



Bristol Bay Borough
Comprehensive Community Plan

**PLANNING OUR FUTURE
2006**

ADULT VISION STATEMENT

BRISTOL BAY BOROUGH IS A REGIONAL HUB COMMUNITY OF 1,105 RESIDENTS, WITH A VERY LARGE SEASONAL POPULATION, THAT HAS MANAGED TO BALANCE SUBSISTENCE LIFESTYLE WITH NEW MODERN VALUES OF NECESSARY GROWTH. WE ARE A HEALTHY, SAFE PLACE TO LIVE THAT FOCUSES ON OUR CHILDREN AS OUR FUTURE, WHILE MAINTAINING THE BEAUTIFUL ENVIRONMENT THEY GROW IN. WE WANT TO WORK TO CONTINUE OUR POSITION AS A HUB BY FOSTERING REGIONAL COOPERATION WITH OUR NEIGHBORS WHILE STRENGTHENING OUR ECONOMY THROUGH PLANNED GROWTH.

YOUTH VISION STATEMENT

ECONOMIC GROWTH IS NECESSARY TO PROVIDE JOBS FOR THE YOUTH, AND THE ADULTS, THAT WILL ALLOW THEM A BETTER, AND STABLE, STANDARD OF LIVING. PLANNED GROWTH NEEDS TO INCLUDE PROTECTION FOR THE ENVIRONMENT AND SAFETY OF THE EXISTING NATURAL RESOURCES TO INCLUDE THE COMMERCIAL FISHERY. IN ADDITION, THERE MUST BE OPPORTUNITY FOR, AND ENCOURAGEMENT OF, RETAIL AND SMALL BUSINESS GROWTH.

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VILLAGE PRIORITIES PER THEIR COMMUNITY PLANS

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NAKNEK NATIVE VILLAGE COUNCIL

- YOUTH CENTER
- COLD STORAGE FOR FOOD BANK
- CULTURAL CENTER/MUSEUM
- SMALL DOCK BOAT HARBOR
- WALKWAY/BIKE TRAIL

KING SALMON NATIVE COUNCIL

- GROUND TRANSPORTATION TO ANCHORAGE OR THE INTERIOR RAIL BELT
- CULTURAL CENTER
- YOUTH CENTER
- ENVIRONMENTAL CLEANUP
- COMMUNITY RECREATIONAL FACILITY

NATIVE VILLAGE OF SOUTH NAKNEK

- NAKNEK RIVER BRIDGE
- SEWAGE LAGOON
- FITNESS & CULTURAL CENTER
- IMPROVE DOCK FOR BETTER ACCESS TO RIVER
- REPAIR ROADS

INTRODUCTION TO BRISTOL BAY BOROUGH

Bristol Bay Borough is the home of the largest sockeye salmon run in the world and is the gateway to Katmai National Park. Each of these landmarks creates a very different, but strong, economic, social, historical, and cultural impact on Bristol Bay Borough. We were the 1st organized Borough in the state and smallest borough (505 square miles of land) made strong by the diversity of our people and our economic base. The Borough is located approximately 280 miles south west of Anchorage on the Alaska Peninsula. It is located at the head of Kvichak Bay on the eastern side of Bristol Bay and encompasses the entire Naknek River.

The Borough (population 1,105) is comprised of three villages: Naknek, seat of the Borough and the commercial fishing industry; King Salmon, home to the air transportation hub with the 8500' runway and access to Katmai National Park; South Naknek, a land waiting to be discovered with the greatest potential for growth. Naknek is home to the Naknek Native Village Council with Paug Vik Corporation, Limited as the local ANSCA (Alaska Native Settlement Claims Act) Corporation. King Salmon Native Council and the Native Village of South Naknek are two of five tribes belonging to the local ANSCA Corporation Alaska Peninsula Corporation. Each village has its own persona, and each one is equally valuable to the Borough as a whole. However, because the Borough is divided from the eastern to western borders by the Naknek River and Naknek Lake it causes segmentation within the Borough. South Naknek, having the smallest population of the villages, is also the village with the least amount of infrastructure and services. South Naknek is the most rapidly shrinking segment of Bristol Bay Borough which was brought about by the downturn in the commercial fishery and, most recently in 2004, with the closing of their elementary school. Now, each day ten students age 5 – 18 leave their village and fly across the river to attend school in Naknek.

The Borough is the oldest borough in the state, brought about because the residents wanted to establish a local high school to avoid their youth having to attend boarding school to finish high school. Because of the tremendous commercial fishing industry, it was determined to be financially feasible if a tax was levied upon the fish caught in the Borough. With that, Bristol Bay Borough was the first to levy a tax on raw fish. The tax was challenged for its legality but was upheld at the highest court. As a result, in 2006 the fishing industry paid more than \$700,000 in raw fish tax to the Borough. In addition to the fish tax, the Borough collects real estate and personal property tax with the largest portion coming from the commercial and sport fishing industries. Taxes are paid on over 900 fishing vessels stored in the Borough, 16 processors located within the Borough, and 13 lodges. The commercial fishing industry continues to represent the largest portion of the Borough's economy. A second and growing economic force is tourism, brought about by Katmai National Park and the sport fishing industry. There are 222 current

business licenses held in the Borough which represent many supporting businesses to the larger economic forces: commercial fishing, sport fishing, and tourism.

As a Borough, the opportunity for growth exists through building on the assets that currently exist. During the height of the commercial fisheries in the 1980s, Bristol Bay Borough was proactive and built a strong infrastructure. Our services include: a K-12 school with an adjacent indoor swimming pool; a clinic with a trauma room, a doctor on staff, and a visiting dentist; an all tide dock/port facility to handle 400' barges; a sewer system for most of King Salmon and Naknek; 2 landfills for solid waste; and 22 miles of Borough road plus a 15 mile paved Alaska Peninsula Highway maintained by the Department of Transportation. There is a cooperatively owned and controlled communications system to include: broadband internet, cable television, cellular phones, and land lines. Our cooperatively owned power source offers residential electricity at 26.8 cents/kwh and has recently undergone a major upgrade and facility expansion. Although the commercial fishery is rebounding, our population continues to shrink and families still find it difficult to be able to financially afford staying in Bristol Bay Borough. With the strong start that the Borough has, we need to carefully plan to capitalize on the existing infrastructure and use it as a base to create growth.

Because of its central location, strong infrastructure, and capacity Bristol Bay Borough serves as the regional hub for many services to include, but not limited to: air transportation and cargo; shipped cargo; financial services; health care services; emergency planning and search and rescue services; police and fire protection; communications; geriatric housing; library services; court system; and educational services. Bristol Bay Borough Assembly offers strong support to maintain this position as a regional hub for southwest Alaska realizing that the economic impact of revenue generated by these services could increase the sustainability of the Borough. As a result, the number one and two capital projects are building a bridge to cross the Naknek River allowing unlimited access to and from the south, and the expansion of the port facility to double the capacity and keep up with the demand for services.

DESCRIPTION OF BRISTOL BAY BOROUGH

SETTLEMENT

Settlement in the Bristol Bay Borough first occurred over 6,000 years ago and hunting camps have been identified on the Naknek River that dated 3,000 to 4,000 B.C. Yupik Eskimo and Athabaskan Indians jointly occupied the region for an extended period of time. Recorded history began in 1821 when the original Eskimo village was recorded as “Naugeik” by Captain Lt. Vasiliev. By 1880 the village has changed its name to Kinuyak, and then, was again changed by Captain Tebenkov of the Russian Navy to Naknek. The Russians built a fort near the village and fur trappers inhabited the area until the U.S. purchased Alaska in 1867. Shortly after the Civil War, salmon canning techniques were being developed and in 1883, the first cannery opened on the Naknek River. By 1900, there were a dozen canneries on the shores of Bristol Bay.

The community of Naknek formed around the Russian Orthodox Church, the first recorded land owner of the north side of the Naknek River. South Naknek, originally named Qinuyang, was settled after the turn of the century as a result of the cannery development on the south shore of the Naknek River. Its population was made up of many of the villagers that had left Old Savanoski near the Valley of 10,000 Smokes. South Naknek was also one of the villages along the coast that was serviced by reindeer herders but the reindeer were allowed to run free sometime in the 1940s and eventually mixed with local caribou. In the 1930s, an air navigation site was built connecting King Salmon and Naknek, and the settlement of King Salmon began. During World War II, the U.S. built an air force base there which continued operations until 1993 when the base was shut down. When it was operational there were 300 personnel living and working there, but today the base is maintained in a “ready” status by the Chugach Alaska Corporation with 45 employees.

HOUSING

Bristol Bay Borough is fortunate to have the only Elder Housing for assisted living on the Alaska Peninsula. It was built several years ago by Bristol Bay Housing Authority who continues to operate it and two HUD assisted housing sixplex rental units. Per the 2000 census, most of our single family dwellings were built in the 1980s and have four or five rooms with an average value of \$100,000 - \$200,000. The 2000 census stated that there were 23 vacant rental units, but an interview with the largest local landlord (Paug Vik, Corp. Ltd) revealed that a high vacancy rate has not been a problem for two years.

There is adequate housing for the permanent population but finding available housing becomes especially difficult in the summer season when the fisheries are operational, and tourism is in full swing, increasing the population to over 10,000 people.

LAND USE

All land use and development in Bristol Bay Borough is determined through the recommendations of the Planning and Zoning Commission to the Assembly. The Planning and Zoning Commission has the authority to approve or disapprove all subdivision plats and the responsibility to enforce proper land use within the zoning districts that have been set through Borough Ordinance. Each year, the Commission reviews the land uses within the Borough to determine if any adjustments are necessary and then makes a recommendation to the Assembly if changes are in necessary.

Currently, there are 4 zoning districts within the Borough: residential, single family dwelling; residential, multiple families dwelling; commercial; and industrial. All areas of the Borough have been zoned except for the existing Native Allotments, pending Allotments, and public lands owned by the government. As it is, approximately 20% of the land within the Borough is zoned.

TRANSPORTATION / CARGO

The air transportation industry is one of the largest employers while providing passenger service on three airlines that annually carry over 55,000 passengers to King Salmon. The airport serves as a regional hub for Peninsula Airways that offers daily connecting service to 12 villages. Air cargo arrives on 3 other carriers: Everett; Ace; and Northern Air Cargo; plus on the passenger planes. Again, the airport serves as a regional hub transferring cargo to continue on to the connecting villages via Peninsula Airways. The Bristol Bay dock handled over 6,400 tons of freight in July 2005, which represents the busiest of an eight month season. Because Bristol Bay is home to the largest sockeye fishery in the world out bound cargo is shipped throughout the world with the largest share going directly to Japan. The Port of Bristol Bay also serves as a regional hub because a portion of the incoming cargo is off loaded to smaller vessels then transported to 15 different villages and other shallow water docks.

INFRASTRUCTURE

Solid Waste Disposal

In 2005, the Bristol Bay landfill located on the Alaska Peninsula Highway between King Salmon and Naknek was given a permit by the Department of Environmental Conservation as a Class II landfill. They certified that at the current use pattern, the

landfill has capacity for another 100 years. It has a building with a bailer to compact the refuse which allows for more capacity. It, also, is collection site for recycling of batteries, antifreeze, and aluminum used for school fund raising activities. This landfill has become a regular spot for bears and they are causing damage to the facilities and danger to the people. They have become very brazen and are not frightened by the normal methods and each year it is becoming more difficult to keep them away. In addition, the Borough maintains a Class III permitted landfill in South Naknek because the residents from the south side have no access to the larger landfill. This is one example of the duplication of services that the Borough must provide because South Naknek is detached from the rest of the Borough.

Water Supply & Sewer Disposal

All of the villages have some sort of waste water system. King Salmon's waste water is pumped to aerated ponds for treatment and Naknek collects the waste water and pumps it to sewer lagoons. Between these systems approximately 80 % of the households have public sewer. In South Naknek, the waste water system is owned and operated by the Native Village of South Naknek. The Native Village of South Naknek received funds from the Public Health Service to build a sewer system which they continue to own and operate and the Borough pays them for the service to the Borough buildings.

Currently, there are no public water supplies in the Borough. In 2006, the state legislature issued designated funds for the Bristol Bay Borough to contract for a feasibility study for public water in King Salmon. The Borough then applied to the Department of Conservation to be put on the loan list for Alaska Drinking Water Funds. As funds allow we will proceed with the development of a public water system in King Salmon.

The sewage lagoons in Naknek are located at the far western end of land on the high bluffs near the mouth of the Naknek River. Over the years the bluffs have been subject to erosion and collapse. Currently, the Bristol Bay Borough is exploring the options available to maintain and/or move the lagoon to a safer location. The Borough is concerned, and has started to mitigate the damage of an inoperable sewer lagoon.

Fire/EMS Protection

The Bristol Bay Borough provides several protective services for its residents, and many to the surrounding region. There is a full time Fire/EMS Coordinator organizing and maintaining the three fire stations, three ambulances, nine fire trucks, and staffing and training of all the volunteers. Because the Borough is segmented, there is a need to duplicate equipment in South Naknek and virtually have two separate volunteer organizations. The Coordinator organizes all the search and rescue operations in the region, including those in Katmai National Park and the adjacent villages, while planning for disasters and security breaches. The Coordinator is also responsible for coordinating with the civilian disaster response/fire team located at the King Salmon Air Force Base

and the Department of Transportation team. In 2005, the Fire/EMS teams responded to 255 calls with 25 of them outside of the Borough.

Police Protection

The Bristol Bay Borough Police Department has three full time police officers and an increase in staff during the busy summer months. The Police Department with a staff of 9 dispatches all of the 911 calls and maintains and operates two jail cells. In 2005, they responded to 724 calls and 50 agency assists from outside of the Borough. The jail houses a regional population by providing contracted services to several villages and accepts their prisoners. Because the Borough is segmented, the police department must fly to South Naknek to respond to calls causing a long response time and possible additional harm to the residents. Also located in the Borough is the regional office for the Alaska State Police. Because of this, the Borough police are sometimes called to assist the State Police on calls and investigations outside of the Borough.

Health Facilities

Camai Medical Center is owned by the Bristol Bay Borough and managed through an appointed Commission made up of volunteer community members. It is a full service community clinic with trauma facilities and a dental clinic with a visiting dentist. The clinic is staffed with one doctor and visiting P.A.s and E.M.T.s. In 2004, the Camai Medical Center received 4200 visits including patients from outside the Borough, as well as, inside. There is an onsite drug room for dispensing drugs to patients, x-ray equipment, and laboratory. Because this facility is able to handle trauma, the Coast Guard brings patients in from all over the Alaska Peninsula and Bristol Bay Region. In addition, each of the villages in the Borough has a clinic which operates under the direction of Bristol Bay Area Health Corporation. They offer limited service provided by a Certified Health Aide and receive both native and non-native patients.

Port Facilities

The Port of Bristol Bay was recently ranked as the 16th largest seafood landing port in the United States by the National Oceanic and Atmospheric Administration determined by the amount of cargo that passes over the dock. The dock was built in 1982 to service the large commercial fishery plus provide inexpensive shipping for incoming cargo. It operates for an 8-10 month season determined by the weather. The port facility includes: toilets, ice, and storage. During the height of the season, there are up to 12 seasonal employees. In 2005, the dock handled 175,000,000 pounds of cargo which exceeded the limits for that dock, and as a result the Borough has received funds from the Alaska State Legislature and the U.S. Economic Development Administration to expand and improve the dock facility. Thereby, doubling its capacity and adding a fisherman's dock area.

Library Facilities

Martin Munson Regional Library is located in Naknek and is owned and operated by the Borough. It is a small facility but manages to have ongoing reading programs, computer and internet access, video/ audio lending, and is used for GED classes. There are 15,900 books available to include: audio and video. In 2005, there were 10,200 visits with 3600 computer users. The library also maintains a part time branch location, South Naknek Public Library, to serve South Naknek residents.

Parks & Recreation

To provide year round recreation to its community, the Bristol Bay Borough built an indoor swimming pool in 1992. Since that time, it has served as a safety net, in that it provides swimming classes to, not only local students, but also students in several surrounding communities. Since this region is surrounded by water and the fishing lifestyle of the residents is on the water, it is imperative that children be taught to swim at an early age. The Borough owns two parks and a campground to provide seasonal leisure activities and enhance the quality of life for their residents. One park is located on the shores of the Naknek River to allow use and access of the river. The other park is located in King Salmon and is a softball field. The campground was developed to allow the overflow of cannery workers and commercial fishing job seekers waiting to be hired a place to live.

EDUCATION

Bristol Bay School District

The Bristol Bay School District has three facilities to serve their 184 students (120 native & 64 white) and employs 36 people. In 2005, there were 16 graduates with a continued even split between elementary and secondary students. The main school is located in Naknek and has 86,000 square feet. There is an elementary school in South Naknek with 6,900 square feet that was closed in 2004, for lack of students. And lastly, there are administrative offices located in Naknek that are adjacent to the school that serve as offices, bus garage and maintenance facility. The school building has an auditorium with a stage that has capacity for 350 people. Their gymnasium is the envy of all the surrounding villages because of the size, quality of the floor, and bleachers. Although the school was built in 1969, it is maintained in pristine condition. As identified in the South West Alaska Municipal Conference Comprehensive Economic Development Strategy (SWAMC CEDS) as a result of several smaller villages losing their schools, or not being able to offer the classes that student's desire, there has been discussion of building a regional high school offering specific courses. Bristol Bay Borough is centrally located and is able to grow to accommodate the students so the Borough should start to plan for that growth.

Additional Educational Centers

Bristol Bay Borough is also served by a Christian Learning School that currently serves 18 students ranging from pre school to 12th grade.

For a post secondary level, or alternative education option, located in King Salmon is a rural regional learning hub that encompasses the University of Alaska Fairbanks, Southwest Alaska Vocational & Educational Center (SAVEC), and several training programs for regional agencies. SAVEC was developed to provide rapid response and workforce development educational training to the citizens of Southwest Alaska. Working with our partners, many of the students are able to receive university credits while attending SAVEC which allows them to transfer to AVTEC, the University of Fairbanks, or other participating colleges. This regional learning hub offers a wide range of educational opportunities for the Borough and all the citizens of Southwest Alaska. To date, this educational regional hub has touched over 2000 students from the Borough and 30 surrounding villages.

THE COMMUNITY PROCESS

A community comprehensive plan is intended to be used as a guide to direct local government, businesses, and residents of the community towards the common desired end. In 1985 the last Bristol Bay Borough Comprehensive Plan was written to “promote a pleasant and orderly life and environment for the people of the Bristol Bay Borough”. Its goals were: to continue to improve the standard of living for all residents; encourage economic development; develop functional and pleasing town form; and protect the commercial fishery. Today, those continue to be important goals to the community.

In August 2005, it was determined that the Borough needed to update the plan to include a strategy for controlled economic growth and community development. A community meeting was held to explain the process and gather input from the residents on September 15th. At that meeting, the participants were asked to decide what they thought was the *best* and the *worst* thing about Bristol Bay Borough. They, also, were directed to list what they thought was *most* needed to make this a better place to live. Those participants pinpointed the best thing about Bristol Bay Borough is the people and the worst thing is the lack of activities for youth and adults.

As a second step in this process, a values survey was distributed throughout the borough. Each attendee at the community meeting was asked to take several copies back home and to work and get people to fill them out. They were posted and available at 18 locations about town and delivered to 4 of the largest employers to hand out. People were allowed to drop them off at the Borough office, fax them back, or mail them back. As a result, it was clear through the surveys that people wanted the community to remain a clean, safe place with controlled opportunity for growth. It was stated several times as a written comment that “growth needs to be controlled”.

Through the initial community meeting and individual interviews a core “work group” was formed to interpret the data and set some goals and objectives. The members were representative of all 3 villages, school, and business and at the first meeting the group, decided that there should be a second survey. This survey would take all of the written comments for improvement thus far received, and make the participants rank them for importance. There were two community meetings held and, again, the surveys were passed out and posted. Throughout this process, it was difficult to keep South Naknek involved because they are so separated from the Borough. It was fortunate that there was a volunteer who was able to disperse and gather the surveys from that side of the river.

During this process, interviews were scheduled with the larger stakeholders in the Borough. Several business owners were asked 4 simple questions: *what is your vision for*

Bristol Bay Borough; what do you see as the strongest asset of Bristol Bay Borough; what do you see as the 1st thing to work on; and how would you work on it. Through this process it was determined that the business owners and residents share the same vision. For the most part, they are happy with the response of the Borough to growth and think that more infrastructures would facilitate stronger growth. It was repeated more than once that community water and sewer are important to attract larger businesses. All in all, most agree that with organized growth the tax base would grow and could support some infrastructure improvements. However, the best means to finance improvements and construction would be a mixed package of tax levies and state grants.

Realizing that the ultimate survival of any community is through retention of its youth part of the interview process was a visit to the high school history classes. During each class, the students were asked to rank their top three priorities for making this a better community. A discussion of what they liked and disliked about the community followed with their suggestions of what needs to be changed. Surprisingly the students were concerned with several of the same issues as the adults, showing a great maturity in thinking. With this information, a vision statement was written to reflect what the students had disclosed.

In conclusion, the results were tallied, ranked, and then analyzed to develop the Bristol Bay Comprehensive Strategic Plan. It will be a work in progress that must be reviewed annually to assure that goals and objectives are being met and adhered to. Each decision the Borough makes should be referenced through this plan, and if it doesn't fit then it should be examined very closely. This plan is made to be flexible and adjustments should be made annually to keep it current with the changing dynamics of the community.

CURRENT ECONOMIC ANALYSIS

Bristol Bay Borough's economy is an export base where money is brought into the community through the exportation of goods. This economy is sustained by the largest sockeye salmon fishery in the world. Last year over 93,000,000 pounds of fish were exported returning over \$1.5 million in revenue to the Borough. The estimated exvessel value of the fish to the fishermen in Bristol Bay in 2005 was over \$91 million. Although that number is for the entire Bristol Bay, five hundred drift permits are held in the Naknek/Kvichak district returning that money locally. It is easy to understand why Bristol Bay Borough has remained solvent through the lean years in the fishing industry.

Over time, Bristol Bay Borough has proven to be successful as a government in providing adequate services to its residents. However, with the downturn in the regional economy as the commercial fishery weakened, more and more villages from outside of the Borough have come to depend on the services provided by the Borough placing a burden on the already stretched budget and manpower of the Borough. The Borough wants to maintain its position as a regional hub offering opportunities and services to its neighbors, but first, it needs to address the inadequacies in restitution for the services provided. If the Borough offers service outside of its borders, then there should be an economic benefit returned to the Borough. As it stands, there is little benefit for sharing the services or offering opportunities to anyone from outside of the Borough.

Business development within the Borough had become stagnant until 2004 when the fishing industry started its rebound. Although several existing fishing processors are expanding, the business climate in the Borough is not welcoming to new ventures. There is a Chamber of Commerce whose mission is "to advance the general welfare and prosperity...of its business community" but the membership is small so that little can be accomplished towards business recruitment. Currently, there are 222 business licenses held in the Borough, but few are operational from store front locations because the Borough has a severe shortage of store front facilities. For business development to happen there must be a healthy environment, meaningful community engagement, and enhanced economic opportunities. Offering an acceptable location to operate and public utilities would be the beginning of the business recruitment process. It takes a concerted effort from several community factions to formulate a successful package that will draw new business in. The Bristol Bay Borough needs to consider the importance of a strategic plan for recruitment to stay competitive with other Alaska communities.

Private development follows quantity and quality of public services while looking for an acceptable location. Fortunately, the Bristol Bay Borough had the fore sight to build infrastructure when the commercial fishery was at its strongest. As a result, the Borough has the infrastructure that would be able to accommodate, or to expand as necessary, for a new business. Because of the fishery, the Borough was able to put up buildings,

schools, and develop roads without financial assistance or incurring debt. Then, through real estate and property taxation, they continue to maintain and operate the facilities in good condition. Public facilities are an important factor for consideration in choosing a business location and should be used as part of the strategic plan to recruit development.

A community needs to have efficient, smooth functioning transportation links to the outside world for shipment of product and personnel. The Port of Bristol Bay is important to the success of economic development as it allows for shipping of large items at a reasonable cost. Air cargo, on the other hand, allows for faster shipment but is more expensive. Bristol Bay Borough is fortunate to have options for shipping products and the dock expansion project, currently underway, will double the capacity of the dock facility to allow for more cargo to be handled. Included in this expansion project is a separate dock for fisherman to get service and off load their catch directly, without delay, to maintain the quality of their product. In the Borough there are three options for air passenger travel: Alaska Airlines, Peninsula Airways, and Artic Circle Air. Although the transportation system in the Borough is adequate, air passenger service is the only way in, or out, of the Borough and it is expensive. The ticket price could be driven down with more competition but, without additional demand, a new carrier would not be likely to want to participate in this market.

In 2005 the Bristol Bay Region was targeted for its mineral, gas, and oil prospects. One of the world's largest gold deposits was discovered 100 miles northwest of the Borough and currently there are plans for an open pit mine to extract the ore. If developed, the financial gain for the Borough would be minimal, while the risk to the commercial fisheries is huge. The mine is located at the headwaters of several anadromus streams and a breach of the levees on the tailing ponds could decimate the fishery. This year also offered the first opportunity to bid for oil and gas rights in Bristol Bay, with the successful bidder being Shell Oil Company. Again, the purchased rights are approximately 130 miles south of the Borough so the financial benefit to the Borough is minimal. The most important natural resource we currently have in Bristol Bay Borough is the fishery. The number one consideration before any decision is made by this Borough is the impact to the fishery that sustains it. To Bristol Bay Borough residents, fishing is more than a way of life, it is what brings life to the Borough.

The image of the community is critical to its economic vitality. Historically, Bristol Bay Borough has proven that they have the ability to successfully manage capital projects and the capacity for ongoing operations. Each department in the Borough is currently fully staffed, but there is room for expansion of services and the personnel to provide them. Additionally, Bristol Bay Borough is home to several other government agencies: Federal Aviation Administration, U.S. Fish & Wildlife, National Park Service, Alaska Fish & Game, Alaska Department of Transportation, and the National Weather Service which are fully staffed and operational. Three of these agencies double in size with seasonal staff, to manage the fisheries and tourism. As an ultimate test to the capacity of services within the Borough, the population swells to over 10,000 people every summer during the fishing season straining even the capacity of the local electric and communications cooperatives. Financially, the Bristol Bay Borough is in a strong and vital position

because of their taxation of personal property and real estate (\$1.1 million collected in 2004) along with a structured user fees charged for many services the Borough offers, and the fish tax paid by the fishermen. When the commercial fishery suffered tremendous losses throughout Bristol Bay in the early 2000s, the Borough was able to maintain services and stay solvent when other villages were decimated. Using the same foresight in their strategic planning process, Bristol Bay Borough could grow as a regional hub and become the backbone for Southwestern Alaska.

COMMUNITY GOALS & OBJECTIVES

The goals and objectives for this plan are a continuation of those set forth in the 1985 Comprehensive Community Plan, and that which was determined through new community comment and survey. It is evident that Bristol Bay Borough has stayed on course and remained steadfast in their goals and objectives, as it was discovered through this process that the community still has many of the same values, goals, and vision.

GOALS

- The continued improvement of the standard of living for all Borough residents through better housing, better educational opportunities, and better health care and modern community facilities. (1985)
- The growth and encouragement of economic development by a more efficient use of the existing natural resources and economic base. (1985)
- The protection and enhancement of the Borough's commercial fishing industry. (1985)
- To maintain the opportunity for the continuation of the subsistence lifestyle.
- To maintain and expand our position as a regional hub providing life enhancing and sustaining services to Southwestern Alaska villages.

OBJECTIVES

- Expand community education programs for all ages. (1985)
- Target educational programs to prepare students to live and work in the Borough. (1985)
- Continue to improve community medical facilities. (1985)
- Retain the existing air and water quality. (1985)
- Continue to promote the Borough to outside area. (1985)
- Complete improvement of existing port facilities and the development of a marine industrial park. (1985)
- Seek continued state funding for new revenue producing capital improvements. (1985)
- Support strict enforcement of the Coastal Management Plan. (1985)
- Complete the Naknek River Crossing Project and road expansion to the south.
- Continue to contract with outside villages for Bristol Bay Borough services.
- Encourage future contracts and plans for shared services with additional villages.

CAPITAL IMPROVEMENTS PRIORITIES

TRANSPORTATION

Ground Transportation

Throughout Southwestern Alaska one of the highest priorities in most villages is for an improved road system and Bristol Bay Borough is no different. The number one capital improvement project for Bristol Bay Borough and the Native Village of South Naknek continues to be a bridge over the Naknek River connecting South Naknek to the rest of the Borough and allowing the continuation of the Alaska Peninsula Highway. With the completion of this bridge, the separated residents of South Naknek would then have access to all the services that the villages of King Salmon and Naknek now enjoy. As identified in the SWAMC (Southwest Alaska Municipal Conference) CEDS, there is a need to develop a regional transportation corridor on the Alaska Peninsula linking the communities from Ivanof Bay to Bristol Bay Borough. This would provide a pathway for business opportunities to expand to the southern parts of the Peninsula and Borough, and for the southern villages to have easier access to Bristol Bay Borough services. In addition, with the newly acquired oil and gas leases to the south it would provide ground transportation capability for their supplies and equipment.

Marine Transportation

Bristol Bay Borough continually improves and maintains their infrastructure to improve its useful life, as with repair and maintenance of the Port of Bristol Bay dock. The dock was built in the early 1980's and has come to the end of its useful life, but with repairs, it had more cargo cross it in 2005 than ever before. In the SWAMC CEDS, it is stated that the primary economic benefits flow into the region through ports by allowing the distribution of goods and services to external markets. The Bristol Bay Borough Port/Dock Facility handled over 93 million pounds of fish in 2005 resulting in a huge economic gain for the Borough. As stated earlier, the commercial fishery is the largest economic force in the Borough, and the region as well; so the design and engineering of a larger dock is to begin in 2006. The U.S. Army COE did a survey of commercial fishermen throughout Alaska and discovered that the Port of Bristol Bay was listed as the 2nd highest facility in need of improvements. There were several safety and congestion issues raised because of the lack of slip space available. Eighty seven percent of the respondents said that additional moorage was needed and twenty five percent said they would rent seasonal slips if they were available. As the Borough's second capital improvement and the Naknek Village Council's 4th priority, the expansion of the dock

will include a fisherman's dock that is separate from the cargo area to provide safe, easy access to offload their catch.

COMMUNITY FACILITIES

The third and fourth capital improvements respond to the highest priority set by the community survey which is a clean water supply. Being that King Salmon is home to one of the two EPA superfund sites in the region, there is concern for the quality of well water in the village. As a result of military activity in the area there are several sites that the Department of Defense works to remediate and monitor the progress of the clean up of their contamination. Environmental clean up is the 4th priority of the King Salmon Native Council with a public water system is in the top ten. As a result, a King Salmon public water system is in the beginning stages of design and engineering. In 2007 FY the Legislature has awarded the Borough funds to complete the feasibility study of the King Salmon public water system. However, to continue to protect the water supply the Bristol Bay Borough must also continue the expansion of the sewer system to include all facilities and homes. With approximately 80 percent of the homes hooked up, the most difficult and expensive part of the sewer system remains to be built. It has been stated that a third collection site would be necessary because of the distance to either existing facility on the north side of the river. In preparation for the expected growth from the completion of the Naknek Bridge, an upgrade of the South Naknek sewer system to include sewage lagoons is the 2nd priority of the Native Village Council of South Naknek.

QUALITY OF LIFE/ TRANSPORTATION/ PUBLIC ACCESS

The fifth capital improvement priority is related to quality of life and the opportunity for growth in tourism and recreation. The improvement to the Lake Camp Road was funded to provide better access to the Katmai National Park and Naknek Lake. Brought about by the Secretary of the Interior, Gale Norton, it was decided to widen and resurface the road and provide interpretive signage. The Bristol Bay Borough has accepted the growth in tourism being caused by the sport fishing industry, its access to Katmai National Park, its proximity to Becharof National Wildlife Refuge, and wants to expand the recreational possibilities in Naknek Lake. Katmai National Park stated that it had over 70,000 visitors in 2005, which means that many of the visitors had to travel through Bristol Bay Borough to get there. The Borough will not ignore the potential economic benefit of these visitors and would like to encourage future growth by improving the road access to Katmai Park and Naknek Lake and getting it designated as a "scenic byway". The Alaska Office of Tourism ranks destination travel to Southwestern Alaska as the lowest in all of the state with Katmai accounting for the majority draw in this region, therefore it is imperative that the Borough captures and expands on their existing "jewel". Following the SWAMC CEDS, there should be a regional marketing effort to develop niche markets with Bristol Bay Borough set up as the jump off point to the Alaska Peninsula.

For many years, the Bristol Bay Borough had listed a Naknek/King Salmon Pathway project on the Capital Improvement List. This pathway would provide a pedestrian and bike path for travel from King Salmon to Naknek. As the cost for construction of the Pathway was realized, the Borough had to remove it from their list because funding was not available. But, the Naknek Village Council still wants the Pathway and listed it as the 5th priority project for the community. In response to that, the Borough is assisting and supporting the Naknek Native Village Council in their application for funds to construct the Pathway.

ECONOMIC DEVELOPMENT PRIORITIES

- **Multi Use Regional Facility** to serve as youth center, community center, visitor center, storefront space, cultural center, meeting/convention center
- **Expanded library** to include business center
- **Regional Industrial Park** adjacent to port facility to include boat repairs, fishing related businesses, and climate controlled construction of trusses and wall panels
- **Regional Import Substitution Solution Facility** for growing vegetables and flowers to sell
- **Expanded Regional Recreational Access** to Naknek Lake via a scenic byway: “Salmon Run Road” from the mouth of the Naknek River to Naknek Lake

RECOMMENDED PROJECTS

Multi Use Regional Facility

Youth and community facility with a cultural center made it to the top 3 priorities in each village. It was, also, the highest priority in the survey completed by community members throughout the Borough. The adults of this community want a place that is their own that they can use for entertainment and the youth want a place they can use for their purposes. For the project to be sustainable and successful, the proper location is a must.

The most sought after location in Bristol Bay Borough for commercial real estate is any property that is within walking proximity to the airport in King Salmon. In 2004, the Department of Transportation registered over 55,000 passengers passing through the King Salmon Airport which translates into tremendous exposure for any business. With that in mind, the Bristol Bay Borough is currently acting as the facilitator bringing several partners together (ADF&G, Alaska Peninsula Corporation, King Salmon Village Council, Native Village of South Naknek) for the lease and development of property located directly across from the airport. Up to this time, the lot has been, for the most part, vacant and unkempt with little or no maintenance. When complete this project will remove a community eyesore and replace it with a community focal point that will lead the way for future growth in the King Salmon downtown district.

The vision of this group is to build a facility that will become a community focal point while meeting the needs of the region and community. Not only will this facility offer a warm welcome to the visitor but it will allow them to realize what a special place they have come to by visiting the cultural center & museum. It will exude community pride, spirit, and economic stability in a region that has been continually put down for their “poor fishing return” and loss of employment. This project would begin the turnaround that is needed for the residents and business owners to, once again, believe that they should and can remain in this community. When this project is complete, we expect it to employ 25 full time people with a larger part time staff to provide service for meetings and events.

This facility and community will be marketed regionally as a meeting location and as a weekend getaway destination for families throughout the Peninsula. As a meeting/convention center the facility will have capacity to host 250 attendees in a single room and have several smaller breakout rooms. The design of this building will satisfy the need for entertainment for the adolescent or younger visitor, as well as provide ongoing opportunity for socialization and entertainment for the resident youth. Bristol Bay Borough currently attracts families from throughout the region that come to visit our indoor swimming pool or our gymnasium at the

school. This facility would provide alternative entertainment options and increase the length of stay for current visiting families.

To provide operational expense, a minimum of 25% of the space will be leased to anchor tenants: Visitor's Center, Cultural Center/Museum, Chamber of Commerce, and State agencies. In addition, there will be a minimum of two spaces available for retail stores and two for offices. Besides the leases, there will be a user fee for organizations that host meetings or events in the facility and a lease for the operator of the kitchen facility. The revenue from the leased space will cover operational expenses of the facility.

Expanded Regional Library Facility

Currently, there are two libraries that serve the Borough because of the separation of South Naknek, however when the bridge across the river is complete consolidation will occur. Martin Monson Regional Library, located in Naknek, is operating at over maximum capacity and needs to expand to continue to improve the standard of living for all Borough residents. The community priority survey showed the need for a larger library as a high priority with an increase in technical capacity. As it stands, the community lacks access to basic business services such as: copying, binding, packaging, art design, faxing, and laminating. The Regional Library has attempted to provide copying and faxing service for the residents, but it is time consuming and they lack the proper equipment.

As mentioned earlier, the fishery and summer tourism industry increase the Bristol Bay Borough population to over 10,000. As a result, the Regional Library will have up to 300 visits per day putting them well beyond their capacity. Most of these consumers are using one of the four computers to communicate with friends and family left behind while they work. The population boom also increases the demand for business services with requests for faxes and copies. The strain of the extra workload on the staff and equipment results in computer break downs and the staff being overwhelmed.

When the libraries become consolidated the staff would increase and allow for expansion without additional personnel cost. At the same time, the Bristol Bay School library has neared capacity and would benefit by an expansion. Ultimately, the expanded Regional Library would be located so that the school could share in the services and facilities. Providing services for the school would also allow for cost sharing of technology, personnel, equipment, and books. This partnership would provide maximum expansion and serve as an example of community, government, and school coming together for the benefit of all.

Regional Industrial Park Facility

In 1996, a study was done for Bristol Bay Borough to determine the feasibility of building a fisherman's dock and industrial complex. The development was not done at that time because the acquisition of land and the cost of construction made it impossible. The Borough continues to believe that these are two valuable projects and, as such, included in the design and engineering of the Bristol Bay Port expansion is a fisherman's dock. The Port expansion will strengthen the Borough's competitive position as a potential site for manufacturing and shipping of products, and serve as a strong partner to any industrial development.

The Port of Bristol Bay expansion will begin in 2006 and has a projected completion date of 2009. At the same time, the bridge over the Naknek River is slated for completion in 2010 which will connect the Borough and allow for development on the south side of the river. With forward thinking, the Bristol Bay Borough will begin a marketing campaign, while the Port is under construction, touting for possible tenants in the industrial park located near the Port of Bristol Bay. This would identify interested parties to drive the direction of the land development. A feasibility study would then be done to determine the location and size of the park. With the results of the study, the Borough would set forth and purchase the land for development.

Regional Import Substitution Solution Facility

Through observation it is clear that Southwestern Alaska lacks fresh vegetables and fruits. According to the 2002 National Agricultural Statistics Service for the USDA, the State of Alaska ranks at the bottom (50th) in crop production and is currently farming only .2% of their land. There are many factors that cause the lack of farming in this state: weather, available land, permafrost, growing season, and more, but now there are better options for growing produce in northern climates. Greenhouses have been engineered to be able to withstand the northern temperatures and winds. Thus, it will allow for a longer, or possibly 12 month, season. Alaska has not yet begun to consider the possibilities of controlled environment agriculture as a food source, job creator, economic provider, and import substitution solution.

Controlled environment agriculture (greenhouses) would offer a regional import substitution solution by producing vegetables and flowers for local consumption, use, and distribution. According to University of Alaska Fairbank School of Natural Resources and Agricultural Sciences only 10% of what Alaskas consume is grown in Alaska. In the Bristol Bay Borough, there are two grocery stores; both have a limited selection of produce and all of their produce is imported. When the cost and time of shipping is added to determine the price of the produce, it becomes very expensive, 3 day old produce. Because the consistency and quality of shipping can not be controlled by the store, there is a high rate of loss through produce arriving in bad condition. Many times produce displayed in a wrinkled, moldy condition is purchased, for lack of other options, causing consumers to learn to neglect their demand for fresh produce. Consequently, there is a high demand locally for fresh produce which is unavailable.

During the summer, Bristol Bay Borough is the home to 13 seasonal fishing lodges and the base of operations for 16 commercial fishing processors. The commercial fishing and tourism industries make the population swell to over 10,000 during the summer causing a hardship on food suppliers. The deficiencies in shipping cause additional hardships, in that, a larger order does not equate to a prompt arrival. It is difficult to provide a healthy, palatable diet to all the workers and visitors without fresh produce and by utilizing processed goods. The lodges need to maintain a high level of quality in their menu choices which requires fresh goods. On the other hand, the processors are feeding workers that are doing physical, strenuous work for long hours and they need nutritional meals. All of this translates into a ready, captive market for locally grown produce.

Controlled environment agriculture would provide a boost to the economy of Bristol Bay Borough by offering a substitute to importation of produce, and instead, create an exportation business. Being that the Borough is the hub for Peninsula Airways with daily flights to 12 villages and additional villages added during the summer season, the Borough presents a perfect location for commerce about the Alaska Peninsula. The hardships in acquiring fresh produce that are realized in Bristol Bay Borough are compounded when living in surrounding village. Peninsula Airways would provide the transportation to take fresh produce throughout the Peninsula.

This project would be a public-private initiative with the Borough supplying the land and in-kind services, and the operational and financial matters being controlled by a non-profit cooperative structure. In 2006, the cooperative will be formed, incorporated, and registered and a feasibility study will be complete. If the feasibility study is positive, then construction would begin in 2007.

Expanded Regional Recreational Access

To reach the goal of growth and encouragement of economic development by a more efficient use of the existing natural resources and economic base the solution lies with connecting the Alaska Peninsula Highway to Katmai National Park. This would provide unlimited access to Katmai National Park and to Naknek Lake, both of Bristol Bay Borough's greatest resources. Bristol Bay Borough is home to the largest red salmon commercial fishery in the world, and should be the home to "Salmon Run Road", a scenic byway following the path of the spawning salmon. By creating "Salmon Run Road", visitors can be educated about the spawning salmon while traveling to the 3rd largest lake in Alaska. Naknek Lake is large enough to allow for a variety of water activities, large boats, and adventure seekers ready to explore.

As Bristol Bay Borough welcomes tourist to the area to see Katmai National Park, they should capitalize on the resource Naknek Lake provides. Naknek Lake should, and could, be the staging area for travel to the Brooks Falls to see the bears. Currently, all air traffic to Brooks Falls is staged on the Naknek River in King Salmon, creating a dangerous situation for sport fishers and recreational boaters using that area of the river.

A water taxi service would provide an alternate option to access the Brook Falls while continuing to follow the journey of the spawning salmon. The options for a water taxi can be a smaller more intimate vessel or a large cruiser providing a faster journey. During the journey, the visitor could be invited to stay and play with a variety of water sport activities: kayaks, canoes, rafts, or deep water sport fishing, thus expanding an existing economic base in tourism.