

# UNALAKLEET LOCAL ECONOMIC DEVELOPMENT PLAN 2014 - 2019



## **Top Priority Projects**

1. Construct New Water Line.
2. Roads for Both Sub-divisions
3. Elders Assisted Living Facility
4. SAR and Fire Department Funding
5. Continued Monitoring of Contaminated Sites
6. More Homes for Families
7. Sub-regional Clinic Fully Staffed
8. Crab Processing/Holding/Value-added Seafood Facility
9. Replace Boat Ramps.
10. Evacuation Center

## **Prepared For:**

The Community of Unalakleet and  
The Bering Strait Development Council

## **Facilitated By:**

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September 26, 2013



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***JOINT ENTITIES RESOLUTION***  
**Native Village of Unalakleet**  
**City of Unalakleet**  
**Unalakleet Native Corporation**  
**JOINT RESOLUTION # 13-12-001**

A RESOLUTION OF THE NATIVE VILLAGE OF UNALAKLEET ADOPTING THE 2014-2019 LOCAL ECONOMIC DEVELOPMENT PLAN (LEDP) APPLICABLE FROM 2014 to 2019.

WHEREAS, the Native Village of Unalakleet IRA Council is the federally recognized governing body of the tribal members of Unalakleet, Alaska; and,

WHEREAS, the Unalakleet City Council is the municipal governing body of Unalakleet, Alaska; and,

WHEREAS, the Unalakleet Native Corporation is the village corporation established under ANCSA; and,

WHEREAS, the purpose of the Native Village of Unalakleet IRA Council, City Council, and Corporation Board are to serve the people, community, and businesses of the tribe by promoting economic opportunities that improve the economic, social, and environmental quality of life; and,

WHEREAS, the Native Village of Unalakleet IRA Council, City Council, and Corporation Board are responsible for the planning and implementation of economic development activities for the tribe in Unalakleet; and,

WHEREAS, the Native Village of Unalakleet IRA Council, City Council, and Corporation Board are responsible for the development and implementation of a community economic development strategy to guide the economic growth of the village in order to help increase local employment opportunities, foster a more stable and diversified economy, and improve the quality of life for residents, while maintaining the cultural heritage of the community; and,

WHEREAS, the LEDP provides the factual data support necessary to qualify for assistance in funding local projects; and,

WHEREAS, the Native Village of Unalakleet IRA Council in a joint meeting with the City of Unalakleet and the Unalakleet Native Corporation, with assistance from Kawerak Community Planning and Development Program staff, has updated its five-year LEDP that states the community's values, goals, objectives, and strategy necessary for guiding future growth and economic development of the village; and,

WHEREAS, the 2014-2019 economic development priorities listed in this LEDP were developed, reviewed, and approved by the community during a joint public meeting held on September 26, 2013; and,

WHEREAS, we ask all public, private, and non-profit entities serving our community to recognize and use this plan; and,

NOW THEREFORE BE IT RESOLVED, that the Native Village of Unalakleet Traditional Council, City Council, and Corporation Board approves and adopts the five-year Unalakleet LEDP 2014-2019 and priorities for the community of Unalakleet, applicable between 2014 and 2019,

NOW THEREFORE BE IT FURTHER RESOLVED, the economic development priorities listed below for the Native Village of Unalakleet as prioritized and approved on September 26, 2013 are:

1. Construct New Water Line.
2. Roads for Both Sub-divisions
3. Elders Assisted Facility
4. SAR and Fire Department Funding
5. Continued Monitoring of Contaminated Sites
6. More Homes for Families
7. Sub-regional Clinic Fully Staffed
8. Crab Processing/Holding/Value-added Seafood Facility
9. Replace Boat Ramps
10. Evacuation Center

**CERTIFICATION:**

I certify that the foregoing resolution was adopted at a convened meeting of the Native Village of Unalakleet Traditional Council, the Unalakleet City Council, and the Unalakleet Native Corporation Board on December 20, 2013 at which a quorum was present, by a vote of 6 for and 0 against, 0 abstaining, 1 absent.

 _____ President, Native Village of Unalakleet	<u>12/20/13</u> _____ Date
 _____ Secretary	<u>2/13/14</u> _____ Date
 _____ Mayor, City of Unalakleet	<u>2/13/14</u> _____ Date
 _____ Secretary	<u>02/13/14</u> _____ Date
 _____ President, Unalakleet Native Corporation	<u>02/19/14</u> _____ Date
 _____ Secretary	<u>2/24/2014</u> _____ Date

## **1.0 Purpose of the 2014-2019 Unalakleet Local Economic Development Plan (LEDP)**

The LEDP is a critical step in the on-going development of the tribe and its efforts to improve community conditions and the well being of its members. This plan is structured to:

- Provide the community with a complete inventory of existing demographics, races, social conditions and services, economic conditions and activities, public services provided, and public and private facilities;
- Equip the community with the basic informational tools of local planning that accurately show land status and ownership as well as traditional resources and subsistence areas;
- Provide implementation strategies for development priorities including land use, public facilities and services, capital improvements, economic development and community governance;
- Place emphasis on the crucial development issues: economic and resource development, land use planning and needs of the community with regards to infrastructure, and priority capital improvement projects;
- Involve key decision makers to assist in the identification of common goals and direction to achieve those goals.



LEDP participants: Victoria Kotongan, Tracy Cooper, Steve Ivanoff, Chester Millett, Leland Oyoumick, and Carol Charles

## **2.0 Planning Process and Public Involvement**

### **2.1 Planning History and Accomplishments in Unalakleet**

Kawerak's Community Planning & Development program (CPD) worked with the community of Unalakleet in developing past LEPDs. LEPDs analyze local conditions, identify problems and opportunities, and develop goals, strategies and outcomes to address community issues, on-going development, and future development. Below are some of the major accomplishments toward these goals since Unalakleet's last LEDP was created in 2009.

#### **Erosion**

- City working with USACE
- Building seawall at mouth of river – Phases II & III in progress
- Developing plan to run new water line from pump-house to protect water & power from shore erosion – moving it 100 yards inland
- School gym used for emergency evacuation shelter in 2010 storm
- Photo-documenting shoreline before and after storms

#### **New Water Line**

- City is working with Village Safe Water (VSW)
- City is defining alternate sources of water

#### **Elder Assisted-living**

- In planning with 4-Acre
- Architects are doing site evaluations to choose best
  - In town?
  - On hillside?

#### **Energy**

- Six wind-turbines on hill
  - Two funded by NSEDC to offset fish-plant operation costs
  - Saving \$250K/year on diesel fuel
- Rural Cap weatherization
  - About 10 homes weatherized in 2013
  - Possibly 50 homes weatherized over the next five years
- Energy audits will be done over the next three summers.

#### **Housing**

- There are subdivisions with space for development in and out of town.
- About five new houses have been built since 2009.

### **New Public Safety Building**

- Preparing ground in 2013
- Researching funding
- Deciding design
- Construction begins in summer 2014.
- Six law-enforcement officers
  - Two Village Public Safety Officers (VPSO)
  - Three Village Police Officers (VPO)
  - One State Trooper

### **New Maintenance Shop**

- The Unalakleet Native Corporation has a new mechanic shop at the Native Store.

### **More Local Job Training**

- HAZWOPPER training
- Certified Nurse training w/Kawerak and University of Alaska Fairbanks (UAF) Northwest Campus (NWC)
- Alzheimers/dementia training with Native Village of Unalakleet (NVU) and funding from Norton Sound Economic Development Corporation (NSEDCC)
- Planning 1<sup>st</sup> Aid/CPR training

### **Internet Satellite Acquisition**

- GCI building new Terra with improved speed.
- United Utilities installing DSL in October, 2013. The wired connection will be more stable than wireless.
- IRA/Community Hall got internet in 2012.
- Community Hall got a large TV through NSEDCC funding.

**2.2 Planning Committee & Staff Description** Realizing that changes within the community and some current public service facilities are not adequate to achieve program parity, the City of Unalakleet, the Unalakleet IRA Council, and the Unalakleet Native Corporation decided to update the Top Priorities and update the LEDP for the community. With assistance from Kawerak's CPD staff, public planning workshops were held on September 24, 25, and 26, 2013. A draft LEDP was written and presented to the joint councils for review. The plan, with approved priorities, was approved and adopted by joint resolution.



LEDP participants: Carol Charles and Jalene Johnson

### **2.3 Method for Plan Development and Components**

The planning organizations in Shishmaref used a strategic planning process based upon:

- Technology of Participation methods developed by *the Institute of Culture Affairs*
- Denali Commission, United States Department of Agriculture, Rural Development
- Alaska Humanities Forum *Community Strategic Plan Guide and Form*

These methods are proven effective in encouraging full participation from diverse groups and are best applied within community-based settings. This process was implemented among the participant's by brainstorming ideas individually, then reviewing among all participants confirming new resolves and decisions. The following foundational values or ground rules were applied during planning sessions:

- Participation: each person brings a different insight, perspective and knowledge that formulates the larger picture
- Respect: respect and honor each person's views and ideas, empower each other
- Teamwork: each person works with everyone else in their role to accomplish the goals of the community
- Creativity: giving permission for the dialogue between the rational (mind) and intuitive (heart) perspectives, keep our eyes open, new ways of thinking
- Action: moving economic development towards local responsibility and accountability

The planning process was made up of three parts. Each component helped provide a comprehensive planning approach.

- LEDP Vision, Values and Goals - Developed the direction for the community's social and economic development with an overall vision, guiding community values, and development goals.
- Implementation Strategies - Created planning steps that the community can take in the coming 5 years to begin the actions and movement toward the vision and development goals.
- Funding and Land Use - Identified potential funding and community investments to implement development goals. Identified potential sites for selection of projects requiring land.
- Recommended application of community values during implementation of development activities.

It is expected that the LEDP document should include:

- Community profile and assessment data
- Community vision, values, and goals
- Updated community priorities for community and economic development
- Top priority implementation strategies for guidance in community development projects



LEDP participants: Chester Millett, Scott Dickens, Carol Charles, and Waylon Koutchak

## **2.4 Comprehensive Development Status**

As a second-class city in the unorganized borough, the city of Unalakleet has optional powers under the state law for planning, platting, and land use regulation within municipal boundaries. The City of Unalakleet has assumed some of these powers. As the federally recognized governing body of the tribal members of Unalakleet, Alaska, the Native Village of Unalakleet IRA Council shares some of these responsibilities and powers.

A Community and Economic Development Strategy (CEDS), a regional economic development plan, was updated for the Bering Strait region communities in 2013 by the Bering Straits Development Council (BSDC). This document can be found at: <http://www.kawerak.org/servicedivisions/csd/cpd/index.html>

Unalakleet published an LEDP in 2009. Many of the priorities turned into successful development projects that were completed.

### **The Approved 2014-2019 Unalakleet LEDP Top Priority Projects**

1. Construct New Water Line.
2. Roads for Both Sub-divisions
3. Elders Assisted Facility
4. SAR and Fire Department Funding
5. Continued Monitoring of Contaminated Sites
6. More Homes for Families
7. Sub-regional Clinic Fully Staffed
8. Crab Processing/Holding/Value-added Seafood Facility
9. Replace Boat Ramps.
10. Evacuation Center

## **3.0 Community Descriptions**

### 3.1 Location

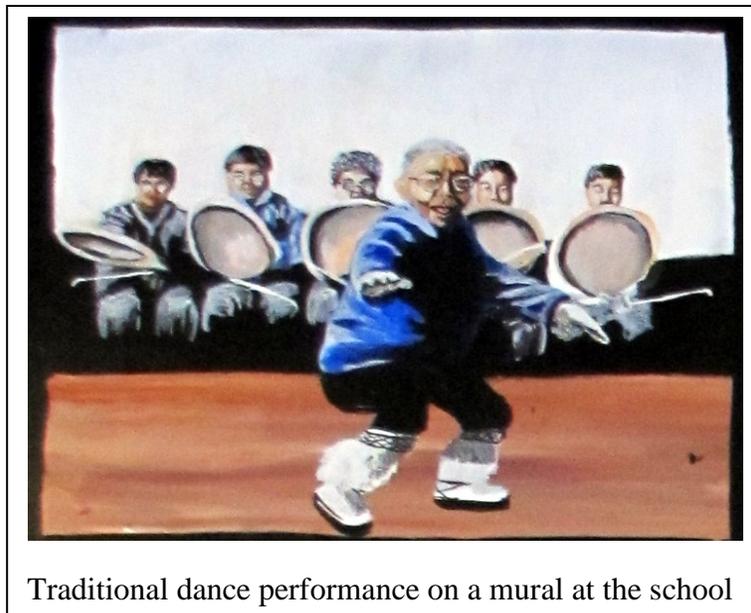
Unalakleet is located on Norton Sound at the mouth of the Unalakleet River, 148 miles southeast of Nome and 395 miles northwest of Anchorage.

### 3.2 History and Culture

Archaeologists have dated house remnants along the beach ridge from 200 B.C. to 300 A.D. The name Unalakleet means "from the southern side." Unalakleet has long been a major trade center as the terminus for the Kaltag Portage, an important winter travel route connecting to the Yukon River. Indians on the upper river were considered "professional" traders with a monopoly on the Indian-Eskimo trade across the Kaltag Portage. The Russian-American Company built a post here in the 1830s. In 1898, reindeer herders from Lapland were brought to Unalakleet to establish sound herding practices. In 1901, the Army Signal Corps built over 605 miles of telegraph line from St. Michael to Unalakleet, over the portage to Kaltag and Fort Gibbon. The city was incorporated in 1974.

Unalakleet has a history of diverse cultures and trade activity. The local economy is the most active in Norton Sound, along with a traditional Unaligmiut Eskimo subsistence lifestyle. Fish, seal, caribou, moose, and bear are utilized. Fishing is a major industry in Unalakleet. Locals carve, skin-sew, and make other traditional crafts. Children learn to sew in school.

Missionary efforts to convert locals to Christianity resulted in native cultural traditions like dance and language becoming less prominent but not entirely lost. Multiple dialects of Yupik and Inupiaq are spoken by locals. About 30 Elders are fluent in their native languages. Their children can understand them but do not speak their native languages fluently. The school and bi-lingual class are trying to bring native language and dance back.

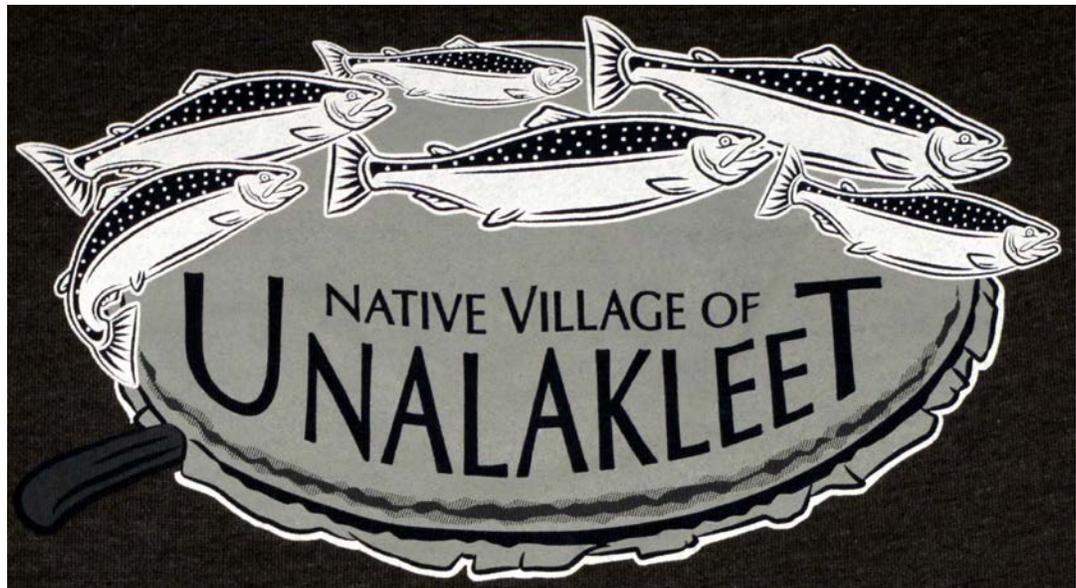


### 3.3 Government, Corporations, and Service Providers

The Unalakleet IRA Council manages community and tribal services while the Unalakleet Native Corporation manages land, and the City of Unalakleet manages infrastructure. The three entities have differences but harmonize for the overall good of the community.

### **3.3.1 Unalakleet IRA Council**

A BIA recognized IRA Council conducts tribal government affairs for the Native Village of Unalakleet. Elections are held every year at their annual meeting to present an annual report and elect the nominees for their seven-member board. Any member, 18 years or older, can submit their name to be placed on the ballot for a position. Every three years a treasurer and council member is elected; every two years a President, Vice President, and a council member is elected; and every year a council member is elected for a one year term.



The functions of the Native Village include but are not limited to housing, environmental, fisheries management, enrollment, child welfare, and coordination of other activities. The Native Village holds board member seats on the Norton Sound Health Corporation and Kawerak, Inc, the regional non-profit organization. They own and maintain an office rental building, a community memorial hall, the fishery canary, storage buildings, and land within the community.

Native Village of Unalakleet  
*PO Box 270*  
*Unalakleet, AK 99684*  
*Phone: 907-624-3622*  
*Fax: 907-624-3402*  
*Email: [unkira@kawerak.org](mailto:unkira@kawerak.org)*  
*[vjohnson@kawerak.org](mailto:vjohnson@kawerak.org)*

**Native Village of Unalakleet IRA Council – 2013**

President: Kermit Ivanoff Sr.	2012-2014
Vice President: Janice Dickens	2012-2014
Treasurer: Deahl Doug Katchatag	2011-2014
Secretary: Jobina Ivanoff	2012-2014
Sergeant At Arms/ Council Member: Frank Katchatag	2013-2016
Council Member: Waylon Koutchak	2013-2015
Council Member: Merlin Johnson Sr.	2013-2014

**Other Native Village of Unalakleet Staff – 2013**

- Tribal Coordinator: Velma Johnson
- Grant Writer: Joan Dominic Johnson
- IT: Waylon Koutchak
- Janitor: Darrell Katongan
- Manager: Tracy Cooper
- Book Keeper: Chelsea Ryan
- Housing Director: Jalene Johnson
- Transportation Planner: Steve Ivanoff
- Tribal Enrollment: Francine Johnson
- IGAP Coordinator: Victoria Katongan
- IGAP Assistant: Larry Ivanoff

**IRA Services**

- Tribal Enrollment
- Housing
- Elders Services and Nutrition Program
- Transportation Planning
- IGAP recycling/backhaul program

**IRA Priorities**

The Native Village of Unalakleet (NVU) Tribal Council prioritized the following list as its 2013 State and Federal Priorities to be presented to the Board of Directors of Kawerak and Norton Sound Health Corporation at their meetings.

1. Subsistence Resources Protection: The NVU Tribe wants to continue to harvest the bounty provided by the land, water, and air. They also want it protected, free from contamination and tested to find out what is causing so many health problems and cancer.
2. Elders’ Facility: Unalakleet and the surrounding villages would no longer have to send their Elders way from the village when they require professional care.
3. New Water Line: The NVU Tribe unanimously supports the proposed new North River Water Transmission line which would provide an inexhaustible supply of water allowing for future growth and eliminate the danger to water transmission lines from flood or erosion caused by the sea.
4. Culverts for the Evacuation Roads: NVU Tribal Members have always depended on the salmon and fish that are reared in the nearby sloughs,

streams, and creeks and the tribe requests that failing culverts (by the road to Old Dump) be replaced and repeatedly requests that one be installed on the evacuation road formerly known as second bridge.

5. Full Staffing for Sub Regional Clinic: NVU supports the original staffing package of the sub-regional clinic located in Unalakleet.
6. Tribal Law Enforcement: Technical Assistance and Training to set up Tribal Law Enforcement is needed to enhance the VPSO Program and for at-risk-youth intervention.
7. Multi-Family Apartment Complex: Decent affordable housing is severely lacking and many families are continually forced to make a choice between paying for food or shelter.



Unalakleet IRA office

### **3.3.2 City of Unalakleet Municipal Services, Facilities, and Utilities:**

The village was incorporated as a second-class city in 1974. The city owns and maintains a water treatment and garage facilities, a four-plex housing apartment, office rental buildings, a storage facility, the community library, equipment rentals, and land within the community. The city has four law enforcement officers consisting of a police chief and three officers who perform law enforcement, fire protection, search and rescue (SAR) and general public safety duties.

**General Municipal Information:**

Year of Incorporation: 1974  
Manager or "Strong Mayor" Form of Government: Mayor  
Regular Election Held: 1<sup>st</sup> Tuesday in October  
Assembly/Council Meets: Each month at the call of the chair  
Sales Tax: 5%  
Property Tax: None  
Special Taxes: 5% Alcohol Tax; 5% Bed Tax

**Municipal Contact Information:**

Address: City of Unalakleet  
P.O. Box 28  
Unalakleet, AK 99684  
Phone and fax: 907-624-3531 ph  
907-624-3130 fax  
E-mail: [counk@alaska.com](mailto:counk@alaska.com)

**Mayor (term as mayor ends):** Leona Grishkowsky (Oct-2013)

**City Council (term ends):** Paul Ivanoff III (Oct-2015)  
Richard Scott Dickens (Oct-2015)  
William Middy Johnson (Oct-2015)  
Anthony Haugen, Sr. (Oct-2013)  
Harry Johnson, Sr. (Oct-2013)  
Jeff Erickson (Oct-2014)  
Leona Grishkowsky (Oct-2014)

**Municipal Employees:**

**Position:**

Village Public Safety Officer

Public Works Director

City Clerk

City Administrator

**Employee Name:**

John Shivel/Tim Pehle

Henry Gus Johnson

Loretta Mallott

Herbert Ivanoff



**State of Alaska  
Services &  
Facilities:**

City of Unalakleet office and KNSA Radio

Unalakleet currently has an Alaska State Trooper stationed in the community and is scheduled to receive a second in the future. The State Trooper program is funded by the State of Alaska Department of Public Safety

Alaska State Troopers  
P.O. Box 1050, Nome, AK 99762  
1-800-443-2835 or 907-624-3073  
<http://www.dps.state.ak.us/ast/>

Alaska State Department of Fish and Game 907-443-5167  
Alaska State Department of Transportation and Public Facilities  
907-451-2295, <http://www.dot.state.ak.us/>

### **US Government**

Post Office 907-638-3541  
BLM 907-271-5960  
National Weather Service 907-271-5088/1-800-472-0391  
Federal Aviation Administration 907-271-3771  
Search and Rescue-U.S. Coast Guard  
1-800-478-5555  
<http://www.uscg.mil/D17/>

### **3.3.3 Unalakleet Native Corporation**

The Unalakleet Native Corporation is a for-profit corporation owned by Share-holders awarded stock in the Alaska Native Claims Settlement Act of 1971. The corporation has a nine-member board holding elections annually for two year terms. They reorganize annually immediately following the annual meeting electing their officers.

The company owns a fourteen-plex, an eight-plex, a five-plex, and residential housing rentals. They also own a fuel facility, a store, an office rental building, an office building, and a large rental unit in Anchorage.

**Contact Information:**

PO Box 100  
Unalakleet, AK 99772  
Phone: 907-624-3411  
Fax: 907-624-3833  
Email: uncaadmin@ak.net



Unalakleet Native Corporation office and Native Store

**Services Provided:**

- Gas/Heater Oil/Propane
- Mechanic Shop for automotive/ATV/snowmachine
- Rentals/Apts
- Local Native Store
- Lease to PO, NWC, NSEDC, and other offices

**Priorities/Goals/New business ideas:**

- Subdivision Sales – 10 lots available with road access

- Get roads put in to future lots
- Build more apartments
- Increase clinic staff

### **Unalakleet Native Corporation Board**

President: Steve Ivanoff  
Vice President: Frances Degnan  
Treasurer: Ella Anagick  
Secretary: Jolene Nanouk  
Directors: Paul Ivanoff III,  
Charles Degnan  
Annie Woods  
Carol Charles  
Henrietta Wilson

### **3.3.4 Regional Corporations**

Unalakleet is served by several regional corporations, which are located in Nome or Anchorage.

- Regional non-profit: Kawerak, Inc.
- Regional for-profit: Bering Straits Native Corporation
- Regional Health Corporation: Norton Sound Health Corporation
- Housing Authority: Bering Straits Regional Housing Authority

***Local and Regional Government Contacts***

Native Village of Unalakleet P.O. Box 270 Unalakleet, AK 99684 Phone: 907-624-3622 Fax: 907-624-3402 Tribal Coordinator: Velma Johnson	Kawerak, Incorporated P.O. Box 948, Nome, AK 99762 907-443-5231, Fax: 907-443-4452 E-Mail: <a href="mailto:webmaster@kawerak.org">webmaster@kawerak.org</a> <a href="http://www.kawerak.org">http://www.kawerak.org</a>
City of Unalakleet P.O. Box 28, Unalakleet, AK 99684 907-624-3531, Fax: 907-624-3130 E-mail: <a href="mailto:counk@alaska.com">counk@alaska.com</a>	Norton Sound Health Corporation P.O. Box 966, Nome, AK 99762 907-443-3311, Fax: 907-443-3139 <a href="http://nortonsoundhealth.org/">http://nortonsoundhealth.org/</a> Unalakleet Sub-Regional Clinic Unalakleet, AK 99684 Phone: 907-624-3535
Unalakleet Native Corporation P.O. Box 100, Unalakleet, AK 99684 Office: 907-624-3411 Fax: 907-624-3833 Email: <a href="mailto:uncadmin@ak.net">uncadmin@ak.net</a>	Bering Straits Native Corp. and Bering Strait Development Corp. P.O. Box 1008, Nome, AK 99762 907-443-5252 Fax: 907-443-2985 <a href="http://www.beringstraits.com/">http://www.beringstraits.com/</a>
Unalakleet Valley Electric Cooperative PO Box 186 Unalakleet, Alaska 99684 Phone: 907-624-3474 Fax: 907-624-3009	Bering Straits Regional Housing Auth. P.O. Box 995 Nome, AK 99762 907-443-5256 Fax: 907-443-8652
Bering Straits School District P.O. Box 225, Unalakleet, AK 99684 907-624-3611 <a href="http://www.bssd.org">http://www.bssd.org</a> High School Phone: 907-624-3444	Norton Sound Economic Dev. Corp. 420 L Street, Suite 310 Anchorage, AK 99501 1-800-650-2248 or 907-274-2248 Fax: 907-274-2249 <a href="http://www.nsedc.com">http://www.nsedc.com</a>

**3.3.5 Other Product or Service Providers**

GCI - Internet P.O. Box 274, Nome, AK 99762 1-800-800-4800 residential 1-800-800-7754 business <a href="http://www.gci.net">http://www.gci.net</a>	United Utilities, Inc. 5450 A St, Anchorage, AK 99518 1-907-561-1674 <a href="http://www.unicom-alaska.com">www.unicom-alaska.com</a>
ARCS Dish Network or Direct TV	US Post Office 907-624-3111
Bering Air P.O. Box 1650, Nome, AK 99762 1-800-478-5422 <a href="http://www.beringair.com/">http://www.beringair.com/</a>	Ryan Air PO Box 127 Unalakleet, AK 99684 (907) 624-3200 (907) 624-3326 (fax)
Everts Air Cargo 6111 Lockheed Ave Anchorage, AK 99709 (907) 243-0009 (866) 242-0009 <a href="http://www.evertsair.com/index.php">http://www.evertsair.com/index.php</a>	Northern Air Cargo 3900 Old International Airport Road Anchorage, AK 99502 (800) 727-2141 (Anchorage Office) Nome: Ryan Air (907) 443-5035 (907) 443-3157 (fax)
Pen Air <a href="http://www.penair.com">www.penair.com</a> General Info: 907-624-3540 Charters: 907-771-2599 Cargo: 907-624-3540	Crowley Marine Services, Inc. P.O. Box 700, Nome, AK 99762 907-443-2484 <a href="http://www.crowley.com/fuel-sales-distribution/Nome.asp">http://www.crowley.com/fuel-sales-distribution/Nome.asp</a>
Era Alaska 1-800-478-5125 (Nome)	Northland Services Marine Transportation 907-443-5738 1-800-426-3113 <a href="http://northlandservicesinc.com/Default.aspx">http://northlandservicesinc.com/Default.aspx</a>
Alaska Logistics PO Box 3512, Seattle, WA 98124 1-866-585-3281	Arctic Transportation Services P.O. Box 790, Nome, AK 99762 907-443-5482 <a href="http://ats.texrus.com/index.jsp">http://ats.texrus.com/index.jsp</a>
University of Alaska Fairbanks – Unalakleet Learning Center 907-624-3157 <a href="http://www.nwc.uaf.edu/">http://www.nwc.uaf.edu/</a>	KNOM Radio <a href="http://www.knom.org">www.knom.org</a>
KOTZ Radio <a href="http://www.kotz.org">www.kotz.org</a> AM 720	KNSA Radio 907-624-3101
KICY Radio AM-850 & 100.3 FM 800-478-5429 or 907-443-2213 <a href="http://www.kicy.org">www.kicy.org</a>	

## 3.4 Community Infrastructure

### 3.4.1 Housing

There is a dire need for more local housing units in Unalakleet. There is overcrowding. Some older homes need renovation or have mold issues. Some homes need to be more energy efficient. New construction sites will need utility access. The sub-regional clinic needs to be fully staffed which means more housing is needed to accommodate the medical professionals who will become permanent residents of Unalakleet.

Approximately half of the homes have been constructed through state or federal housing programs (HUD/BIA). Most of these homes were constructed in the mid-seventies to the mid-eighties. The Native Village of Unalakleet and the Bering Straits Housing Authority has been actively renovating a number of the homes in the last few years.

Both the city and the corporation have plans to build new subdivisions on the hillside. There is a local housing authority, called the NVU housing department. They have tools and four connexes and one storage-building. Housing improvements have been made since the last Unalakleet LEDP was published in 2009.

A feasibility study was completed for a 6-10 plex assisted-living facility for Elders. The Unalakleet Housing Department had ten new Title VI houses built. Five homes were renovated for Elders. UNC built an 8-plex. Three 4-plexes were completed for teacher housing. Four private homes were built. An old dorm was made into an apartment. One BIA house was built for an Elder.

Unalakleet's housing is currently inadequate for its needs. The Alaska Housing Assessment defines overcrowding as less than 300 square feet per person in a home. Multi-generational extended families living in homes make overcrowding common in Unalakleet. The extent to which families double up is difficult to measure because not all households apply for assistance or renew paperwork. Thus, the problem might not appear as dire to regional and state agencies as it appears at the local, village level. Convictions or inadequate employment also serve as barriers to assistance and housing construction.

Most homes in Unalakleet have some kind of structural problems that need repair. Mold affects old and new homes. There are issues with flooring, electrical wiring, and water & sewer. Opportunities for weatherizing homes are limited. Rural CAP weatherized about 10 homes in 2013 and as many as 50 more will be weatherized over the next three years. Some residents make too much income to qualify for weatherization grants, but they do not have enough income to afford weatherization on their own.

Bering Strait Regional Housing Authority (BSRHA) guarantees repairs for new home-owners during the first year under contract. But home-owners are responsible for costs beyond that. Some residents express concern to have better understanding of regulations required for finance and other options.



The following housing data, unless otherwise noted, is from the 2010 U.S. Census and based on a total population of 688:

<b><u>Housing Characteristics</u></b>	
Total Housing Units:	268
Occupied Housing (Households):	225
Vacant Housing:	43
Vacant Due to Seasonal Use:	10
Owner-Occupied Housing:	138
Renter-Occupied Housing:	87
Avg. Household Size:	4
Family Households:	172
Non-Family Households:	53
Pop. Living in Households:	688

### 3.4.2 Schools

The Unalakleet Schools, home of the Wolf Pack, serves around 225 students from preschool through 12th grade. Unalakleet Schools is a part of the Bering Strait School District. The mid-section of the school was constructed in the 1950's, the high school in the 1970's, and the elementary in the 1980's. The school has a well equipped computer lab. The school is also part of the STEP/STAR learning system, which provides students access to additional course offerings via satellite. There is a three quarter-size gymnasium for physical education and athletic events that served as the Air Force recreation facility built in 1961 and was brought down from the base on the hill. The school participates in basketball, volleyball, wrestling, Native Youth Olympics, cross-country running, cheerleading, Battle of the Books, and Academic Decathlon.



Front: BSSD Headquarters  
Back: Unalakleet School

The Unalakleet School is part of the Bering Strait School District (BSSD). It includes Early Childhood Education (ECE) for 3&4 year olds, elementary, junior high, and high school. Being able to meet Adequate Yearly Progress (AYP) standards has been steady.

The community desires to offer more educational opportunities locally. There is a tendency for 9-12 graders to leave Unalakleet in order to attend schools like Mt. Edgecumbe in Sitka. The Quality Schools Model in BSSD has increased the trend. Students choose to go where more is being offered.

The Unalakleet School is a venue where locals and visitors gather for tournaments and other community events. Local economic revenue associated with events comes from tickets, flights, and room & board.

The Unalakleet Learning Center is a local extension of the University of Alaska Fairbanks (UAF) Northwest Campus (NWC). It provides college students with access to computers and internet for taking classes and earning degrees from UAF. It also provides GED tutoring & testing services. There is limited local instruction from adjunct faculty.



Computer lab in NWC Unalakleet Learning Center

Other educational opportunities for local students include:

- Rural Alaskan Honors Institute (RAHI) – for high school graduates to get a head start in college at UAF.
- ANCEP for engineering students
- NSEDC holds bi-annual fisheries safety orientation
- ASRA – two week camp for archaeology and more
- NACTEC – vocational school training for the region



Kayaks made by Unalakleet School students in years past

Three major sources of funding for college students:

- State of Alaska Department of Labor
- Kawerak, Inc.
- NSEDC

Other scholarship opportunities:

- Bering Straits Foundation
- Massie Foundation – for Unalakleet only
- Norton Sound Health Corporation (NSHC)
- Sitnasuak
- Unalakleet Native Corporation (UNC) – starting \$500 annual scholarship
- Rusin Foundation
- University of Alaska scholarship from the State

### **School District**

District Name: Bering Strait School District

Operated By: REAA

Total Number of Schools (FY 2012): 15

Total Number of Teachers (FY 2012): 224

Total Number of Students (FY 2012): 1,869

Student/Teacher Ratio (FY 2012): 10.10

Dropout Rate (7-12 Grade) (FY 2010): 5.10%

Percent Native Students (FY 2012): 99.00%

Expenditures Per ADM (FY 2011): \$29,641



Unalakleet Shop Class instructor and students with a trailer they are building

### **3.4.3 Water and Sewer**

100% of the homes in Unalakleet have water and sewer service provided and maintained by the City. The water is chlorinated and fluoridated. Service costs \$75/month per residence. Elders have a discounted cost of \$45/month. Homes outside of town have separate septic systems.

Unalakleet's water and sewer systems were developed and installed by the U.S. Public Health Service between 1964 and 1976 and is operated by the city public works department. Water is obtained from an infiltration gallery located at Powers Creek, 5 miles north of the village, and is treated and stored in a million-gallon steel storage tank in town. In the winter the water is heated at the pump station and the treatment facility then pumped to the tank and throughout the community. Village Safe Water is working with the city to reroute the water line from Powers Creek.

A volunteer fire department operates a 1,300-gallon fire truck. There are twenty-two fire hydrants located throughout the community with the majority of the water system being 4 inch mains.

A 2.2 acre, double-storage facultative sewage lagoon is presently in use and is located just across the bridge northeast of the village. A new wastewater treatment facility is in the design phase. A sludge bed truck is also in the works to empty the lagoon and transport it to the landfill.

A new main water line is the community's top priority right now. The existing line is vulnerable to storm damage because it runs right along the shoreline from town north to the water source.

The community is planning to access an alternate water source and potential sites are being assessed. There have been water shortages during the last two years. The million gallon water tank has emptied all the way down to the four inch level at times. It leaks and the high population places a high demand on water. The pump moves 65 gallons/minute at the source. The town uses 50-60 gallons/minute total. The fish plant uses 20-30 gallons/minute.

The community's plumbing system is over 40 years old. The pipes are brittle and susceptible to cracking during freezing temperatures. The City has a plan to upgrade them.

Sewage is processed by aeration and piped to the sewage lagoon. The smell is bothersome when the wind blows it into town. The potential flooding hazard is a concern, but it has not been a problem yet. The size of the lagoon is adequate for now, but it is a concern because of the growing population. How to serve new homes on the hillside is still in question.

**Water Distribution, Source & Treatment Systems:**

Water System Operator: City  
Piped Water System: Yes  
Central Watering Point (Haul): No

**Sewage Collection Systems:**

Sewer System Operator: City  
Piped Sewer System: Yes  
Honeybucket Haul: No  
Honeybucket Pits: No  
Individual Septic Tanks: Outside of town



Unalakleet's sewage lagoons

#### **3.4.4 Landfill**

The city public works operates a solid waste facility that includes a baler, storage building, and landfill, which were constructed in the early 1990's. Residents haul refuse to the baler facility where it is banded and hauled to the landfill on a hill 3.5 miles northeast of the village. The landfill is well organized and has a large capacity.

The City's trash-compactor is showing signs of wear & tear and needs improvement. Another concern is that trees are dying along the landfill and the community is unsure what is causing it.

Government pollution has negatively impacted the health of the environment, natural resources, and the locals who rely on them for their well-being. For example, the military sprayed DDT to eliminate mosquitoes decades ago. As a result, there were no seagulls for years. Seagulls have recently returned to the area.

There are ongoing remedial and monitoring efforts occurring at polluted sites like the air-force PCB site and the White Alice site north and east of town. The pollutants may be directly linked to the increased rate of cancer. Locals harvest and hunt in the polluted areas and no one knows exactly what the affects are. The first air-force PCB cleanup of the area took place around 1989 or 1990. Toxic material was burned and buried in the ground. The process was ineffective because burying it does not make it go away.

There is an annual community cleanup sponsored by the City every May. Children pick up trash. There is a picnic. Prizes are awarded.

The local IGAP program recycles plastic, cans, batteries, and e-waste for the community. Even old barrels have been removed from lakes in the area. IGAP also safely backhauls large junk items like old refrigerators, ATVs, and other equipment. The items are shipped completely out of the region. The program has been serving the community for 10 years.

### **3.4.5 Electricity**

The average monthly residential electric bill is about \$200. The community installed six wind-turbines just outside of town. There is also a new diesel generator. The wind/diesel-integrated system has glitches that are being worked out. Initially, there were frequent blackouts due to it. More wind-power is wanted to continue reducing the dependency on fossil fuels.

**UVEC Phone:** 907-624-3474

Electric Utility Name: Unalakleet Valley Electric Cooperative (UVEC)

Power Source: wind-turbine/diesel-generator

Net Generation by Oil, MWh: 3,498

Net Generation by Wind, MWh: 921

Rated Wind Capacity Kilowatts: 600

Total kWh Capacity: 2,600

PCE Eligible: Yes

Residential Rate (\$/kWh): 0.39

PCE reimbursement rate (\$/kWh): 0.20

Residential Rate after PCE (\$/kWh): 0.19

### **3.4.6 Bulk Fuel/Alternative Energy**

There are two commercial fuel distributors servicing different consumers. The Native Corporation provides residential and commercial gas and home heating fuel to the community. West Coast Aviation Services provides fuel to the airlines that service the community and surrounding area. Fuel supplies are all stored in the recently installed tank farm one mile northeast of the village.

At the time of this LEDP's creation, gas and diesel both cost from \$6.15 to \$6.30. Local shareholders receive a 10% discount off that price.

In the past, the community used coal as a primary power and heat source. Unalakleet intends to install more wind-turbines in the future.

**Fuel Tanks Currently in Use**

	Tank Capacity	Number of tanks	Volume (gals)	
UVEC	89,000	1	89,000	
	46,600	5	233,000	322,000
BSSD	46,600	4	186,400	186,400
WCAS	89,000	1	89,000	
	46,600	7	326,200	415,200
UNC	89,000	1	89,000	
	46,600	7	326,200	415,200



Unalakleet's bulk fuel tank farm



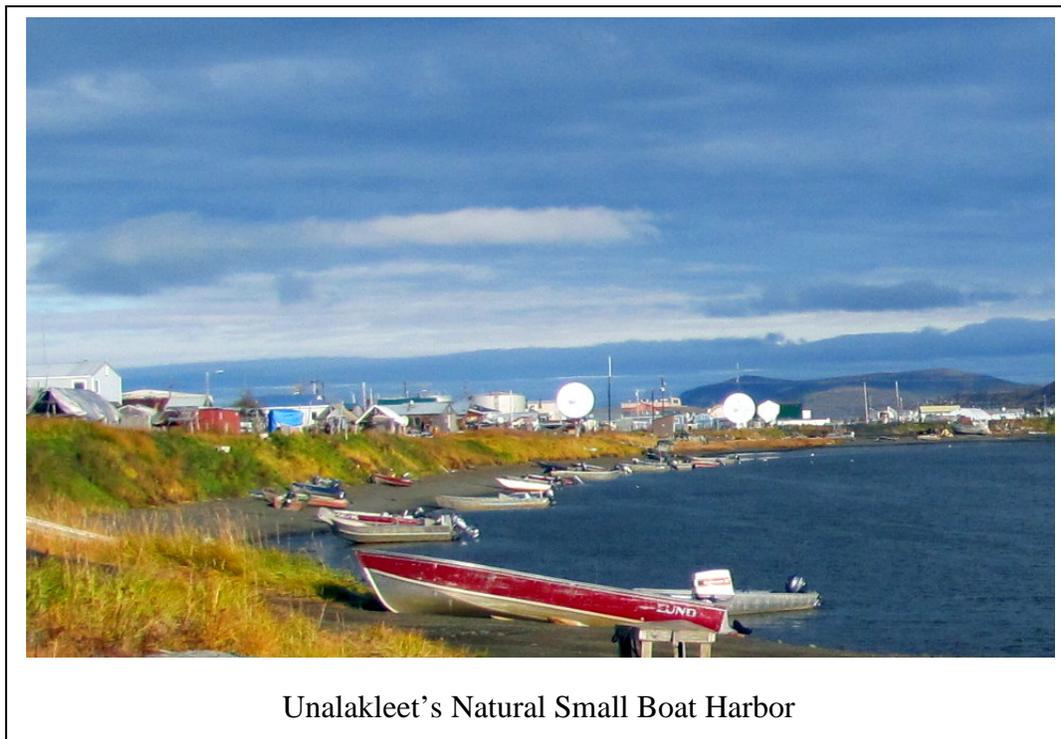
Unalakleet's Wind Farm

### 3.4.7 Existing Transportation Systems

Unalakleet is not accessible by any road system constructed to engineered standards, and is isolated from any community hubs. Aircraft is the only mode of transportation to Unalakleet that can be used throughout the year. Boats provide access in the summer and winter travel is possible with snow-machines. The community has a system of roads within its own town-site, most of which were constructed by either the BIA or the ADOT&PF. The village is surrounded by a network of unimproved subsistence and economic routes that lead to cabins, hot springs, seasonal camps, and subsistence areas. If constructed these roads would provide access to neighboring villages such Shaktoolik, St. Michael and Kaltag as well as improve traditional subsistence and recreational activities.

The community is equipped with two runways in a crosswind configuration. There are regular flights to Anchorage. Barges service the community during the summer months. Since Norton Sound is too shallow to accommodate deep draft vessels, freight must be lightered the last 1/2 mile to shore.

A natural small boat harbor accommodates the hundreds of boats owned by the residents and outside commercial fishermen, most of whom are herring permit owners. The river slough on the east side of the village is where the boats are anchored to the beach. The high and low tides present the problem of boats getting dry-docked as there are no floating docks for these vessels to tie onto so a stern anchor and a bow anchor are used to keep the boat in a vertical position to keep their stern drives from getting damaged.



The City of Unalakleet assumed responsibility for road maintenance within its municipal boundaries. The ADOT&PF maintains the roadways that lead to the airport. The Unalakleet IRA Council as a public authority will maintain any proposed roads that are constructed under the IRR program. The new highway bill (SAFETEA-LU) authorized a percentage of IRR dollars for maintenance. The Unalakleet IRA Council will utilize up to 25% of its annual construction funds for maintenance on the proposed roadways they construct.

The cost of transportation is a major concern in Unalakleet. Passenger flights are prohibitively expensive. The cost of freight by air and water is threatening the sustainability of living in the village. Incomes are not keeping up with the rise in the cost of living.

The Native Village of Unalakleet analyzed their future transportation goals and prioritized which projects would benefit the community. A prioritized list of long term transportation road projects from the Unalakleet 2007 Long Range Transportation Plan LRTP is listed below:

1. Upgrade community streets within the City of Unalakleet listed as updated inventory in Section 4.1 with a paved surface or appropriate surface material and dust control additive (a total estimate of \$9 million).
2. Elevate Beach Front Road West and Construct proposed community streets within the City of Unalakleet listed as updated inventory in Section 4.1 with a paved surface and proper drainage (a total estimate of \$2 million).
3. Construct proposed subsistence and economic routes listed as updated inventory in Section 4.1 of this report with a crushed gravel surface and proper drainage (a total estimate of \$754 million).
4. Replace North River Bridge and provide erosion control on the east side (an estimated \$2 million project).
5. Construction and upgrades to marine facilities such as boat landings, harbors, ports, barge landings, and breakwater structures. A possible deepwater port near the mouth of Blueberry Creek and a barge facility in town where the Kouwegoki Slough and the Unalakleet River meet (a total estimate of \$14 million).
6. Provide route staking, navigational upgrades and signage to inventory routes to improve safety during winter travel, prevent disorientation, and aid in rescue operations (an estimated \$100,000 per mile of road to be staked).

Development and upgrades to Unalakleet's road system will subsequently increase cultural heritage, improve sustainable economic opportunities, increase employment and self-sufficiency, and encourage collaboration of efforts in various projects and programs. Overall, the goal is to improve the cultural, economic, and social well-being of the community and of the surrounding villages, due to the fact that Unalakleet is a sub-hub for many of them. Recent paving has reduced dust and given children a surface to rollerblade on.

### **3.4.8 Communications (Phone, Internet, Radio, VHS, etc.)**

AT&T and GCI provide long distance telephone and internet service via satellite. United Utilities provides the home phone service. A majority of the residents now have individual satellite dishes to receive television signals. The Unalakleet area is served by KNSA, a locally operated radio station, which is part of the statewide radio. Residents also receive signals from Nome AM radio stations KICY and KNOM, for news and weather reports, fishing reports, and music. The Nome Nugget and Tundra Drums are the region's two leading weekly newspapers and most homes access the Anchorage Daily News through the internet. Fishermen and hunters also use satellite telephones for emergency purposes.

Internet access has given residents multiple benefits. College students can successfully take courses and complete degree programs without having to leave their communities. Shopping on websites like [www.amazon.com](http://www.amazon.com) provides free shipping to the village on many products. Locals look forward to more stable internet and cell-phone service as well as lower fees for internet use overages. Service improvements will help people attend school, work, and conduct business from home.

Local announcements are shared on the radio, bulletin boards, and online through Facebook. Public access to the internet is available at the airport (West Coast), the Unalakleet School, the Learning Center, and Cool Beans. Over half the population has internet at home. And, the majority of residents have cell phones.

#### **Communications:**

Long-Distance:	GCI, AT&T
Internet Service Provider:	GCI, Starband, Hughesnet
Radio Stations:	KNSA, KNOM, KICY
Cable Provider:	ARCS Dish Network or Direct TV
Postal Mail:	USPS
Deliveries:	Bering Air and ERA

### **3.4.9 Health Care**

Unalakleet is the home to a new Sub-Regional Clinic operated by the Norton Sound Regional Health Corporation that also serves the communities of Koyuk, Shaktoolik, Saint Michael, and Stebbins. This 17,000 square foot building that cost \$8.2 million opened on January 5, 2004. Unalakleet Native Corporation donated two acres of land for the building. The Sub-Regional Clinic offers patient health care services, which includes preventative, chronic, emergency and acute care. The Physicians Assistants take turns traveling to the village clinics in their region on a regular schedule. Getting the clinic fully staffed is one of Unalakleet's top priorities.

Clinic/Hospital  
Phone Number: 907-624-3535

Operator: Norton Sound Health Corporation (NSHC) - (907-443-  
[www.nortonsoundhealth.org](http://www.nortonsoundhealth.org))

Owner: NSHC



### 3.4.10 Public Safety

### **Law Enforcement**

- The Village Police Officer (VPO) and The Village Public Safety Officers (VPSOs) are located downstairs in the UVEC office building. The VPSOs are currently unarmed. But the statewide program is considering arming them.
- The State Trooper's office is located in the AP/MG building.

### **Fire Department**

- The City of Unalakleet operates a volunteer fire department out of the City shop. The fire truck is outdated and needs to be upgraded because it is expensive to maintain.
- Training opportunities for volunteers are an ongoing priority.

### **Search and Rescue (SAR)**

- Volunteers use their personal vehicles and are reimbursed for the costs of fuel and damages.
- SAR's top funding priority is adequate communication systems because cell-phones do not function outside the village. VHS/Ham radios or satellite phones are needed to safely coordinate rescue efforts in the vast wilderness surrounding Unalakleet.
- Training opportunities for volunteers are an ongoing priority.

### **Disaster Preparedness/Emergency Planning**

The following emergency planning has been established by the Community of Unalakleet:

- Hazard Mitigation Plan (HMP)
- Emergency Operation Plan (EOP)
- Volunteer Search & Rescue and Fire Department are active.

The community plans to file the Small Community Emergency Response Plan (SCERP) as well.

All communities in rural Alaska face many community development challenges (infrastructure development, healthcare, transportation, communications, energy, education, local services, economy, jobs, business development, public safety, and emergency planning). All of the communities in the Bering Strait are located on the sea coast or shores of rivers. Due to recent environmental impacts of climate change, our region is seeing an increase in severe weather, more intense storms, and flooding. Erosion is a major concern to low lying communities which fear the need for relocation. Also these small communities have fewer resources to respond to emergencies of all types.

The Bering Strait region has fifteen villages located outside of the hub community of Nome. Each community has three to five health aides and is covered by mid-level practitioners. There are only eight Village Public Safety Officers (VPSO's) and a handful of Village Police Officers (VPO's) in the region. Most communities have an active Volunteer Fire Department and some local Search and Rescue Volunteers, but emergency

equipment and supplies are limited. Some communities have developed local emergency response plans in collaboration with the school and/or clinic, but more needs to be done.

Currently, the Alaska Native Tribal Health Consortium (ANTHC) has two staff that assist communities with Emergency Operations Plans (EOPs). These two people attempt to help all communities in the state, but do not have the means to travel as much as is needed.

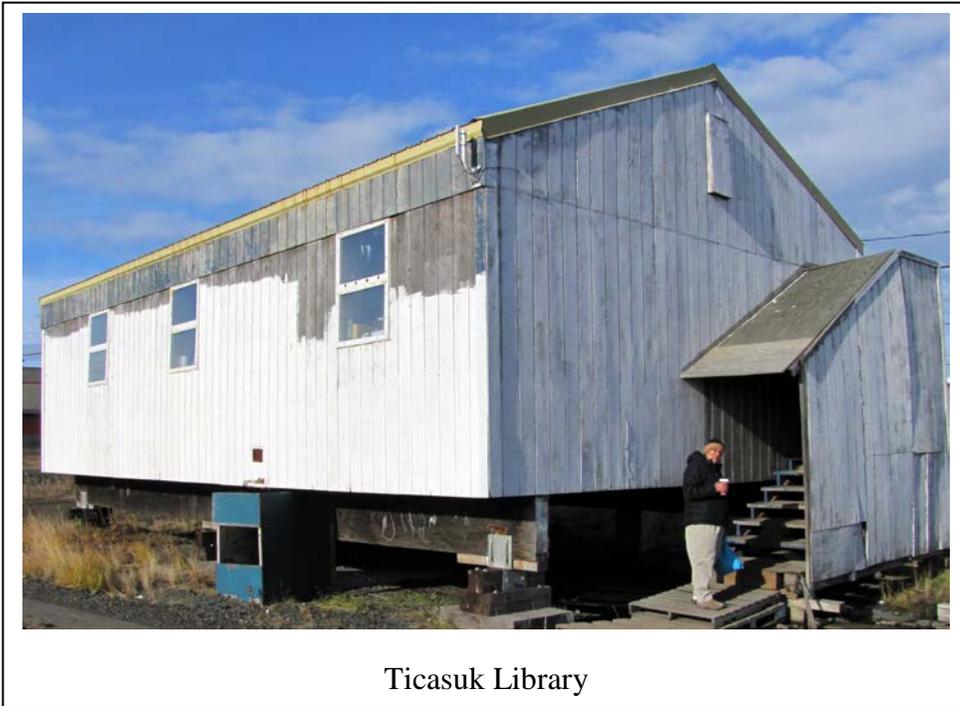
Other support agencies like the State of Alaska Division of Homeland Security and Emergency Management and the United States Federal Emergency Management Administration (FEMA) provide technical assistance and training as well. However, they have limited staff and funding and must cover the entire state as well.

### **3.4.11 Libraries and Museums, and Social Events & Programs**

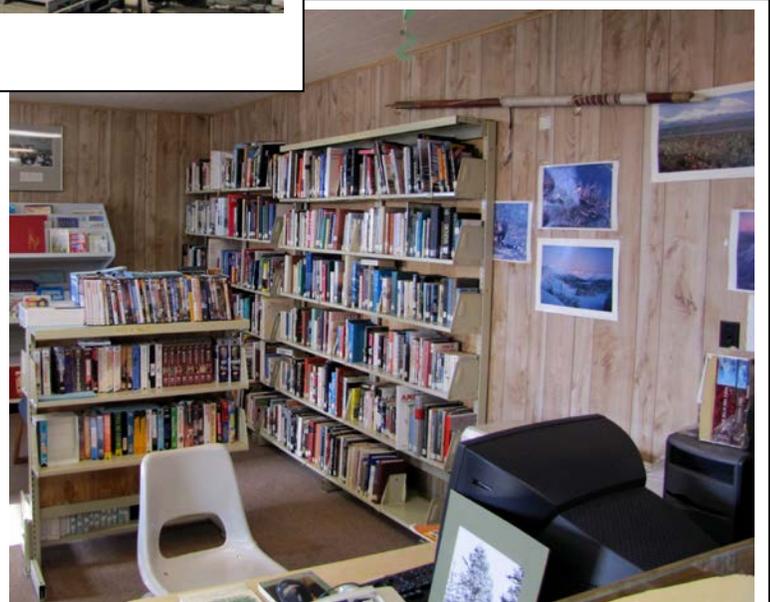
#### **Libraries**

- Unalakleet's Ticasuk Library offers books, movies, arts & crafts sales, reading room, and public computer access. The library is undergoing maintenance including stair repairs and lighting.

- Library hours: Wednesday – Saturday from 1pm to 5pm
- The Unalakleet School has a library for its students.



Ticasuk Library



Ticasuk Library provides public computer access.

## Museums

Local and regional art is on display and for sale at these sites in Unalakleet:

- Peace on Earth
- Airport
- Ticasuk Library
- Cool Beans
- AC
- BSSD School
- Saturday market two times each month at the AP/MG Community Center

## Social Events and Programs

Sports events bring people together. Guest teams are invited to Unalakleet. Friends and family gather.

- Volleyball
- Basketball Jamboree
- Music
- Cross-country
  - Running
  - Skiing

The community has traditional dancing events & programs and plans to develop more.

Other social gathering opportunities include:

- The school gym is open to youth for after school recreation.
- 4<sup>th</sup> of July
- Native Village of Unalakleet hosts Christmas dinner at the AP/MG community building.
- Pull-tabs, potlucks for funerals & weddings, bingo, Elder lunch, Wells Fargo, State Trooper office, and BSSD workshops are also held in the AP/MG community building.

## 3.4.12 Cemeteries and Graves



Walrus tusk on display at the Unalakleet School

The Cemetery in Unalakleet has almost expanded as far as it can at its current location. The City of Unalakleet digs graves for burials.



### **3.4.13 Public buildings, lands, churches, parks, camps, and recreational areas**

#### **Public Buildings**

- City Office
- Law Enforcement Office
- AC Store
- Post Office
- Cool Beans
- Native Store
- IRA Office
- Native Corporation Office
- Churches
- Computer lab
  - Learning Center
  - Cool Beans
  - Ticasuk Library
  - School Library
- Recreation Center/gym
  - School gym
  - Playground
  - Trails groomed for cross-country
- Repair/wood/metal/carving shop
  - Norton Sound Small Engine Shop
  - Unalakleet Native Corporation Mechanic Shop
  - School Wood & Metal Shops

### **Lands**

With the completion of the platting of the original town-site in 1993, the most critical issue now is to create a strategy to develop land for residential, commercial, institutional and public uses above the flood plain and away from sea erosion of the spit. This process is in motion with funding requests to provide utilities for the development. The Natural Resource Conservation Council's inventory of the community's flooding susceptibility indicates that approximately forty percent of the community would be impacted by a 100-year flood and a 500-year flood would impact even more of the community including the schools and power plant. The continued ocean erosion of the community is a major concern to the residents both in the immediate and near-term future.

With the lack of building sites in the original townsite, development will take place east and north of the community along the new roads. Development in these areas will also provide new homesites above the flood plain and devoid of ocean and river erosion. The Native Corporation policy on land disposal is to provide land on a long-term lease to its shareholders while the City has the option to either sell land outright or to provide long term leases.

### **Churches**

- Covenant
- Baptist

- Catholic

### **Parks**

- School playground

### **Camps**

- Along the river, coast, and hillside

## **4.0 Population and Growth Trends**

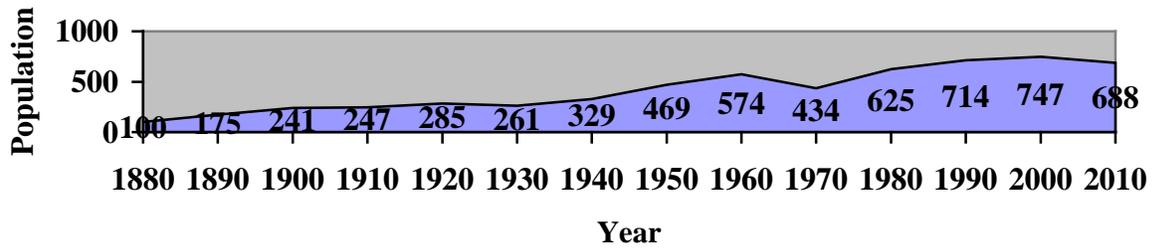
### **4.1 Unalakleet Census Data**

The following population data is from the 2010 U.S. Census, unless otherwise stated. Additional detail is available from the Alaska Department of Labor and Workforce Development, Census and Geographic Information Network and the U.S. Census Bureau's American Fact Finder.

**Population by Race**

Population in 2010:	688
White:	103
Alaska Native or Amer. Indian:	532
Black:	4
Asian:	4
Other Race:	1
Two or More Races:	44

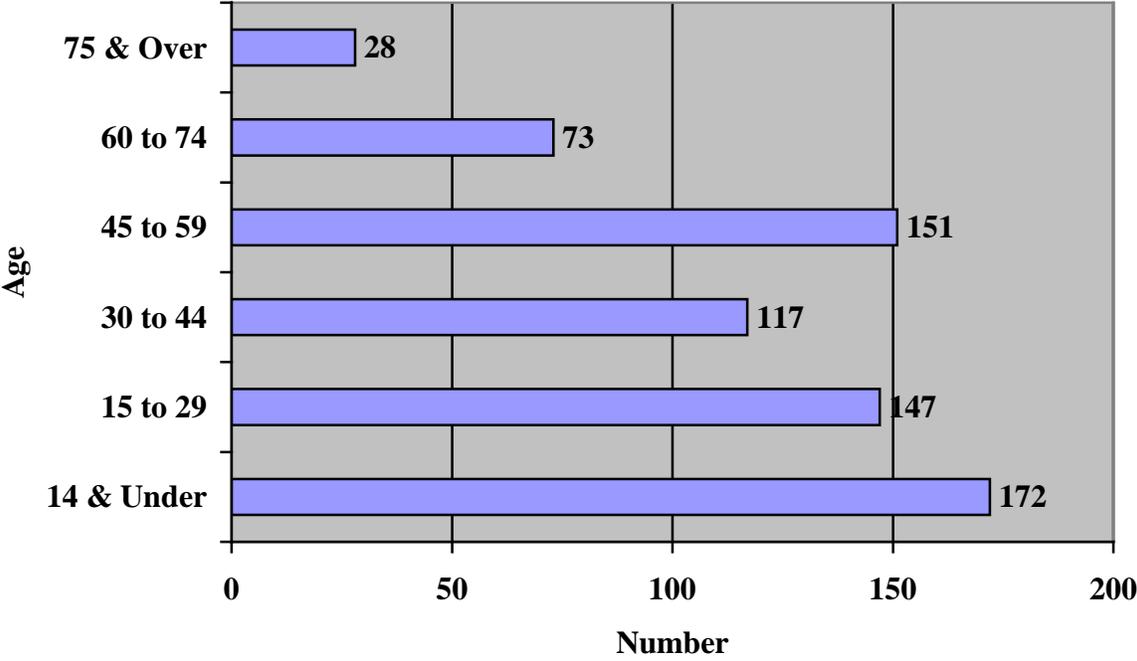
**Census History**



**Population by Gender**



**Population by Age**



## 4.2 Employment and the Economy

Unalakleet's cash economy has fluctuated with the success of fishing. Compared to other rural communities, Unalakleet is relatively prosperous, but still falls short of the urban Alaska standard of living. The influence of the western society has forced the area to make a transition from strictly subsistence to a subsistence economy supplemented by limited part-time and full-time jobs. While Unalakleet is less dependent upon a subsistence economy and becoming more dependent upon the cash economy, Unalakleet has successfully blended the elements of subsistence and cash economies into a relatively stable and economically sensible balance. There is still a dire need for the subsistence activities as the goods in the stores are very expensive, making it almost impossible to rely solely on the goods of the stores. This is due to the cost of transporting the merchandise to the village.



Fishing boats and gear stored on shore during the non-fishing season

The out-migration of the younger generation is indicative of the lack of employment opportunities.

The seafood plant operated by Norton Sound Seafood Products (NSSP) was built in the late 1990's to replace an out-dated plant. The plant is primarily involved in processing salmon and

employs residents from Unalakleet and from neighboring communities during the summer months. Preference is given to workers from Norton Sound Economic Development Corporation (NSEDC) member cities and villages.

Since the mid 1980s, reduced prices, fish shortages, and increased operating costs have diminished the salmon fishing industry in Norton Sound communities. Fishing as a sole source of personal income is currently unfeasible. However, Alaska's salmon runs historically have risen and fallen in cycles. The chance of a rebound provides economic hope for Unalakleet fisherman. Strong herring harvests occurred during the early to mid 1990's when the herring roe value was high. Since that time, the demand for this roe has declined along with the interest in the fishery itself; resulting in sharp devaluation of the herring roe permit.

These downturns have resulted in economic hardships for fishermen, suppliers of marine goods and services, and the new seafood plant. Despite these problems, commercial fishing remains a vital component of the economic base of the community. The commercial salmon industry has been in existence for nearly half a century and the commercial herring fishery started in 1979. The red king crab was first exploited in the Unalakleet area in 1990 with the commercial activity in the village starting in 1993.

The Native Village of Unalakleet is interested in providing economic opportunities to local fishermen. A top priority for the community is to purchase equipment for processing crab locally in Unalakleet, in order to boost incomes for local fishermen. Currently, fishermen must either crab in the Nome waters near the Nome processing plant, or market their unprocessed catch directly to Anchorage buyers.

### **Value of subsistence**

The majority of the local diet is food that residents hunt and harvest from the wild.

In Alaska, the State's perspective on subsistence refers to the practice of taking fish, wildlife or other wild resources for one's sustenance, for food, shelter or other personal or family needs. In reality, in the native culture subsistence is much more than that, it is part of who the Native Alaskans are; one does not exist without the other.

While much of the land surrounding the village appears as unused "open space" to outsiders unfamiliar with life in Alaska villages, it is in fact extensively used throughout the year. Patterns of subsistence followed for hundreds, if not thousands of years demonstrate the value of the land and its resources, which permeate the culture.

The Unalakleet area is rich in fish and wildlife, most of which is used as local subsistence resources. The general location of the species harvested by Unalakleet residents may vary recognizing that the distribution may be different beyond the local area of subsistence activity.

During the summer, the Unalakleet River is home to all the species of pacific salmon. There are two species of anadromous char, Artic char and Dolly Varden (locally known as trout) grayling, whitefish, lingcod, tomcod and smelt inhabiting all or portions of the river throughout the year.



A fish rack full of salmon drying

n

the eastern portion of Norton Sound in the vicinity of the city has a diverse marine mammal population, including spotted hair, ringed and bearded (locally called oogruk), beluga, minke, gray, and killer whales, and walrus. Herring, clams, crabs, mussels and shrimp are also found along the shores close to Unalakleet.

The land around Unalakleet is similarly rich in wildlife. Brown and black bear thrive on fish and local berries, moose inhabit the willow stands and sedges along the river and stream system, caribou are found in the tundra and snowshoe and arctic hare inhabit the lower wet tundra zones. Fur bearing animals found in the river drainage includes beaver, marten, mink, muskrat, wolverine, lynx, fox, ermine and otter. Bird species are important to subsistence and they include ptarmigan, grouse, and waterfowl such as geese, ducks, cranes and swans mostly taken along the river and in the tundra around the community. The coast and the surrounding marsh provide exceptional nesting habitat for many different species of birds of giving the residents the ability to harvest the eggs in the early summer.

The soils in and surrounding the village are rich thus giving many residents pleasure in growing many of their own vegetables. These gardens provide potatoes, cabbage, lettuce, turnips, radishes, carrots, peas, rhubarb, onions, spinach, and many grow flowers for the joy of it.

Greens are picked and stored in seal oil for winter. The first greens are the sura, found on willow branches, picked right after the snow melts and then azasaq are picked, these can be picked on the side of the hills and inside bushes. Tugiyuk are picked in August and placed in seal oil. They are placed in a cool area until the leaves get sour and then placed in the freezer. Sour dock are also picked in July and August, these leaves are cooked and stored in the freezer for later consumption. In late August to September salmon berries, blueberries, cranberries, current berries, raspberries, and blackberries are also picked and stored for the winter.

The distance traveled and the land area covered by hunting and harvesting varies by the seasonal availability of resources. Most are found within 60 miles of Unalakleet but trips of over 100 miles for caribou are not uncommon. Trips from the village can last from one day to one week. Remote fish or hunting camps allow for short excursions in which villagers hunt, fish, trap, and pick berries.

### **E-Commerce**

There are increasing opportunities to reach the art market outside of the village as well as the region. Facebook is one example:



S

## tores

- AC
- Native Store
- Small Store

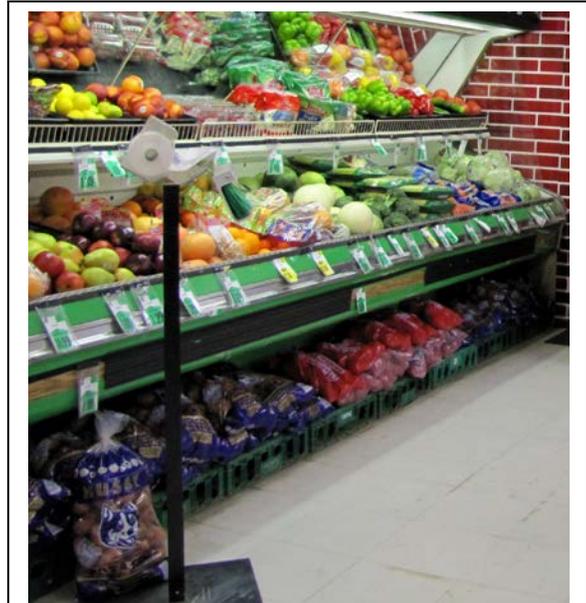
### **Resource/Mineral Development**

There is some recreational mining in the area. Two locals own and run a saw-mill for their personal use.

### **Arts/Crafts/Carving**

Local and regional art is on display and for sale at these locations in Unalakleet:

- Peace on Earth
- Airport
- Ticasuk Library
- Cool Beans
- AC
- BSSD School
- Saturday market two times each month at the AP/MG Community Center



Fresh produce for sale in Unalakleet's AC

### **Tourism**

The school is a venue where locals and visitors gather for tournaments and other community events. Local economic revenue associated with events comes from tickets, flights, and room & board.

Tourists from around the world visit Unalakleet for the opportunity to go bear hunting, fishing, and to witness the Iditarod. The community benefits from the reduced bear population. But the hunting guides are not locals so the tour guide industry does not increase local employment opportunities as much as it could.

### **Employment Opportunities:**

- Local Government
- Cool Beans Café
- Stores
- BSSD School
- Clinic
- NSEDC Fish Plant
- Airlines
- Hazardous material cleanup
- Rural CAP Weatherization



Cool Beans is a local café.

All ACS statistics are published with their respective margin of error (MOE). Some of the statistics here are calculated from the original ACS data. The MOE was unable to be carried through the calculations.

The following Income and Employment data is from the U.S. Census Bureau's **2006-2010 American Community Survey 5-Year Estimates**. Additional detail is available through the Alaska Department of Labor and Workforce Development pages.

**2012**

<b>Residents age 16 and over</b>	569
<b>Residents employed</b>	372
Female workers	174
Male workers	198
Workers age 45 and over	144
Workers age 50 and over	97
<b>Total wages</b>	\$12,009,812
 <b>Sector employed in</b>	
Private	156

Local government	205
State government	11
<b>Peak quarterly employment</b>	<b>329</b>
<b>Workers employed all 4 quarters</b>	<b>224</b>
<b>New hires</b>	<b>139</b>
<b>Unemployment insurance claimants</b>	<b>80</b>

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	<b>Estimate</b>	<b>Margin of Error</b>
Per Capita Income	\$19,919	\$3,292 +/-
Median Household Income	\$47,500	\$7,326 +/-
Median Family Income	\$50,000	\$17,887 +/-

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### **Business Licenses in Unalakleet**

The following records reflect current business licenses on file with the Department of Community and Economic Development, Division of Occupational Licensing, Business Licensing Section. These licenses may not represent actual business activity. For more information on a specific business, use Commerce's Business License Search website.

<b>Business Name</b>	<b>Business License Number</b>
ADC QUALITY BUILDING SERVICES	990258
ALAPAA REFRIGERATION EQUIPMENT REPAIR AND MAINTENANCE	992858
ALASKA EDUCATIONAL CONSULTING	962784
ALASKAN NETWORK TECHNOLOGY SERVICES	992189
ARCTIC WOLVES TAXIDERMY AND ARTS	985078
ATTENTION TO DETAIL POWER SOLUTIONS	983226
BERING SEA ALLIANCE, LLC	996885
BERING STRAIT SCHOOL DISTRICT	720839
BLUE GOOSE MINING	983134
COOL BEANS TNCO	969660
COTTONWOOD BARK	280051
DIRIGO EDUCATIONAL CONSULTING, LLC	988022
HILLSIDE BOAT STORAGE	274689
IKAYUQTI	979116
ISA'S YARN ART, SEWING & HAND CRAFTS	983689
KAPUUKAQ GROCERY AND VIDEO	959950
KATHY'S CLOSET	984359
KISSANDRAW	970952
LJM ENTERPRISES	931880
NATIVE VILLAGE OF UNALAKLEET	931294
NORTON SOUND GUIDE SERVICE	114916
NORTON SOUND SMALL ENGINE REPAIR	203532
NORTON SOUND TECHNOLOGY SERVICES	982085
OCEAN VIEW RENTALS	745001
PEACE ON EARTH	232338
RGD TECHNICAL SERVICES	990096
SAGGAN CAB SERVICES	992903
SIKU TOURS	974941
SNOW LLC	978717
TEAPOT PRINTS AND TREASURES	977795
THREE UNGALIK SISTERS, LLC	947747
TOOBROKE	941648
TURNER APARTMENTS	915115
UNALAKLEET BAKE SHOP	995023
UNALAKLEET BROADCASTING, INC	714247
UNALAKLEET BUILDING SUPPLY	903274
UNALAKLEET INVESTMENTS LLC	262121
UNALAKLEET MECHANICAL	739147

<b>Business Name</b>	<b>Business License Number</b>
UNALAKLEET NATIVE CORPORATION	299910
UNALAKLEET RIVER LODGE, INC	418240
UNALAKLEET VALLEY ELECTRIC COOPERATIVE	114987
UNK-4-PLEX	901518
WEST COAST AVIATION SERVICES, INC	422046
WEST COAST CONSTRUCTION LLC	911951

## **5.0 Environmental Scan**

### **5.1 Soils and Topography**

Unalakleet is located on a sand and gravel spit 4 miles long on Norton Sound near the Nulato Hills, at the mouth of the Unalakleet River. The spit rises about 14 feet above sea level and is separated from the mainland by Kouwegok Slough and the tidelands of the Unalakleet River. The community is situated along the highest grounds of the formation. The spit is composed of sand with gravelly sand layers to approximately 15 feet below, and silt below that. Unalakleet's wide, gently sloping beach is mostly sand. The beach further north has gravel with rock up to two inches in diameter. Unalakleet is located in a zone of discontinuous permafrost, with little or

no permafrost under the spit. The area inland from Unalakleet is hilly and covered with spruce trees. Soils in the surrounding area are poorly drained loam with an organic surface layer. The inland slopes are generally less than 12% and have a moderate potential for erosion.

Local vegetation consists of grasses, shrubs, and wet, moist tundra at lower elevations. Along the riverbanks are willow, dwarf birch, alpine spruce, shrubs, and grasses. Dense, mixed spruce and hardwood lay along the upper reaches of drainage channels in the hills and in alpine tundra at the higher elevations.

Unalakleet is subject to stream overflow and coastal flooding. The city's location on gravel spit, combined with high tides in Norton Sound and onshore winds, creates a high flood hazard potential. Major floods occurred in 1968, 1971, and 1974. The 1974 floodwaters reached an elevation of 12 feet above mean sea level; the city lies only 8 to 12 feet above sea level. All housing in Unalakleet lies within the 100-year flood zone. Beach erosion is an ongoing process on the Unalakleet spit. Wave action is widening the spit on its western side and depositing sand and gravel along the beach. Erosion at the mouth of the Unalakleet River threatens several homes on the spit. Unalakleet lies in seismic risk zone three, subject to earthquakes of magnitude 6.0 or greater.

The Unalakleet Emergency Plan recommends that all emergency evacuation routes be elevated at least 1 foot above the elevation of the Kouwegok Slough Bridge. The only evacuation route needs improvement, as it contains areas that are below the 100-year flood plain elevation. Both the city and the IRA recognize the need to raise the evacuation road above the flood level for a safe evacuation and plans are underway to raise the road.

## **5.2 Vegetation**

Vegetation on the Seward Peninsula is principally tundra, with alpine dryas-lichen tundra and barrens at high elevations and moist sedge-tussock tundra at lower elevations. Patches of low-growing ericaceous and willow-birch shrubs occur on better-drained areas. Vegetation in Unalakleet is generally limited to evergreen trees, alder, cottonwood, birch, spruce, and willow trees, berry bushes, wild flowers, lichens, shrubs, mosses, low bush berries, and various grasses. Local residents harvest a variety of berries, roots, mushrooms, and greens from the land. There is local concern over the increasing problem with birch-bark beetles destroying the trees. The dead wood has been a growing fire-hazard concern since 2005.

## **5.3 Climate**

Unalakleet lies in Alaska's Transitional Climatic Zone, where the major influence is the ocean. There is an annual shift between the maritime climate (when Norton Sound is ice-free, usually from May to October) and when the freezing of the sound causes a change to a colder, relatively dry, continental climate. Winter temperatures average between  $-4^{\circ}$  and  $11^{\circ}$  Fahrenheit, with an extreme low of approximately  $-50^{\circ}$  Fahrenheit. The average annual snowfall is 41 inches. Snow begins melting from the shore and mountains in May, but the sea is often not melted until June. Summers are cool with most rainfall occurring in July, August, and September. Rainfall averages 14 inches annually. During the summer, temperatures average between  $47^{\circ}$  and  $62^{\circ}$  Fahrenheit, with a high of approximately  $87^{\circ}$  Fahrenheit.

Winds from the east predominate with an average velocity of 11 knots. Wind speeds of up to 56 knots have been recorded from the northeast, although residents have reported higher. The tidal range can be as much as 5 feet, and persistent onshore winds can cause storm surges much higher than the high tide level.

The rapid climate change that is occurring seems to have impacted Unalakleet in various ways recently:

- In December and January, rain and high water levels have contributed to erosion.
- There have been slight changes in the migratory patterns of animals.
- The ocean does not freeze as thickly as it used to and the ice breaks up sooner or later than it used to.
- There is less snow coverage which affects berries. Berries need more snow coverage.
- There are more willows growing.
- The number of Chinook salmon has decreased.

**Wildlife**  
A



The work of a taxidermist on display at the Unalakleet School

**5.4**

wide variety of fish and wildlife are present around Unalakleet. Moose, caribou, wolf, lynx, wolverine, beavers, porcupines, duck, geese, and

other waterfowl are present. Seal, beluga whale, all species of salmon, whitefish, lush, tomcod, smelt, and trout are present in the area waters of Unalakleet. No critical habitat areas, refuges, or sanctuaries are listed in the area surrounding the community. No known endangered species habitats are located within the planning area. There is a problem occasionally with beavers damming the rivers. There are noticeable climate and wildlife changes, more algae in the rivers, less King Salmon.

**5.5 Historic Preservation**

There is an old mink farm area, an old village site across the mouth of the Unalakleet River near the airport, and historical berry picking and subsistence areas around Unalakleet which should not be used for future development projects. Also the National Register of Historic Places lists the Bureau of Indian Affairs Unalakleet School (added 2002 - Building - #02000536). This was also known as the Unalakleet Day School; a BIA School and Quarters. The location is described in Nome County - Unalakleet spit at mouth of Unalakleet River, Unalakleet and encompasses 10 acres, with 3 buildings on the premises.

**National Register of Historic Places**

Historic Significance:	Event
Area of Significance:	Education
Period of Significance:	1925-1949, 1950-1974
Owner:	Local Government , State
Historic Function:	Education
Historic Sub-function:	School
Current Function:	Vacant/Not In Use

**5.6 Seismic, Flood, and Wetland Information**

Unalakleet lies in seismic risk zone three, subject to earthquakes of magnitude 6.0 or greater. There is no record of damage in Unalakleet from earthquakes or tsunamis. Unalakleet is subject to ice-jam and stream-overflow flooding from the Unalakleet River. The U.S. Army Corps of

Engineers has reported a low frequency of flooding at Unalakleet and has found Unalakleet to be in a low flood hazard area. Residents report that some areas along the river are subject to river flooding. Coastal areas are threatened by more frequent and stronger fall storms, stronger winds, more floods, and less snow.

Alaska's wetlands occupy 43.3 % of its 403,247,700 acres. This contrasts to the contiguous US where they occupy only 5.2 % of the land surface. Wetlands in Alaska include: bogs, fens, wet and moist tundra, ponds, forests, mud flats, fresh and salt marshes. Most regions in Alaska have a land surface with extensive areas of wetlands. Expanses of moist and wet tundra underlain by permafrost occur in the northern and western regions. Some of the Nation's most extensive complexes of salt marshes and mud flats occur along the coasts of the Bering Sea.

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Rock revetment recently created along the southern end of Unalakleet to help prevent rapid shoreline erosion

## 5.7 Land Status

### Alaska Native Claims Settlement Act (ANCSA) Land Status

## **ANCSA Land Entitlement:**

### **Bering Straits Native Corporation**

14(c)(3) Status	Completed
14(c)(3) Agreement Signed	No
Acres 14(c)(3)	176
Municipal Land Trust	No
Appropriate Village Entity	n/a

#### **Notes:**

1. ANCSA 12(a) land entitlement to village corporation from federal government.
2. ANCSA 12(b) land reallocated to village corporation from Regional Native Corporation.
3. Under ANCSA 14(c)(3), village corporations must reconvey certain land to the local city government or the state in trust to provide for community use and expansion.
4. Recognized village group which represents the views of residents on municipal trust land acquisition and management in accordance with AS 44.33.755(b) and 3 AAC 190.110 - 150.

### **5.8 Designated Land Status and Management Issues**

There are no National Wildlife Refuges near Unalakleet, according to the U.S Fish and Wildlife Service. Twenty miles east is the Unalakleet River, classified as a Wild and Scenic River, according to the U.S. National Park Service. Unalakleet is included in the Bering Strait Coastal Resource Service Area. Development in Unalakleet may be subject to the Bering Strait Coastal Management Plan developed in 1989. State land includes the airport and some areas around the city of Unalakleet beyond the Unalakleet Native Corporation land areas. No Native Allotments exist within the city limits. There are some local right of way and easements issues to consider before developing certain projects.

There are a former White Alice Site and an Air Force Site with contamination issues. The effects on health are a major concern. Locals hunt and harvest in the areas and the contaminated areas have no definite boundaries. Remediation and monitoring efforts are ongoing.

### **5.9 Land Use Potential**

There is no more available land within the city limits for development. Outside of city limits are some possible land areas for future development projects if care is taken not to build on existing gravesites or wetlands. There are two new sub-divisions northeast of the village connected by the road. New structures including homes and an assisted living facility are being considered for construction on them.

## **6.0 Strengths, Weaknesses, Opportunities, and Threats (SWOT)**

### **6.1 Development Opportunities, Trends, and Strengths**

What are our development opportunities, current trends in Unalakleet, or strengths and assets that will help us as we plan and complete projects in our community?

### Potential opportunities for development

- Build a public gym or recreational center with a spa and sauna
- Expand fish and salmon by-products like fish oil and dog food
- Build a public maintenance shop business
- New restaurant
- Hardware and parts store
- Laundromat
- Start a local firewood business
- Bottled water company
- Eco-tourism
- Website development to promote the community
- Youth involvement in local government – meetings, etc.
- Crab/value-added plant &/or a live tank through Norton Sound Seafood Plant (NSSP)
- Enhance economy by increasing services for visitors passing through – possibly a bus system or taxi. Unalakleet is a regional hub with many visitors staying overnight. Signs can be put up on stores, streets, addresses, etc. Hotels and other accommodations will increase ability to host large meetings.

### Unalakleet Trends

- Less moose, caribou, and king salmon affects our subsistence and economy
- Rising fuel costs, transportation costs, and energy issues raise the cost of living
- Declining state and federal budget, Denali Commission cuts affect our programs and projects
- More seasonal work is available for local residents
- There are less community-wide activities
- We see an increased use of technology.
- Our youth are not getting outdoors as much for physical activities

### Strengths or local assets for development

- Good local heavy equipment operators
- Adequate local gravel sources
- Potential land for future development located on the Northside Hillside.
- Good local plumbing contractor and plumbing workers
- Local carpenters
- Five local entities hold regular joint meetings to collaborate on projects and programs (city, tribe, corporation, school, and electric cooperative)

## **6.2 Development Barriers, Hazards, and Areas of Concern**

What are development barriers, hazards, or areas of concern that we need to consider as we begin development projects?

- War efforts mean less federal funding available, men called away from the workforce to go serve the war efforts
- We need permanent well-trained grant writers to be aggressive in seeking funding for identified projects
- We have a need for more certified personnel
- We receive less funding assistance because outsiders see Unalakleet as more progressive and westernized than other tribes in the region.
- The Denali commission determined that Unalakleet is a “non-distressed” community based on income levels. These levels are skewed because Unalakleet is the headquarters for the Bering Strait School District and includes all the professional incomes of the administrators and teachers who are not year-round residents of Unalakleet.
- Need for more police protection.
- Housing needed for professionals.
- Search and Rescue boat needed.
- Need for better passenger airline service.
- By-pass mail system improvements (faster delivery, less damage, less loss, and lower rates)
- Develop an emergency evacuation plan and facility.
- Need for improved fire protection.
- Need for less expensive freight alternatives.
- No local veterinarian or dog catcher.
- Very little enforcement against trespassers on the land.
- Encroachment in our region.
- Need for better suicide prevention programs.

## **7.0 Unalakleet’s Vision, Goals, and Values**

### **7.1 Unalakleet’s Vision**

The community members shall educate future generations to enhance the well-being of our people while protecting and promoting our traditional way of life to sustain our cultural and spiritual values taught by our Elders.

### **7.2 Unalakleet’s Mission**

To seek and provide assistance to community members to promote educational opportunities which will strengthen the community to enhance the economic, educational, and cultural well-being.

### **7.3 Unalakleet’s Development Goals and Objectives**

*Areas of Focus: Electrical Power, Fuel, Communications, Water and Sewer, and Waste Management*

Goal 1: Providing an easier way of life

- a. To provide affordable energy
- b. Enhance fast reliable access to the world
- c. To provide safe and healthy systems for our community
- d. To provide safe, quality, reliable water
- e. Sustainable energy

*Areas of Focus Land Planning, Natural Resource Development, and Environment*

Goal 2: Protecting our subsistence way of life

- a. To identify land for new development projects
- b. To develop and protect our natural resources
- c. To protect our land for a healthy lifestyle
- d. To remediate polluted sites
- e. To continue the community of Unalakleet in perpetuity

*Areas of Focus: Housing, Tribal Government, Culture, Health, Social, and Recreational*

Goal 3: Sustaining our Native culture and way of life.

- a. To preserve our tribal identity and heritage
- b. To preserve our cultural values for future generations
- c. To provide access to quality health services
- d. To have activities for more community involvement

*Areas of Focus: Law Enforcement, Public Safety, Public Facilities and Buildings, City Government*

Goal 4: Improving the quality of life for the community

- a. To enforce local laws and protect our people
- b. To govern and maintain the publicly-funded infrastructure of the community
- c. To develop & maintain an emergency & evacuation plan to prepare for hazards

*Areas of Focus: Transportation, Jobs, Job training, Education, Cost of Living, Business Development*

Goal 5: Improving economic opportunities for the people of Unalakleet

- a. To reduce costs and improve transportation for goods and passengers
- b. To improve skills for more local hire on projects
- c. To improve the cash economy in Unalakleet
- d. To improve vocational education & to seek educational opportunities

*Areas of Focus: Housing & Transportation*

Goal 6: Promote safe residential development away from the flood zone.

- a. To build affordable, energy-efficient, safe homes
- b. Construct access roads to lots in development areas.
- c. Renovate existing structures & demolish hazardous structures.
- d. To reduce costs and improve transportation for goods and passengers

## **7.4 Unalakleet Community Values and Development**

#### **7.4.1 Unalakleet Values**

Next, the community defined its core values for guiding local development. Values help understand the collective community beliefs and serve as a foundation to overall development. This was based upon the following focus question:

*“What are the values we, as a community, feel are important to our way of life?”*

- 1) Emotional & physical well-being
- 2) Education that supports local values
- 3) Preserving & reviving languages, subsistence, and culture
- 4) Community unity
- 5) Protecting our land & resources
- 6) Sharing cultural traditions
  - a. Community feasts
  - b. Eskimo dancing
  - c. Cultural games
  - d. Sharing
  - e. Taking care of Elders & youth
- 7) Local governance

#### **7.4.2 Applying Values to Community Development**

*“When we develop and plan important projects or programs, what are the things we must remember?”* We should:

- Ask Elders for their input.
- Protect our land and subsistence resources.
- Avoid delays and plan well.
- Study environmental, human, and economic impact of projects before we begin.
- Get public input and hold public hearings.
- Choose projects that benefit the community.
- Teach and involve the youth in planning projects.

## **8.0 Project Brainstorm**

The planning participants made a thorough list of all the projects they felt would:

- Sustain and create village employment opportunities.
- Strengthen cultural heritage.
- Improve the living conditions in the community and region.
- Strengthen the skills and qualifications of the local workforce.
- Develop community services that best meet local needs.
- Foster a stable and diversified economy.
- Create useful facilities and infrastructure.

Participants did not agree on every idea in the brainstorm. The ideas were grouped. The groups were labeled. Each group label represents a different point of consensus among the participants and answers the following focus question:

*“What are future community projects and activities that we can develop that will enhance our community, which best build on our identified cultural strengths, community development opportunities and current community assets over the next five years?”*

- Private Enterprise
  - Build recreation/teen center.
  - Laundromat
- Housing
  - Build more housing and make it energy-efficient.
  - Senior-supportive housing
  - Elders’ Assisted-living Facility
  - More homes and apartments for families
- Upgrade Water System.
  - Updated water treatment plant
  - Community water line to north river
  - Move sewage lagoon.
- Transportation
  - Access Roads
  - Access roads on the city and corporate sub-divisions
  - Extended Snow Fence (Upgrade what’s out there.)
  - Build Highway for access to lumber, groceries, supplies, and large items.
  - Road along the proposed water line route
  - Extend or rebuild short east/west runway.
  - Bridge on landfill road to enhance fish
- Green Energy
  - LED Lamps are energy efficient and have a long life.
  - More efficient street lighting and additional lights
  - New meter bases
  - OM Boiler
  - On-demand OM water heater
  - Individual (home) backup power cells for electricity
  - Sustainable energy
- Economic Development

- Reindeer Herd
- Bottled water company
- Crab processing & holding facility/Value added seafood products
- Replace boat-ramps.
- Health Care
  - Preventative health care services
  - Traditional tribal healer
  - Sub-regional clinic fully staffed
- Coastal Erosion Protection
  - Adequate coastal-erosion protection
  - Protection from rocks rolling from seawall into ocean
- Emergency Services
  - SCERP
  - PA system alert for disasters
  - Search and Rescue funding
  - Fire Department Funding
  - Evacuation Center
- Environment Protection
  - Brown-fields Program (BIA School)
  - More efficient landfill use
  - Plan for future landfill site.
  - Better burn-box
  - Geo-block trail mats along well-used subsistence routes
  - Tundra-protection from too many trails
  - Continued monitoring of contaminated sites
- Education
  - Cultural Camp
  - Written local land status and plans
  - School curriculum reflects local tradition.
  - School Curriculum – Parenting, Childcare, Community Involvement

## **9.0 Development Priorities and Implementation**

There were ten priorities identified in the Project Brainstorm in order to improve the economic development for the community. In order to provide a thorough understanding of each project, the following information is given for each priority:

**Project Description**

- Background
- Project Needs and Benefits
- Potential Constraints to Project Development

**Project Implementation**

- Plan of Action
- Organizations Responsible and Contact Information
- Funding Possibilities

**Jointly Approved Top Priorities for the Community of Unalakleet – 2014-2019**

- |   |   |
|---|---|
| 1. Construct New Water Line.                  | 6. More Homes for Families                              |
| 2. Roads for Both Sub-divisions               | 7. Sub-regional Clinic Fully Staffed                    |
| 3. Elders Assisted Facility                   | 8. Crab Processing/Holding/Value-added Seafood Facility |
| 4. SAR and Fire Department Funding            | 9. Replace Boat Ramps.                                  |
| 5. Continued Monitoring of Contaminated Sites | 10. Evacuation Center                                   |

**9.1 PRIORITY #1: Construct New Water Line.**

### **9.1.1 Project Description**

#### ***Background***

Unalakleet's main water line follows the shore and is vulnerable to damage during storms which could leave the village without water. It is also old, brittle, and susceptible to damage during freezes. The City has plans underway to construct a new water transmission line out of the erosion/flood zone to increase safety for the community.

#### ***Project Needs and Benefits***

A new water line is the top priority among multiple water projects in Unalakleet. More reliable water sources are being assessed. The new water line may be linked to one of them to assure that not only is the community assured of having water but it will be assured of having *enough* water.

#### ***Potential Constraints to Project Development***

Many of Alaska's rural villages have inadequate water supplies and sewer systems. Funding sources for new water source development and water and sewer projects are competitive and limited. Most of the sewer and water funding goes to other communities where the needs are greater. Some funding sources may be reluctant to award grants to fund extensions to older homes or homes that are located in difficult places.

### **1.1.2 Project Implementation**

#### ***Plan of Action***

- Continue working with agencies like VSW (State of Alaska Department of Environmental Conservation, Division of Water, and Village Safe Water Program) to move forward and complete priority projects.
- With funds from Kawerak's Grant Writer Assistance program hire a grant writer to identify funding sources and submit an application for design and construction funds.

#### ***Organizations Responsible and Contact Information***

City of Unalakleet  
PO Box 28  
Unalakleet, AK 99684  
907-624-3531  
counk@alaska.com

#### ***Funding Possibilities and Other Contact Information***

Kawerak's Community Planning and Development program has a Regional Grant Specialist that might be able to assist in identifying possible sources of funding. Contact at [regspec@kawerak.org](mailto:regspec@kawerak.org) or 443-4254.

- **CE2 Engineers** - <http://www.ce2engineers.com/>, Lloyd Persson, 907-349-1010
- **State of Alaska Department of Environmental Conservation, Division of Water, and Village Safe Water Program Village Safe Water (VSW)**, <http://www.dec.state.ak.us/water/vsw/index.htm>, Greg Magee , Program Manager, [Greg.Magee@alaska.gov](mailto:Greg.Magee@alaska.gov), 555 Cordova Street, Anchorage, AK 99501-2617, 907-269-7613 , Fax: 907-269-7509
- **State of Alaska Department of Commerce, Community and Economic Development**, - <http://www.dced.state.ak.us/>, 907-443-5459
- **Norton Sound Health Corporation** - Office of Environmental Health, Kevin Zweifel (Technical Assistance), P.O. Box 966, Nome, AK 99762, 907-443-3294
- **Alaska Native Health Consortium (Environmental Engineers)** - 4000 Ambassador Drive, Anchorage, AK 99508, 907-729-1900, <http://www.anthc.org/>

## 9.2 PRIORITY #2: Roads for both Sub-divisions

## 9.2.1 Project description

### *Background*

The new sub-divisions on the hillside north and east of Unalakleet do not have road access for construction and future residents. The City is taking steps toward their creation.

### *Project Needs and Benefits*

Roads built to access the new sub-divisions will have guiderails and drainage systems. They will cost about \$2 million per mile.

### *Potential Constraints to Project Development*

There is limited funding and there are other projects in queue waiting for design and construction funds.

## 9.2.2 Project Implementation

### *Plan of Action*

The joint entities will continue discussing the best ways to proceed.

- Permitting
- Conceptual Planning
- Design
- Construction

### *Organizations Responsible and Contact Information*

Kawerak

Denise Michels, Transportation Program Director  
907-443-4251, [dmichels@kawerak.org](mailto:dmichels@kawerak.org)

Steve Ivanoff, Transportation Planner  
907-443-4264, [sivanoff@kawerak.org](mailto:sivanoff@kawerak.org)

Native Village of Unalakleet

PO Box 270

Unalakleet, AK 99684

Phone: 907-624-3622

Fax: 907-624-3402

Email: [unkira@kawerak.org](mailto:unkira@kawerak.org)

[vjohnson@kawerak.org](mailto:vjohnson@kawerak.org)

Unalakleet Native Corporation

PO Box 100  
Unalakleet, AK 99772  
Phone: 907-624-3411  
Fax: 907-624-3833  
Email: uncadmin@ak.net

City of Unalakleet  
PO Box 28  
Unalakleet, Alaska 99684  
Phone: 907-624-3531  
Email: counk@alaska.com

***Funding Possibilities and Other Contact Information***

Kawerak's Community Planning and Development program has a Regional Grant Specialist that might be able to assist in identifying possible sources of funding. Contact at regspec@kawerak.org or 443-4254.

**9.3 PRIORITY #3: Elders Assisted-living Facility**

### 9.3.1 Project Description

#### ***Background***

Project History - This project was first included in the Unalakleet Community Plan of 2002.

Unalakleet has long been a hub community for services to the surrounding area. In 2005 a new sub-regional health clinic was opened to provide clinical and dental care to the communities of the Southern Bering Strait Sub region of Unalakleet, Stebbins, Saint Michael, Shaktoolik, and Koyuk. The NVU recognized that along with improving healthcare the clinic could leverage and increase other community services. And given the Elders' needs they have focused upon assisting elders with daily living tasks and providing affordable residence where elders can live and socialize with their peers. To that end, Unalakleet has participated in Alaskan elder studies, such as those published by the Alaska Native Tribal Health Consortium in 2005 and in 2007, the National Resource Center on Native American Aging. These research summaries supported the need for a variety of Elder assistance programs in Native rural communities, including Unalakleet. Such programs range from in-home health care and/or assistance with daily living activities, to residential assisted living and monitored nursing care.

Therefore The Village of Unalakleet is developing a sub regional Elder Assisted Living Facility that would provide one location from which all Elder programs, so urgently needed, would be managed. They will be: home based care; transition programs (transitioning elders from a hospital stay back to their home, outreach programs (such as the elder meals program); social programs (such as adult protective services); managed care; and residential assisted living services all delivered with a focus on traditional culture and food. The policy of consolidating Elder programs within one facility will provide multiple program fund streams to contribute towards the facility's sustainment while improving coordination among programs. And Community's plan to retain its Elders is consistent with its mission to "*strengthen and preserve the social, economic, educational and cultural well being of the Native people of Unalakleet through self governance.*"

The Facility, conceived as sub-regional hub, will be located across the street from the sub Regional Health Center, optimizing use of both facilities and maximizing opportunities for cost effective, professional management, which could be delivered as a unit though an yet to be determined association between the NVU, its partner Villages and the NSRC.

To date the projects has achieved several key benchmarks:

- Documented tribal partnerships in the project from the Villages of Koyuk, Shaktoolik, Stebbins and St. Michael;
- Ownership of the building site with electricity, water and sewer services at the property line.
- Collaboration with the Unalakleet Native Corporation, the City of Unalakleet and Norton Sound Health Corporation
- Completion of a Preliminary Feasibility Study ( September 2007), prepared by the Larsen Consulting Group, Inc. and funded by Department of Commerce, Community and Economic Development
- Funding support from Kawerak, Inc. to support fund development for the project
- A strategy to develop a viable management organization and workforce for the Elder Care programs and Partnerships with the Alaska State dept of Labor, Kawerak, Inc. and the NSEDC for workforce and management training.
- Funding sought for the management and workforce development components

### ***Project Needs and Benefits***

Need for Project - In Unalakleet and the Bering Strait Southern Sub region (Koyuk, Shaktoolik, St Michael, and Stebbins) there are two conditions, relating to the Care of Elders, that the native Village of Unalakleet is currently addressing. They are:

- The rapidly increasing population of Elders, which, like the rest of the US, is increasing at a rate that is higher than that of the general population. In late 2008 it is estimated that there are 350 Elders living in the Sub Region.
- There are currently neither residential nor outreach home based care services in the Sub region, and only the 15 bed Quyanna Care Skilled nursing facility which is part of the NSHC, located in Nome and serving a population of 9,300 . As a result Elders in need of a variety of levels of care are displaced to institutional facilities out of the Region, where they remain alone until their death.

Benefits of the Project:

- Retention of Elders as healthy productive members of the community and strengthening of traditional culture
- Initiation of a job training program for the workforce that anticipates offering trainees opportunities to climb the health care career ladder and managers to be trained in the health care field
- Establishment of a minimum of 15 FT jobs filled by trained workforce
- Establishment of a working partnership among the Southern Sub region that would be in place to address other Sub regional issues in the future and also with the NSHC.
- A facility that would support community use in cultural and family activities
- Leveraging of increased utilization of the Anikkan Health Center
- Leveraging of Title VI Funds for increased meal and outreach services in Unalakleet and its partner Villages

- Leveraging of funds for other programs to support Elder care such as Home modification
- Indirect –economic impact of higher utilization of other Unalakleet businesses including residential rentals, supplies, food, transportation etc.
- Positive capacity ( an experience) to implement and manage project

***Potential Constraints to Project Development***

- Funds to meet the needs of successfully developing this project that include: extensive planning, staff and cost of all materials, and construction
- Construction inhibitors – weather, transportation
- Lack of realistic sustainability plan

**9.3.2 Project Implementation**

***Plan of Action***

Project Requirements - Though the project has achieved some of its goals, it requires key pre-development funds to move it forward. Needs are:

- Current Market Research: for needs assessment, and market readiness including parallel research on workforce development, retention and positive economic impact;
- Development of the business plan, with optimum management structure to implement and manage a facility and workforce. This component would include a formal relationship with the NSHC and partner Villages.
- A trained sub regional based workforce to serve the Elder’s needs with home based care and as facility employees. Workforce would utilize a job sharing structure to accommodate subsistence and permit workers to be drawn from all the Partner villages.
- Survey, soils testing
- Based on Market research Design development / bid documents
- Final design
- All other engineering
- Fund development plan for operation of workforce and facility. (sustainability)
- Implementation of optimum organizational structure and workforce.

Action Plan - All activities to be conducted with consistent public input and co-operation among partner villages, NSHC and NVU.

- Develop unbiased, comprehensive market research which will: advise the design development of the facility; workforce planning and implementation; fund development planning for sustainability
- Raise funds to complete all pre-development activities including bid documents
- Issue RFP’s with bid documents
- Develop final costs
- Raise funds to build
- Build

- Simultaneously with the construction components pursue a parallel path of business planning, and workforce development and deployment
- Bring construction and business elements together to open the facility.

***Organizations Responsible and Contact Information***

- Native Village of Unalakleet, PO Box 270, Unalakleet, AK 99684 (lead agency)
- Native Village of Unalakleet Housing Authority, PO Box 270, Unalakleet, AK 99684
- City of Unalakleet, P.O Box 28, Unalakleet, AK 99684
- Unalakleet Native Corporation, P.O. Box 100, Unalakleet, AK 99684

***Funding Possibilities and Other Contact Information***

Kawerak’s Community Planning and Development program has a Regional Grant Specialist that might be able to assist in identifying possible sources of funding. Contact at [regspec@kawerak.org](mailto:regspec@kawerak.org) or 443-4254.

- ***Denali Commission Elder Housing Program:*** Grants for elder assisted living facilities. <http://www.denali.gov>, (907) 271-1189, Program Manager, Denali Daniels, [ddaniels@denali.gov](mailto:ddaniels@denali.gov)
- ***USDA-RD:*** Housing and Community Facilities Programs helps rural communities by providing loans and grants for housing and community facilities, including apartments for the elderly. <http://www.rurdev.usda.gov/ak/HousingAndCommunity.htm>, 907- 761-775, USDA-RD, Alaska State Office, 800 Evergreen, Suite 201, Palmer, AK 99645
- ***HUD/ICDBG/CDBG:*** Posts annual Notice of Funding Availability for grant application for: Housing, Community Facilities, and Economic Development, primarily for low and moderate income persons. <http://grants.gov> will take you to the grant application process and information. HUD- Colleen Bickford 1-877-302-9800 or 907-677-9800, ICDBG - <http://www.hud.gov/offices/pih/ih/grants/icdbg.cfm>, Barbara Gallegos 602-379-7215, CDBG - <http://www.hud.gov/offices/cpd/communitydevelopment/programs/>
- ***Alaska Mental Health Trust Authority:*** Has a variety of grants for the elderly with mental disabilities, such as Alzheimer’s disease, <http://mhtrust.org/index.cfm?section=trust-funding&page=Grant-Opportunities>
- ***State of Alaska Senior & Disabilities Services/Grant Services:*** Grant programs include: Senior Residential Services, Nutrition, transportation, & Support Services. <http://www.hss.state.ak.us/dsds/grantservices.htm>, Lisa Morley, Grants Program Coordinator 907-465-4996

- **DCCED** – Community Development Block Grant: Provides financial resources for 1) public facilities and 2) planning activities which address health and safety issues of local residents and to reduce the costs of community services. Jill Davis, Program Manager, e-mail: [jilldavis@alaska.gov](mailto:jilldavis@alaska.gov), 907-451-2727, State of Alaska Department of Commerce, Community and Economic Development, <http://www.dced.state.ak.us/> 907-443-5459
- **Alaska Housing Finance Corporation** – Senior Housing Development Fund: Provides funding for housing for persons who are 60+. <http://www.ahfc.state.ak.us/grants/schdf.cfm>, Elaine Mello, 907-330-8236
- **Rasmuson Foundation:** Mostly serves as a funding partner for Alaska projects, including health facilities. <http://www.rasmuson.org>, 907-297-2700
- U.S. Administration on Aging, [www.aoa.gov/ain/resources/fs.html](http://www.aoa.gov/ain/resources/fs.html)
- **Economic Development Administration** - [www.eda.gov](http://www.eda.gov), Bernhard Richert 907-271-2272
- **Private Foundations and Local Donations**

## **9.4 PRIORITY #4: SAR and Fire Department Funding**

### **9.4.1 Project Description**

#### ***Background***

Unalakleet's SAR and Fire Department both need equipment upgrades in order to keep the community safe. The fire truck is old and expensive to maintain. SAR volunteers use their personal snow-machines during rescues and their cell phones do not work outside of the village. Training is an ongoing necessity for both organizations.

#### ***Project Needs and Benefits***

- The Fire Department needs a fire truck upgrade that can be counted on in emergencies and is easy & affordable to maintain.
- SAR volunteers who use their own snow-machines to perform rescue operations have to be reimbursed for the costs of fuel and damages that occur to their vehicles.
- SAR has to have high quality communications systems that work outside of the village so they can coordinate their rescue efforts and stay safe.
- Training is required for each emergency-services organization to perform safely and optimally.

### **9.4.2 Project Implementation**

#### ***Plan of Action***

- Develop a list and research all of the equipment and other needs of Teller's emergency response teams. Develop a resource list and prices including freight.
- Review policies and procedures that exist or need to be developed for the new equipment and emergency response plans.
- Use Kawerak's Grant Writer Assistance program or hire a grant writer to apply for assistance to acquire all the equipment and training needed.
- Consult other villages to explore possible solutions.
- Use emergency funds from Homeland Security & FEMA and other sources to acquire emergency response equipment.
- Use and maintain equipment and disaster-response plan for the benefit of the community.

#### ***Organizations Responsible and Contact Information***

City of Unalakleet  
PO Box 28  
Unalakleet, Alaska 99684  
Phone: 907-624-3531  
Email: counk@alaska.com

### ***Funding Possibilities and Other Contact Information***

**Kawerak's Community Planning and Development** program has a Regional Grant Specialist that might be able to assist in identifying possible sources of funding. Contact at [regspec@kawerak.org](mailto:regspec@kawerak.org) or 443-4254.

#### **Norton Sound Economic Development Corporation (NSEDC)**

- [www.NSEDC.com](http://www.NSEDC.com)

#### **Department of Homeland Security – FEMA**

- <http://www.fema.gov/firegrants/>  
1-866-274-0960
- [FireGrants@fema.dhs.gov](mailto:FireGrants@fema.dhs.gov)

#### **State of Alaska Legislature – Appropriations**

- Request assistance for a capital project
- Representative Neal Foster
- Senator Donald Olson
- <http://senate.legis.state.ak.us/>

#### **Private Foundations and Local Donations**

##### **Bureau of Land Management**

- [www.blm.gov](http://www.blm.gov)

##### **FireFighters Charitable Foundation**

- One West Street  
Farmingdale, NY 11735  
Phone: 516-249-0332  
Fax: 516-249-0338  
Email: [ffcf@ffcf.org](mailto:ffcf@ffcf.org)  
Url: <http://www.ffcf.org/>  
Toll-free number: 800-837-3473  
Eligibility Requirements: Nonprofit organizations and individual
- Application Deadlines: None

##### **Fireman's Fund Heritage Program**

- 777 San Marin Drive  
Novato, CA 94998  
Phone: 866-440-8716  
Email: [heritage@ffic.com](mailto:heritage@ffic.com)  
Url: <http://www.firemansfund.com/heritage/>  
Application Deadlines: None

**Federal Surplus Personal Property Donation Program - U. S. General Services Administration (GSA)**

- <http://gsaccess.gov>

**The Paul G. Allen Family Foundation**

- 505 5th Avenue South  
Suite 900  
Seattle, WA 98104  
Phone: 206-342-2030  
Fax: 206-342-3030  
Email: [info@pgafamilyfoundation.org](mailto:info@pgafamilyfoundation.org)  
Url: <http://www.pgafamilyfoundation.org/>  
Total Annual Giving: \$14,693,000  
Application Deadlines: Inquiries: none

## **9.5 PRIORITY #5: Continued Monitoring of Contaminated Sites**

### **9.5.1 Project Description**

#### ***Background***

There are ongoing remedial and monitoring efforts occurring at polluted sites like the air-force PCB site and the White Alice site north and east of Unalakleet. The pollutants may be directly linked to the increased rate of cancer. Locals harvest and hunt in the polluted areas and no one knows exactly what the affects are. The first air-force PCB cleanup of the area took place around 1989 or 1990. Toxic material was burned and buried in the ground. The process was ineffective because burying it does not make it go away.

- The White Alice site is undergoing soil removal for PCB contamination and soil remediation for POL contamination.
- The Air Force site closer to town is getting reevaluated or re-characterized regarding the PCB and TCE contamination.
- The 400,000 gal above ground storage tank in city limits is getting characterized for DRO contamination this summer.

#### ***Project Needs and Benefits***

Thorough and appropriate cleanup is required to eliminate levels of pollution that are dangerous to local life. More contaminated areas may still need to be identified so remedial action can be taken. Cleaning the environment has a positive effect on local life. Government pollution has negatively impacted the health of the environment, natural resources, and the locals who rely on them for their well-being. For example, the military sprayed DDT to eliminate mosquitoes decades ago. As a result, there were no seagulls for years. Seagulls have recently returned to the area.

#### ***Potential Constraints to Project Development***

The success of the cleanup is a combined effort by locals, government, and programs like IGAP. Their diligence and continuation is required.

### **9.5.2 Project Implementation**

#### ***Plan of Action***

- The Airforce, Former Used Defense Sites (FUDS), and Jacob Engineering are doing cleanup.
- Unalakleet's IGAP program works with outside entities to ensure that locals are hired.

***Organizations Responsible and Contact Information***

Native Village of Unalakleet  
PO Box 270  
Unalakleet, AK 99684  
Phone: 907-624-3622  
Fax: 907-624-3402  
Email: [unkira@kawerak.org](mailto:unkira@kawerak.org)  
[vjohnson@kawerak.org](mailto:vjohnson@kawerak.org)

***Funding Possibilities and Other Contact Information***

- EPA/IGAP
- State/Fed

## 9.6 PRIORITY #6: More Homes for Families

### 9.6.1 Project Description

#### *Background*

There are only a few vacant lots available inside the city limits that have access to utilities. The City of Unalakleet and the Unalakleet Native Corporation both desire to expand housing opportunities on the hillside north and east of the village. However road improvements have been made toward the hillside and could be expanded to accommodate new homes. Currently there is limited housing for elderly, single adults, young married couples or families, and low-income families. There is a shortage of rental properties available in the community.

The Native Village of Unalakleet Housing Authority was formed in 1999. Prior to that time the Bering Straits Regional Housing Authority (BSRHA) operated on the system called the Mutual Help Model based on block grants. The BSRHA uses this funding for eligible families who are approved for housing units. The BSRHA used block grants and an aggregate 6 to 10 new homes were built in Bering Strait communities about every 10 years. No new BSRHA housing units will be built in Unalakleet because the Native Village of Unalakleet operates their own local housing authority now.

Since their founding in 1999, the NVU Housing Authority has built and renovated several homes. Ten new prefabricated houses built in 2001, and are currently leased to prospective home owners. Twelve elder homes were renovated by 2008. There are several Bureau of Indian Affairs Housing Improvement Plan (BIA HIP) houses in Unalakleet. The long term goal for the NVU Housing Authority is to build 1-2 new homes per year. They also hope to explore the possibilities of developing rental units.

Block grant funding for housing has decreased over the years while construction costs have risen. There is a newer method of funding housing called leveraging, which is more complex. It has had some success in other areas of the country and may work in Unalakleet. A feasibility study was completed by the tribe for a 6-10 plex elder assisted facility, and they are working on cost estimates. The NVU Housing Authority has some construction tools, four connexes, and one storage-building.

The Unalakleet Native Corporation built an 8-plex in 2003 and has several other rental units in the community. The Bering Strait School District constructed three 4-plexes for teacher housing in 2008. More private homes are being built in the community and the old dorm was made into an apartment.

### ***Project Needs and Benefits***

Elders, single adults, young married couples or families, and low-income families in Unalakleet have requested housing. In today's economy some local families may not be able to qualify for home loans. The NVU Housing authority has new housing or renovation applications and requests for rental units. Obtaining rental units would meet a need and could serve as transitional housing for residents who are trying to qualify for home purchases. The current process of obtaining new living units for any tribe is a complex and lengthy system.

Some people who were unable to obtain housing have chosen to move away, which hurts the entire community. Each time that people leave Unalakleet the community loses skilled workers, social and traditional ties, and vital participants in community affairs. If more homes and rental units were available to the tribe, more people would remain and contribute to the community and culture.

### ***Potential Constraints to Project Development***

- determining eligibility of families for proposed units
- It takes time to gather information in order to apply for funding.
- the bureaucratic process of leveraging options or other assistance options to obtain new housing for Native communities
- Some funding sources have stringent compliance regulations.
- The high cost of shipping reduces the funding available to build homes. selecting a site for the project, obtaining easements, and solving environmental issues

## **9.6.2 Project Implementation**

### ***Plan of Action***

- Conduct a local survey to determine the housing needs and number of units needed.
- Continue to hold joint meetings with the city, corporation, utilities, etc. to plan new construction on the hillside sub-divisions.
- Write management and maintenance policies for the potential rental units. Develop application forms and lease agreements forms.
- Secure funding and project partners for the various stages of project. The tribe can apply for the ICDBG grant or they can look into the leveraging options listed below:
  - Title VI options – This is a program where they tribe borrows against future block grant allocations.
  - Partnering – There are USDA programs for low interest loans to build houses for eligible families.
  - Section 184 – There is a program where the tribe can use a commercial bank to obtain funds for new housing.
- Continue to work with the tribe, city, corporation, and private owners to expand all housing opportunities in the community.
- Continue to seek funding to assist community members in renovations.

***Organizations Responsible and Contact Information:***

- City of Unalakleet, PO Box 28, Unalakleet, AK 99684
- Native Village of Unalakleet, PO Box 270, Unalakleet, AK 99684
- Unalakleet Native Corporation, PO Box 100, Unalakleet, AK 99684
- Bureau of Land Management (BLM), 222 West Seventh Avenue, Anchorage, AK, 99513-7504, <http://www.blm.gov/ak/st/en.html>

***Funding Possibilities and Other Contact Information***

Kawerak's Community Planning and Development program has a Regional Grant Specialist that might be able to assist in identifying possible sources of funding. Contact at [regspec@kawerak.org](mailto:regspec@kawerak.org) or 443-4254.

- ***State of Alaska DCCED Mini-Grant Program***,  
<http://www.dced.state.ak.us/dca/grt/minigrant.htm>
- ***ICDBG***- <http://www.hud.gov/offices/pih/ih/grants/icdbg.cfm>  
Barbara Gallegos 602-379-7215
- ***HUD*** - Colleen Bickford 1-877-302-9800, 907-677-9800
- ***CDBG*** – Dept. of Commerce, Community, and Economic Development, Division of Community Advocacy, 211 Cushman Street, Fairbanks, AK 99701-4639  
<http://www.dced.state.ak.us/dca/grt/blockgrants.htm> and  
<http://www.hud.gov/offices/cpd/communitydevelopment/programs/>  
-Jo E. Grove, Block Grants-Program Manager, [Jo.Grove@alaska.gov](mailto:Jo.Grove@alaska.gov)  
907- 451-2716; Fax: 451-2742  
-Jill Davis, Grants Administrator, [Jill.Davis@alaska.gov](mailto:Jill.Davis@alaska.gov)  
907- 451-2717; Fax: 451-2742
- ***AHFC*** <http://www.ahfc.state.ak.us/home/index.cfm>  
P.O. Box 101020, Anchorage, AK 99510-1020 907-338-6100 or  
1-800-478-AHFC (outside Anchorage, but within Alaska)
- ***Wells Fargo Bank*** <http://www.wellsfargo.com>
- ***USDA Rural Development Housing and Community Facilities Program***  
[http://www.rurdev.usda.gov/rhs/cf/success%20stories/Helth\\_Clinic\\_Wales\\_AK.htm](http://www.rurdev.usda.gov/rhs/cf/success%20stories/Helth_Clinic_Wales_AK.htm)

## 9.7 PRIORITY #7: Sub-regional Clinic Fully Staffed

### 9.7.1 Project Description

#### *Background*

Unalakleet's sub-regional clinic requires being fully staffed to be fully functional. Without all the positions filled, patients still have to leave the region to be seen for many of their medical needs. This defeats the purpose that the sub-regional clinic was created to fulfill.

Housing has to be built to accommodate the new clinic staff that will become permanent residents of Unalakleet. Additional staff members will include:

- Physician's Assistant
- Dentist
- Physical therapist
- Pharmacist
- Behavioral Health Services clinician

#### *Project Needs and Benefits*

Fully staffing the clinic will mean that residents of Unalakleet and several other communities in the region will not have to fly to ANC or Nome for as many of their health care needs. This will save time, money, and heartache.

- Full clinic staff
  - Physician's Assistant
  - Dentist
  - Physical therapist
  - Pharmacist
  - Behavioral Health Services clinician
- Housing for full clinic staff

#### *Potential Constraints to Project Development*

The following project requirements depend on initial and ongoing resources including time and money. Whether or not enough patients from Unalakleet and the surrounding villages will use the clinic for it to be economically feasible to fully staff is being determined by a study that is underway at the time this LEDP is being drafted.

- Staff have to be hired and maintained.
- Housing has to be prepared for staff who will become permanent residents of Unalakleet.

## 9.7.2 Project Implementation

### *Plan of Action*

- Complete feasibility study to determine if the number of clinic patients justify having full staff.
- If justified, Unalakleet Native Corporation will build more housing to accommodate bringing full staff into the village.

### *Organizations Responsible and Contact Information*

- Norton Sound Health Corporation (NSHC), [www.nortonsoundhealth.org](http://www.nortonsoundhealth.org), 907-443-3311
- City of Unalakleet, PO Box 28, Unalakleet, AK 99684
- Unalakleet Native Corporation, PO Box 100, Unalakleet, AK 99684

### *Funding Possibilities and Other Contact Information*

- **Kawerak's Community Planning and Development** program has a Regional Grant Specialist that might be able to assist in identifying possible sources of funding. Contact at [regspec@kawerak.org](mailto:regspec@kawerak.org) or 443-4254.
- Norton Sound Health Corporation (NSHC), [www.nortonsoundhealth.org](http://www.nortonsoundhealth.org), 907-443-3311
- Alaska Housing Finance Corporation (AHFC), a State entity that funds housing for professionals in fields like public safety, teachers, health, etc., [www.ahfc.us](http://www.ahfc.us), 907-338-6100

## **9.8 PRIORITY #8: Crab-processing/Holding/Value-added Seafood Facility**

### **9.8.1 Project Description**

#### ***Background***

Unalakleet's seafood harvests are not being put to the most economical use because they are being exported and turned into value-added products elsewhere. Fishermen spend excessive time and money delivering their catches to Golovin. Holding and processing crab and other seafood products in Unalakleet presents additional opportunities:

- providing new jobs and profits for local stakeholders
- more tax revenue for the City of Unalakleet to reinvest in the community's infrastructure and well-being

#### ***Project Needs and Benefits***

- Time and money saved on much shorter distances for fishermen to deliver their catches: 15 miles from fishing grounds to Unalakleet versus 70 miles to Golovin
- More jobs for Unalakleet residents
- Greater profit on seafood harvests
- More tax revenue for the City of Unalakleet

### **9.8.2 Project Implementation**

#### ***Plan of Action***

NVU, UNC, and NSSP are still working together on how best to proceed with the project. The new plant might be completed by the end of 2014. There are no major roadblocks.

#### ***Organizations Responsible and Contact Information***

1. Norton Sound Seafood Products (NSSP), Unalakleet, AK 99684, (907) 624-3014
2. Unalakleet Native Corporation, PO Box 100, Unalakleet, AK 99684
3. Native Village of Unalakleet, PO Box 270, Unalakleet, AK 99684

#### ***Funding Possibilities and Other Contact Information***

Kawerak's Community Planning and Development (CPD) program has a Regional Grant Specialist that might be able to assist in identifying possible sources of funding. Contact at [regspec@kawerak.org](mailto:regspec@kawerak.org) or 443-4254.

**NSSP/NSEDC**

## 9.9 PRIORITY #9: Replace Boat Ramps

### 9.9.1 Project Description

#### *Background*

The existing boat ramp, located by NSSP plant, is falling apart from its many years of use. It is crumbling, has rebar sticking out, and at low tide it is nothing but mud.

#### *Project Needs and Benefits*

- Replace ramp with a proper new one.
- Improve functionality and safety.

### 9.9.2 Project Implementation

#### *Plan of Action*

- Continue jointly planning among the City, NSEDC, and other stakeholders.
- Complete project hopefully by the end of 2014.

#### *Organizations Responsible and Contact Information*

- City of Unalakleet, PO Box 28, Unalakleet, AK 99684

#### *Funding Possibilities and Other Contact Information*

- **Kawerak's Community Planning and Development** program has a Regional Grant Specialist that might be able to assist in identifying possible sources of funding. Contact at [regspec@kawerak.org](mailto:regspec@kawerak.org) or 443-4254.
- Norton Sound Economic Development Corporation (NSEDC), [www.nsedc.com](http://www.nsedc.com)

## **9.10 PRIORITY #10: Evacuation Center**

### **9.10.1 Project Description**

#### ***Background***

Unalakleet is subject to severe storms that have the potential to flood the entire community and wash away shoreline. The community has a Hazard Mitigation Plan (HMP) and an Emergency Operation Plan (EOP) but there is not an evacuation center.

The road leading up the hill was elevated to assure a safe escape route. The city and corporation both have potential sites for an emergency evacuation shelter toward the northeast end of the community, past the tank farm, but no particular site has been selected and planning is only in the very beginning stages. The school is currently used for shelter in emergencies, but it is located right by the ocean which makes it vulnerable to potential storm-damage. The Elders' Assisted Living Facility project that is in its planning stages might be used dually as an emergency evacuation center because it will be located at higher elevation on the hillside northeast of the village.

#### ***Project Needs and Benefits***

The community needs an emergency evacuation shelter that is elevated above sea level, out of the flood zone, and out of danger of storm-damage.

#### ***Potential Constraints to Project Development***

Many of Alaska's coastal communities are in similar danger from erosion and funding is limited. The rural location and relatively smaller population of Unalakleet makes it harder to compete for funding and convince outside agencies of the severity of the problem.

### **9.10.2 Project Implementation**

#### ***Plan of Action***

Continue joint entity discussions of how best to move the project forward.

#### ***Organizations Responsible and Contact Information***

- City of Unalakleet, PO Box 28, Unalakleet, AK 99684
- Native Village of Unalakleet, PO Box 270, Unalakleet, AK 99684
- Unalakleet Native Corporation, PO Box 100, Unalakleet, AK 99684

***Funding Possibilities and Other Contact Information***

- **Kawerak's Community Planning and Development** program has a Regional Grant Specialist that might be able to assist in identifying possible sources of funding. Contact at [regspec@kawerak.org](mailto:regspec@kawerak.org) or 443-4254.
- **U.S. Department of Homeland Security, Federal Emergency Management Agency**, P.O. Box 10055, Hyattsville, MD 20782-7055, 1-800-621-FEMA (3362), Fax: 1-800-827-8112, <http://www.fema.gov/assistance/index.shtm> , [FEMA-Correspondence-Unit@dhs.gov](mailto:FEMA-Correspondence-Unit@dhs.gov)
- **Community Development Block Grants (CDBG)** - Department of Commerce, Community, and Economic Development Division of Community Advocacy - 211 Cushman Street, Fairbanks, AK 99701-4639, <http://www.dced.state.ak.us/dca/grt/blockgrants.htm>, Jo E. Grove, Block Grants-Program Manager, [Jo.Grove@alaska.gov](mailto:Jo.Grove@alaska.gov), 907-451-2716; Fax: 907-451-2742, Jill Davis, Grants Administrator, [Jill.Davis@alaska.gov](mailto:Jill.Davis@alaska.gov), 907-451-2717; Fax: 907-451-2742
- **Indian Community Development Block Grants (ICDBG)** - Barbara Gallegos 602-379-721, <http://www.hud.gov/offices/pih/ih/grants/icdbg.cfm>

## 10.0 Review and Update Process

The joint entities are encouraged to evaluate, revise, and update Unalakleet's Top LEDP Priorities annually. Updated priorities, adopted by joint resolution, will be attached to the five year LEDP as an addendum.

## 11.0 Maps

Current maps of Unalakleet are available through Kawerak's Community Planning and Development program or Kawerak Transportation.

## 12.0 Public Participation

### Public Planning Meetings

Public planning sessions were held on September 24, 25, and 26, 2013 to assess the community's current assets and needs, and revise the community's Local Economic Development Plan (LEDP). Participants identified development goals and priorities in line with the community's values, strengths, and needs. Participant attendance numbered from 8 to 14 with an average daily attendance of 11 community members. The general public was invited and encouraged to attend the meetings. Members of the Traditional Council, City Council and Staff, Native Corporation Board, and Youth Leaders were present at each meeting, showing diverse input from the community on future paths of development.

The following sign-in sheets document the participants who attended Unalakleet's LEDP meetings on September 24, 25, and 26, 2013:

<u>Sign In Sheet</u>			
Community: <u>Unalakleet</u>		Date: <u>9/24/13</u>	
Name	Agency	Email address	Phone number
<u>Jalene Johnson</u>	<u>NVU</u>	<u>Director.Housing@unkira.org</u>	<u>unkira.org 907-624-3114</u>
<u>Waylon Koutchak</u>	<u>NVU</u>	<u>wkoutchak@unkira.org</u>	<u>9076243622</u>
<u>Scott Dickens</u>	<u>City</u>	<u>counk@Alaska.com</u>	<u>625-1417</u>
<u>Tracy Cooper</u>	<u>NVU</u>	<u>admin@unkira.org</u>	<u>624-3622</u>
<u>Chester Mullett</u>	<u>UNC</u>	<u>cmullett@gci.net</u>	<u>624-3411</u>
<u>Darrell Katongan</u>	<u>NVU</u>	<u>N.A.</u>	<u>624-3622</u>
<u>FRANK KATCHATAG</u>	<u>NVU</u>	<u>frankk@nsecc.com</u>	<u>625-1609 cell#</u>
<u>Charles D. Depina</u>	<u>UNC</u>	<u>c.depina@gci</u>	<u>907-624-3125</u>
<u>Jerry Ivanoff</u>	<u>NSEDC</u>	<u>jerry@nsedc.com</u>	<u>907-624-3190</u>
<u>LELAND OYONMICK</u>	<u>RESIDENT</u>		<u>624-3367</u>
<u>PAUL IANVOFF III</u>	<u>NSEDC</u>	<u>paul@nsedc.com</u>	<u>624-3190</u>

## Sign In Sheet

Community: Unalakleet Date: 9/25/13

Name	Agency	Email address	Phone number
Wendy Lou Koutchak LELAND O'DUMICK	NVU RESIDENT	Wkoutchak@unkira.org	625-539
Scott Dickens	City	scotnd@atn.ca	625-414
Carol G. Charles	UNC	carlgcharles@yahoo	625-1010
Chester M. Mott	UNC	cm11ett@gci.net	624-3411
STEVE IVANOFF	UNC/KAWEERAK	Sivanoff@kawerak.org	
Tracy Cooper	NVU	admin@unkira.org	624-3622
Gary Eckenweier	BSSD	geckenweier@bssd.org	624-4249
Jalene Johnson	NVU	director.housing@unkira.org	624-5114
Victoria Kotongan	NVU	victoria.kotongan@gmail.com	
Judie Kotong	UVEC	alaskaob@gmail.com	
FRANCES DEGRAN	UNC/BSCA		624-3152
Leona Grishkowsky	City of UNK	leonalea@gmail.com	907-624-3352
Karen Norduk	Self		624-5985

## Sign In Sheet

Community: Unalakleet Date: 9/26/13

Name	Agency	Email address	Phone number
FRANCES DEGRAN	UNC/BSCA		907-624-3152
LELAND O'DUMICK	RESIDENT		
STEVE IVANOFF	UNC/KAWEERAK		624-3299
Victoria kotongan	NVU	victoria.kotongan@gmail.com	
Tracy Cooper	NVU	admin@unkira.org	624-3622
Scott Dickens	City		
Chester Mott	UNC		
Jalene Johnson	NVU		907-624-5114

Joint Entities Review of LEDP Draft

Following the completion of the public planning meetings in Unalakleet, the Tribal Council, the City Council, and the Native Corporation Board agreed to review the draft LEDP, edit if necessary, and adopt the plan by joint resolution.

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Alaska Department of Transportation & Public Facilities – Statewide Transportation Improvement Program (STIP): <http://www.dot.state.ak.us/stwdplng/cip/stip/index.shtml>

Kawerak and the Bering Strait Development Council, *The Bering Strait Comprehensive Economic Development Strategy 2013-2018*

Unalakleet 2009-2013 Local Economic Development Plan, Available online at: <http://www.kawerak.org/ledps/Unalakleet.pdf>

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U.S. Census Bureau, Census 2010. Available online at <http://live.laborstats.alaska.gov/cen/dparea.cfm>

United States Census 2010, available online at: <http://2010.census.gov/2010census/popmap/ipmtext.php?f1=02>

US Army Corps of Engineers: <http://www.poa.usace.army.mil/hm/default.htm>

**Prepared for the Community of Unalakleet and The Bering Strait Development Council  
by  
The Unalakleet Planning Organizations and Kawerak Community Planning and  
Development**

**Unalakleet Planning Organizations**

City  
Tribe  
Corporation

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