:**

- a. Connect regional corporations with local school districts on a regular basis to inform school boards of workforce needs and increase local graduate recruitment.
- b. Develop and/or implement grade school curricula that give students real life learning opportunities and build future employment skills focused on the professions needed in the Y-K region (e.g., Alaska EXCEL programs, ANSEP, AK Energy Smart curriculum: [www.akenergysmart.org](http://www.akenergysmart.org)).
- c. Develop a job-shadowing program focused on the professions needed for upcoming projects in the Y-K region (e.g., Y-K Freight Corridor, telecommunications expansion, governance/leadership). Pilot the program with one or two partner organizations. Assess the pilot program, then implement it with additional partner organizations.
- d. Increase the number of paid and unpaid internships available to students in the region, focusing on professions needed for upcoming projects in the Y-K region. Internships give students hands-on experience within a workplace.
  - o **Potential funding opportunity:**
    - [U.S. Department of the Interior, Bureau of Land Management, FY2020 Alaska BLM Youth Conservation Opportunities on Public Lands, Synopsis 1](#). Due April 27, 2020.

- e. Research and pursue emerging opportunities for [Innovation Readiness and Training \(IRT\)](#). This would assist the region with military readiness and provide realistic training in a joint environment for National Guard, Reserve and Active Duty members, preparing them to serve during a national crisis in-region or abroad. Trainings include engineering, health care, diving and transportation projects; they provide hands-on, mission-essential training while providing infrastructure and health-care renewal to communities.
- f. Increase workforce development and assistance for adult jobseekers in the Y-K region. This effort may involve partnering with resources such as the Alaska Job Center Network, which offers on-the-job training assistance, including short term job search assistance, costs related to relocating to a new job, tuition/books and fees for a training program, required tools and supplies for work or training, licenses/credentials, reimbursement of a percentage of the participant's wages for a pre-negotiated period of time with an employer, and supportive services related to participating in on-the-job training or an apprenticeship.

**7] Increase the number of students obtaining higher education (B.S., Master's, and PhD).**

- a. Increase the number of students from the Y-K region who participate in two proven educational programs: the Alaska Native Science and Engineering Program (ANSEP) and Alaska EXCEL. ANSEP offers Middle School Programs, Acceleration Programs, a Summer Bridge Program and a University Success Program. Alaska EXCEL offers internships, foundational (general skills and career exploration) and specialty (focused around a subject, industry or purpose) sessions for students in Grades 7-12.
  - o Employ a dedicated staff member to manage each educational program's engagement with students, schools, districts, and stakeholders within the Y-K region.
  - o Recruit an employee within the Y-K region to support each educational program's engagement as a part-time, region-based staff support for students, parents, teachers, and others who have contact with youth in the Y-K region.
  - o **Potential funding opportunities:**
    - [U.S. Department of Commerce, Fiscal Year 2021 National Sea Grant College Program Dean John A. Knauss Marine Policy Fellowship, Synopsis 1](#). Due February 1, 2020 (typically released each September).
    - [U.S. Department of Agriculture, Utilities Programs, Distance Learning and Telemedicine Grants](#). Due April 10, 2020.

**8] Grow the region's aviation workforce.**

**Actions:**

- a. Complete an agreement between AVCP and Yuut Elitnaurviat to co-own the airframe and power plant school.
- b. Operate the A+P center and train aviation mechanics.



- c. Invite regional aviation mechanics to identify improvements to the A+P school curriculum based on their experience.
- d. Invite regional air carriers to provide scholarships and intern programs.
- e. Develop a placement service to help A+P grads get jobs upon graduation.
- f. Invite A+P grads working for regional carriers to speak at schools about careers as mechanics.
- g. Create financial incentives with regional air carriers to retain A+P grads in local communities (as opposed to exporting the training to Anchorage).
- h. Conduct a feasibility study/business plan to offer avionics training. If feasible, hire instructors and add avionics to programming.
- i. Secure operating funding, develop and carry out a plan to re-open the Yuut Elitnaurviat flight school and train pilots.

## Energy

### **9] Improve the energy efficiency of homes and community buildings throughout the region.**

#### **Actions:**

- a. Improve the energy efficiency of housing units.
  - o **Potential funding opportunity:**
    - [U.S. Department of Agriculture, Business and Cooperative Programs, REAP-Renewable Energy Systems and Energy Efficiency Improvements Synopsis 2](#). Due April 27, 2020.
- b. Use energy audits, building codes and demonstration projects to make community buildings as energy efficient as possible.
  - o **Potential funding opportunity:**
    - [U.S. Department of Agriculture, Business and Cooperative Programs, REAP-Renewable Energy Systems and Energy Efficiency Improvements Synopsis 2](#). Due April 27, 2020.
- j. Create a legacy document explaining why the Power Cost Equalization (PCE) Program exists; clarify that PCE is not a subsidy, but an agreement between urban and rural areas.

### **10] Expand energy infrastructure and increase the use of renewable energy.**

#### **Actions:**

- a. Bring natural gas from Cook Inlet to the region, either in bulk shipments or via pipeline. If the Donlin mining project moves forward, work with Donlin to ensure a mining-related gas line can carry sufficient quantities so communities can access/purchase natural gas as well.

- b. Build renewable energy infrastructure.
  - **Potential funding opportunities:**
    - [U.S. Department of Agriculture, Utilities Programs, Assistance to High Energy Cost Communities, Synopsis 4](#). Due April 27, 2020.
    - [U.S. Department of Agriculture, Business and Cooperative Programs, REAP-Renewable Energy Systems and Energy Efficiency Improvements Synopsis 2](#). Due April 27, 2020.

## Housing

### ***11] Construct 3,000 homes in the Y-K region to address the housing shortage.***

#### *Actions:*

- a. Construct and/or rehabilitate 1,800 homes toward the region’s goal of 3,000 affordable, quality additional homes by 2022. (Cost: average of \$400,000 per home \* 3,000 units = \$1.2 billion).
  - **Potential funding opportunities:**
    - [U.S. Department of Housing and Urban Development Section 811 Supportive Housing for Persons with Disabilities \(Capital Advance\) Synopsis 1](#). Due February 10, 2020 (recurring opportunity).
    - [U.S. Department of Treasury, CDFI, New Market Tax Credit Program](#). Due October 28, 2019 (recurring opportunity, next announcement anticipated Summer 2020).
- b. Use building design and construction methods that allow homes to adjust to climate change where appropriate/necessary (e.g., adjustable foundations and movable homes).

### ***12] Increase housing affordability for homeowners and renters.***

#### *Actions:*

- a. Allow regional housing authorities to be eligible for water and sewer infrastructure funds to help offset installation costs for new homes.
  - **Potential funding opportunity:**
    - [U.S. Department of Agriculture, Utilities Programs, Revolving Fund Program](#). Due June 12, 2020.
- b. Offer culturally effective education on how to finance a new home to residents and local agencies.

## Infrastructure

### **13] Prioritize and implement regional transportation projects (e.g., Y-K Freight Corridor, Lower Yukon River Regional Port, Bethel City Dock upgrades).**

#### *Actions:*

- a. Develop the Yukon-Kuskokwim Freight Corridor (connect communities along the Yukon and Kuskokwim Rivers via a 44-mile overland route). The Stage III Technical Report was released in April 2019. Next steps: Complete Stage IV of the Corridor Plan.
  - **Potential funding opportunities:**
    - [U.S. Department of Transportation, FY 2020 National Infrastructure Investments, DTOS59-20-RA-BUILD](#). Due May 18, 2020.
    - [EDA Public Works and Economic Adjustment Assistance Programs](#). Applications accepted on a rolling basis.
    - [State of Alaska, Community Development Block Grants](#). Typically due in December, funding announcement in August.
- b. Develop a Lower Yukon River Regional Port in Emmonak. Obtain high-grade rock for associated road improvements and loading/staging areas; and secure permitting/permissions to connect port to the Alaska LNG corridor. Funding: \$3 million was appropriated from the State of Alaska, \$1 million has been pledged from Yukon Delta Fisheries Development Association (YDFDA) and \$23.1 million was awarded by the U.S. Department of Transportation through a Better Utilizing Investments to Leverage Development (BUILD) grant.
- c. Develop a gravel pit at Pilcher Mountain with a road and port for exporting the gravel.
  - **Potential funding opportunities:**
    - [U.S. Department of Transportation, FY 2020 National Infrastructure Investments, DTOS59-20-RA-BUILD](#). Due May 18, 2020.
    - [EDA Public Works and Economic Adjustment Assistance Programs](#). Applications accepted on a rolling basis.
    - [State of Alaska, Community Development Block Grants](#). Typically due in December, funding announcement in August.
    - [U.S. Department of Transportation, Maritime Administration, Port Infrastructure Development Grants](#). Due May 17, 2020.

- d. Complete upgrades to the Bethel City dock. Needed upgrades include better lighting, running water (for fire suppression), height increases and other changes.
  - **Potential funding opportunities:**
    - [U.S. Department of Transportation, FY 2020 National Infrastructure Investments, DTOS59-20-RA-BUILD](#). Due May 18, 2020.
    - [EDA Public Works and Economic Adjustment Assistance Programs](#). Applications accepted on a rolling basis.
    - [State of Alaska, Community Development Block Grants](#). Typically due in December, funding announcement in August.
    - [U.S. Department of Transportation, Maritime Administration, Port Infrastructure Development Grants](#). Due May 17, 2020.
- e. Develop a new Petroleum Port/Cargo Dock in Bethel.
  - **Potential funding opportunities:**
    - [U.S. Department of Transportation, FY 2020 National Infrastructure Investments, DTOS59-20-RA-BUILD](#). Due May 18, 2020.
    - [EDA Public Works and Economic Adjustment Assistance Programs](#). Applications accepted on a rolling basis.
    - [State of Alaska, Community Development Block Grants](#). Typically due in December, funding announcement in August.
    - [U.S. Department of Transportation, Maritime Administration, Port Infrastructure Development Grants](#). Due May 17, 2020.

***14] Prioritize and implement regional communications projects (e.g., fiber optic cable).***

*Actions:*

- b. Connect Bethel to other parts of the state via a fiber optic telecommunications cable; this project will increase connectivity in the region.
  - **Potential funding opportunity:**
    - [Bureau of Indian Affairs National Tribal Broadband Grant](#). Due May 8, 2020.

## **15] Improve regional access to affordable, quality health care facilities and services.**

### **Actions:**

- a. Replace aging village health clinics, including replacements in Kongiganak (Cost: \$3 million), Quinhagak (Cost: \$3 million), and Akiachak (Cost: \$3 million), and clinic expansion in Kwigillingok (Cost: \$1.5 million).
  - o **Potential funding opportunity:**
    - [U.S. Department of Agriculture, Utilities Programs, Distance Learning and Telemedicine Grants](#). Due April 10, 2020.
- b. Continue clinic and hospital expansion, including identifying funding to meet staffing needs.
- c. Design and construct a Regional Family Services Center. The Family Service Center will allow families and tribal members to go to one location to access the services they need instead of traveling to multiple locations around Bethel. AVCP programs housed in this center will include: Education, Employment and Training, Child Care, Headstart, Healthy Families, Indian Child Welfare, Social Services, Energy Assistance, Temporary Assistance for Needy Families (TANF), Housing Improvement, Suicide Prevention, Youth Services and Vocational Rehabilitation. Cost: \$33 million.
- d. Expand the Yukon-Kuskokwim Qavartarvik Hostel, a lodging facility for patients.
- e. Replace the Bautista House residential facility. This will address substance abuse challenges (including alcohol, opioids and methamphetamine) through increased programs and treatment options (Cost: \$5 million).
- f. Provide comprehensive re-entry services that include treatment for addictions, job training and life skills education. This will improve the success of those reentering communities from correctional facilities, increase the workforce and improve public safety.
  - o **Potential funding opportunities:**
    - [U.S. Department of Health and Human Services, Administration for Children and Families – OCS, Community Economic Development \(CED\) Projects, HHS-2020-ACF-OCS-EE-1803](#). Due May 26, 2020.
    - [U.S. Department of Housing and Urban Development Resident Opportunity & Self-Sufficiency Program Synopsis 1](#). Due October 15, 2019 (recurring opportunity).

## ***16] Increase surface travel safety throughout the year and across the region.***

### ***Actions:***

- a. Continue the mapped inventory of existing trails corridors/routes.
  - o **Potential funding opportunity:**
    - [U.S. Department of Transportation, FY 2020 National Infrastructure Investments, DTOS59-20-RA-BUILD](#). Due May 18, 2020.
- b. Identify trails/routes to improve, harden or relocate; work with landowners to secure these routes.
- c. Improve trail marking and better systems for real-time data on ice conditions on rivers and lakes.
- d. Establish a Western Alaska Emergency Response Center in Bethel. AVCP donated an 8,400 square-foot two-story steel building to be renovated into a training center and headquarters for the coordination of emergency responses to industrial, natural and environmental disasters (Cost: \$4 million to renovate the facility).

## **Subsistence**

### ***17] Protect natural resource harvests and subsistence.***

#### ***Actions:***

- a. Use the results of the Y-K fish preservation project to improve options for preserving fish, meeting community needs and avoiding waste.
- b. Include subsistence and food security strategies in community plans.
- c. Increase opportunities for youth to develop subsistence (sustenance) skills.
- d. Work with resource management agencies (e.g., US Fish and Wildlife Service, Alaska Department of Fish and Game, US Bureau of Land Management) to better incorporate local knowledge and concerns in fish and wildlife management as habitats, seasons and species shift, recognizing that conditions vary in different areas.
  - o **Potential funding opportunities:**
    - [U.S. Department of the Interior, Fish and Wildlife Service, Coastal Program, Synopsis 6](#). Due September 30, 2020.
    - [Wildlife Conservation Society \(WCS\), Climate Adaptation Fund Grant](#). Due April 8, 2020.
    - [National Fish and Wildlife Foundation, Coastal Resilience Fund 2020](#). Pre-Proposal Due Date: Wednesday, April 8, 2020, Full Proposal (by Invite Only) Due Date: June 25, 2020.

- [U.S. Department of Commerce, National Marine Fisheries Service, FY 2020 Community-based Restoration Program Coastal and Marine Habitat Restoration Grants Synopsis 2](#). Due April 9, 2020 (funding announcement in November).
- e. Build capacity to increase the number of fisheries and resource-management programs operated by tribal and community entities.
  - **Potential funding opportunities:**
    - [U.S. Department of the Interior, Fish and Wildlife Service, Coastal Program, Synopsis 6](#). Due September 30, 2020.
    - [Wildlife Conservation Society \(WCS\), Climate Adaptation Fund Grant](#). Due April 8, 2020.
    - [National Fish and Wildlife Foundation, Coastal Resilience Fund 2020](#). Pre-Proposal Due Date: Wednesday, April 8, 2020, Full Proposal (by Invite Only) Due Date: June 25, 2020.
    - [U.S. Department of Commerce, National Marine Fisheries Service, FY 2020 Community-based Restoration Program Coastal and Marine Habitat Restoration Grants Synopsis 2](#). Due April 9, 2020 (funding announcement in November).