

2016

Kodiak Rural Regional Comprehensive Economic Development Strategy



Prepared by:

Kodiak Area Native Association

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EXECUTIVE SUMMARY

The development of a Comprehensive Economic Development Strategy is lengthy endeavor. The compilation of large amounts of information, gathered from talking to people; attending meetings and conferences; reading reports, newspapers, journals, and books; and many more sources is only the start. Arranging all of the ideas, concepts, and information into a logical order and developing meaningful goals and objectives that provide a roadmap to improving the economic conditions of the region is the main focus of the CEDS document.

This version of the CEDS, for purposes of establishing an “official” document is complete. The DRAFT version was posted on May 31, 2016 to allow for public comment period.

Increased detail in the SWOT analysis and Action Plan would strengthen and benefit this document. A strengthened CEDS benefits the Kodiak region and provides a clearer roadmap of action plan implementation. Over the course of the next year, the proposed Scope of Work includes two planning meetings in each village to further develop this CEDS document including more detailed Action Plans and Evaluation Framework to more fully encompass the overall strategy.

Stakeholders throughout the region overwhelmingly responded that continual improvement and updates are essential. Efforts must be made to keep out Economic Development strategy from becoming stale and irrelevant.

KEY FINDINGS:

The initial version of the CEDS contains four Economic Clusters:

- Energy
- Fisheries/Maritime
- Food Security
- Coastal Impact Assistance Program – Village Metals Backhaul Project

In the year since the release of the initial CEDS, meetings have been held in each of the villages and in Kodiak. Through the open discussion process, four additional Economic Clusters have been revealed. These four additional Economic Clusters are proposed to be included in the Economic Development Strategy:

- Environmental
- Tourism
- Technology – Internet Connectivity
- Business Development

These 8 CEDS goals are not all inclusive of each of the Economic Opportunities that exist with the Kodiak Region. Rather, they are the most universally discussed on a regional basis during the preparatory work that was completed to develop this document. Opportunity remains to build additional scope within the CEDS to capture the other Economic opportunities throughout the Kodiak Region. Further, as Economic Development projects and initiatives address the Economic Cluster, Cluster deletions may occur as well.

Introduction: Kodiak Area Native Association (KANA)

This Comprehensive Economic Development Strategy document was developed by the Kodiak Area Native Association (KANA) in collaboration with individuals and organizations at the local, regional, and community level, using existing and new data that accurately reveals the complex economic issues facing the Alutiiq people of the Koniag Region. The Koniag region is made up of Kodiak Island and the Kodiak Archipelago and a small portion of the southern coast of the Alaska Peninsula.



KANA, founded in 1966, is a 501 (C) (3) non-profit corporation and one of twelve regional Alaska Native nonprofit corporations that provides a wide range of services as ensured under the Alaska Native Claims Settlement Act, including medical, dental, and various social service programs. KANA provides these services in 15 facilities to the over 3,000 Native residents of the Kodiak Archipelago in seven communities that include the City of Kodiak and six remote Alaska Native villages of Akhiok, Karluk, Old Harbor, Ouzinkie, Port Lions, and Larsen Bay.

Services provided by KANA include Ambulatory Medical Care and Dental Care, Pharmacy, Contract Health, Community Health Aide Program, Substance Abuse Prevention, Intervention/Outreach, Social Services, non-clinical community Mental Health, and Youth Prevention Projects. Other services provided by the organization include the Women, Infant and Children (WIC) program, Vocational Rehabilitation, Early Childhood programs, Education, Employment and Training programs, Infant Learning Program, a full service Fitness Center and Tribal Operations/Environmental Health.

Historically, nonprofit corporations such as KANA were formed throughout Alaska prior to the Alaska Native Claims Settlement Act (ANCSA) enactment. The ANCSA settlement is an agreement between the United States Government and the Alaska Native Tribes. The ANCSA legislation distributed land to regional and village entities to establish for-profit corporations. Each of the regional for-profit corporations formed a separate non-profit corporation to assist their members with health and social service needs. KANA exists through the resolutions of the Tribal Governments of the Koniag region, under P.L. 93-638, the Indian Self-Determination Act and is governed by an eleven-member Board of Directors.

The Mission of KANA is:

“To elevate the quality of life of the people we serve.”

The Envisioned Future of KANA is:

“The best quality care is available to all people on Kodiak Island.”

US Economic Development Administration Native Planning Grant

KANA is a recipient of a US Economic Development Administration (EDA) Native Planning Grant. Within KANA’s organizational structure, KANA's EDA Program is part of the Community Services Department. The Economic Development Project Manager works in collaboration with local City, Borough, public and private sectors, as well as village entities with the goal of improving the economic status of Kodiak Island’s rural villages. The Regional Community Plan document will be the framework in which we can advocate and provide technical assistance to Kodiak’s Alutiiq communities to ensure a strong economic future for generations to come. It was agreed upon from the participants of our regional CEDS planning meeting that this document will be named the Kodiak Archipelago Rural Regional Community Plan. This plan highlights each of the six village communities, giving insight into the strengths, weaknesses, threats and opportunities, as well their economic visions and goals.

Scope of Work

Proposed for July 1, 2016 to June 30, 2017

(Note: Subject to change based on approval from EDA)

- 1) Community and Regional Development Planning: Work in collaboration with local city and borough officials, public and private sector representatives, tribal governments and corporations, all comprising the Economic Strategy Committee and Village work groups, to provide the annual update to the Kodiak Rural Regional CEDS 2015-2020.
 - a. Target to hold Strategy Committee Village Work Group meetings twice per year in each village community during which input on economic conditions and projects' status will be obtained. Facilitate meeting to discuss each village communities' vision, projects, and strategies for economic development.
- 2) Economic Development Partnerships:
 - a. Work closely with Kodiak Island Borough Assembly members who have been assigned to each village to ensure each community is connected to our local legislative body.
 - b. Collaborate with the Kodiak Area Native Association's Employment, Training, and Support Services (ETSS) department to provide our region's population with the relevant workforce development opportunities and assist our region's businesses and entities in hiring and training new and existing employees.
 - c. In collaboration with the Southwest Alaska Municipal Conference, assist village communities in developing their action plans to implement Energy Priorities identified in the Kodiak Regional Energy Plan.
 - d. Economic Development Project Manager will partner with the Kodiak Area Leadership Institute (KALI) in the development and operation of the ANA Grant project establishing tribally owned agricultural businesses. Project Manager will collaborate with the Kodiak Harvest Food Cooperative formation committee to help develop the economic tie to the tribally owned agricultural businesses.
- 3) Economic Development Project Coordinator will monitor, analyze, and provide input into the following of the Kodiak Region's planning documents and strategies: SWAMC CEDS, City and Borough Strategic Plans, and the Kodiak Energy Plan. The outcome will be to increase the interconnectedness of the region's strategies in order to produce stronger results from working together.
- 4) Work closely with the Alaska Economic Development Representative, and other EDA staff in the development of economic development projects and/or planning efforts within the Kodiak Region.
- 5) Conduct a comprehensive analysis of broadband/internet connectivity in the Kodiak Region, including a SWOT Analysis.
- 6) Conduct a fisheries activity analysis focused specifically on industry participation by village community residents (number and type of boats involved, target species, active permits, etc).

- 7) Economic Development Project Manager will work to enhance Economic Resilience initiatives in the Kodiak Archipelago that address steady-state conditions. These initiatives could include developing a Hazard mitigation plan, connecting with the Southwest Alaska Municipal Conference on the Business Retention and Expansion results and assisting businesses identified as necessary and promoting business continuity and preparedness.

Kodiak Archipelago Rural Regional Strategy Committee

The strategy committee responsible for participating in, producing and updating the current Regional Community Plan document is listed below. As the remote villages of the Kodiak Archipelagos are encompassed by the Kodiak Island Borough they are also represented on Kodiak's CEDS committee by either city and/or tribal representatives from each remote village. Village representatives, KANA staff members, community leaders, business owners, industry representatives and stake holders in Kodiak's economy all serve on this committee "to help develop strong economies and healthy communities by providing leadership and information to increase Kodiak Island's economic position." It is vital that these two CEDS committees communicate, work together and ensure continuity with one another in order to effectively pursue both State and Federal funding for the region's needs and projected projects.

KANA Board			
Name	Organization	Title	Gender
Loretta Nelson	KANA	Board Member/Afognak	Female
Alfred Cratty Jr.	KANA	Board Member/Old Harbor	Male
Arnold Kewan	KANA	Board Member/Port Lions	Male
Jill Boskofsky	KANA	Board Member/Ouzinkie	Female
Phyllis Amodo	KANA	Board Member/Kaguyak	Female
Speridon Simeonoff Sr.	KANA	Board Member/Akhiok	Male
Alex Panamaroff Jr.	KANA	Board Member/Larsen Bay	Male
Margaret Roberts	KANA	Board Member/Tangirnaq	Female
Gary Watson	KANA	Board Member/Sun'aq	Male
Cheryl Christofferson	KANA	Board Member/At Large	Female
Kodiak Work Group			
Name	Organization	Title	Gender
Greg Zadina	KANA	ETSS Manager	Male
Mark Lonheim	First National Bank	Loan Officer	Male
Rob Stauffer	Tangirnaq Native Village	Administrator	Male
Alan Fugleberg	Kodiak College	Director	Male
Chastity McCarthy	Discover Kodiak	Executive Director	Female
Kathy Drebek	Sun'aq Tribe of Kodiak	Tribal Transportation	Female
Akhiok Work Group			
Name	Organization	Title	Gender
Speridon Simeonoff Jr.	KANA	VPSO	Male
Marcella Amodo	Akhiok Tribe		Female
Alyssa Brenteson	Kaguyak Village	Tribal Manager	Female

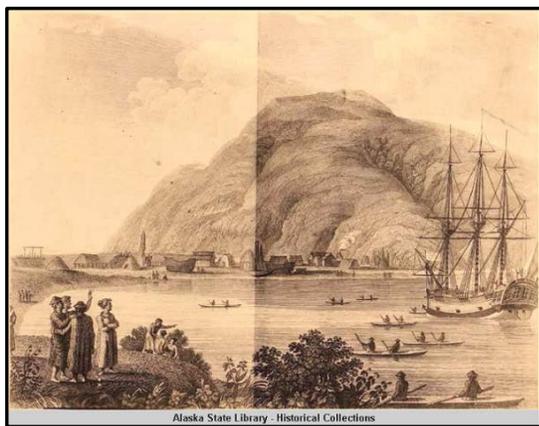
Jeanetta Rastopsoff	Native Village of Akhiok	Tribal Secretary	Female
Linda Amodo	Akhiok Tribe	President/Mayor	Female
Roger McCoy	City of Akhiok	Manager	Male
David Eluska	Native Village of Akhiok	Tribal Manager	Male
Randy Amodo	Native Village of Akhiok	Tribal Vice President	Male
Old Harbor Work Group			
Name	Organization	Title	Gender
Stella Krumrey	Alutiiq Tribe of Old Harbor	President	Female
Zora Inga	City Clerk – City of Old Harbor	Title VI/Clerk	Female
Darik Larionoff	Alutiiq Tribe of Old Harbor	TTP Manager	Male
Bobbi Anne Barnowsky	Alutiiq Tribe of Old Harbor	Tribal Administrator	Female
Larsen Bay Work Group			
Name	Organization	Title	Gender
David Harmes	Native Village of Larsen Bay	Mayor	Male
Bill Nelson	Native Village of Larsen Bay	Maintenance	Male
Mary Nelson	Native Village of Larsen Bay	City Treasurer	Female
Port Lions Work Group			
Name	Organization	Title	Gender
Susan Boskofsky	NVPL	Administrator	Female
Katy Adkins	City of Port Lions	City Clerk	Female
Dorinda Kewan	NVPL	Grants Administrator	Female
Liz Pennington	City of Port Lions NVPL	City Council Member Tribal Council Member	Female
Abner Nelson Jr	City of Port Lions	City Council Member	Male
Nancy Nelson	NVPL	Tribal Council Member	Female
Lester Lukin	NVPL	Tribal Council Member	Male
Denise May	NVPL	Tribal Council Member	Female
Julie Kaiser	NVPL	Tribal Council Member	Female
Harold Christiansen Jr.	City of Port Lions	City Council Member	Male
Melvin Squartsoff	City of Port Lions	Mayor	Male
Ouzinkie Work Group			
Name	Organization	Title	Gender
Dan Clarion	City of Ouzinkie	Mayor	Male
Robert Katelnikoff	Native Village of Ouzinkie	Administrator	Male
Fred Shanagin	Native Village of Ouzinkie	EPA	Male
Joseph Delgado	Native Village of Ouzinkie		Male
Janell Shanagin	Native Village of Ouzinkie	Clerk	Female

George Shanagin Jr.	Native Village of Ouzinkie	EPA Assistant	Male
Sandra Muller	Native Village of Ouzinkie		Female
Melodi Anderson	City of Ouzinkie	City Council Member	Female
Linda Getz	City of Ouzinkie	City Council Member	Female
Vickie Novak	City of Ouzinkie	City Council Member	Female
Katherine Panamarioff	City of Ouzinkie Native Village of Ouzinkie	City Council Member Tribal Council Member	Female

Background and Information for Planning

The People of Kodiak Island

The Alutiiq people of Alaska are a part of the continuum of Alaska coastal maritime peoples. The Alutiiq, or Suqpiq, have inhabited their ancestral homelands for approximately 10,000 years and include four main subdivisions or nations: Prince William Sound, the lower Kenai Peninsula, the Alaska Peninsula and the Kodiak Archipelago. Like hundreds of similar Alutiiq settlements along the Gulf of Alaska, the people of the Kodiak Archipelago were skilled mariners who depended on the sea for the necessities of life. The Alutiiq had a bartering economic system, trading goods and services as needed with their neighbors from the Aleutian chain to Southeast Alaska. The Alutiiq believed that all things, living or not, possess a spirit, which they honored.

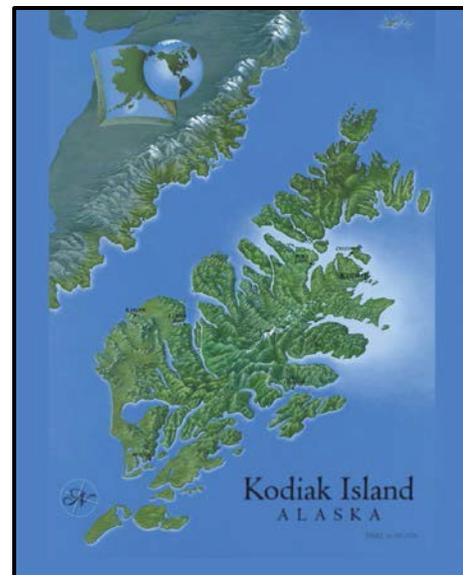


Three Saints Bay, Kodiak Island, engraving by an artist on an English expedition to the area, 1788-1792

By AD 1200, Alutiiq society flourished in every corner of the Archipelago, the population is estimated by some based on the archeological record to have reached 14,000 with as many as 50 winter communities. In huge open skin boats, a wealth of Kodiak resources – hard black slate, red salmon, bear hides, and spruce root -- were transported to the mainland and exchanged for antler, ivory, horn, animal pelts and exotic stone.

The first outsiders to settle on the island were Russian explorers under Grigory Shelikhov, who founded a Russian settlement on Kodiak Island at Three Saints Bay near the present-day village of Old Harbor. Shelikhov's mission was to establish a permanent settlement on Kodiak Island, so as to restrict the inroads of British fur traders and expand the sea otter hunting industry for his company. The Russian-American Company was established by Royal Russian Decree in 1799, and it was headed by Alexander Baranov. Baranov led the company for 19 years, building a lucrative fur trading enterprise trapping and selling sea otter pelts. But by the middle of the 19th century, the sea otter populations were driven almost to extinction.

He and his men, equipped with modern artillery, defeated the Alutiiq people in a series of battles and subdued the islanders. Russian colonization had a devastating effect on the local Native population as a result of forced labor (i.e., slavery). By the time Alaska became a U.S. Territory in 1867, the Kodiak Region Alutiiq people had almost disappeared as a viable culture. Their culture and history was retained by a handful of families in each community. The culture is currently undergoing an historic revitalization that includes culture camps, language, and our own internationally recognized Alutiiq Museum.



Physical Geography

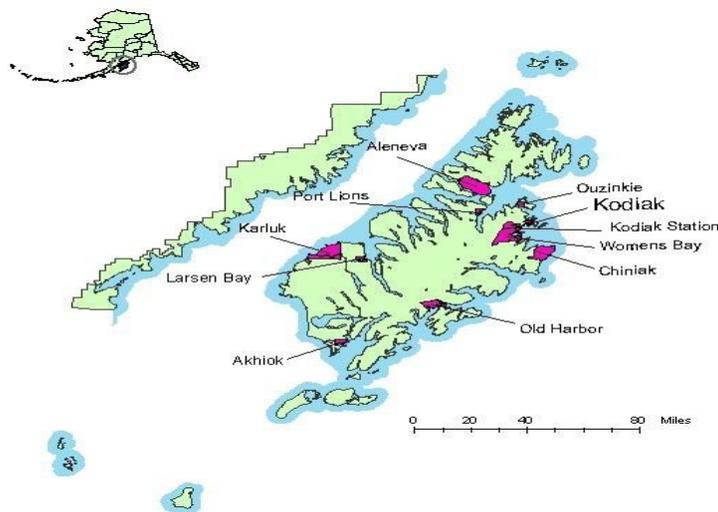
The island group known as the Kodiak Island Archipelago is located in the Gulf of Alaska and is situated on the western side of the Gulf of Alaska, 252 air miles south of Anchorage (a 55 minute flight). The area encompasses 6,559.8 square miles of land and 5,463.8 miles of shoreline. Kodiak Island is the second largest island in the United States and consists primarily of mountainous terrain, with peaks ranging between 2,000 and 4,000 feet.

The uplands are drained by relatively short, swift and clear mountain streams. The north and east sides of Kodiak Island are heavily forested but it is fairly treeless on the island's south end. Commercial stands of timber, primarily Sitka Spruce, exist on the north end of Kodiak Island as well as Afognak Island. The island has numerous deep, ice-free bays that provide sheltered anchorage for boats. The southwestern two-thirds of the island, like much of the Kodiak Archipelago, is part of Kodiak National Wildlife Refuge.

Kodiak is home to eight communities; the City of Kodiak, and the remote communities of Akhiok, Karluk, Larsen Bay, Old Harbor, Ouzinkie, Port Lions and Chiniak. Within these eight communities, Kodiak is home to ten federally recognized Tribes. There are no roads connecting the hub city of Kodiak with the outlying villages, with the exception being Chiniak. Village residents rely on transportation by boat or commercial airlines for travel in and out of their communities.

The climate of Kodiak Island is characterized by moderately heavy precipitation and cool temperatures with frequent high clouds, fog, and high winds. These weather patterns often times result in restricted travel. High winds and icing are frequent during the winter, with storm winds produced by systems in the Gulf of Alaska that often sustain speeds from 50 to 75 knots.

However, Kodiak's climate is favorable for over three hundred species of plants, many of which were used by inhabitants for food, medicine, and shelter. The deep fjords of Kodiak Island provide an abundant habitat for fish and marine mammals. Five species of salmon, herring and halibut are all found in Kodiak Island waters, providing commercial, subsistence and sports fishing resources. Marine mammals such as whales, sea lions, and seals are frequent visitors. Shellfish including tanner, Dungeness crab, and clams are also plentiful.



Borough Lands

The Kodiak Island Borough is entitled to roughly 56,500 acres of land within the Kodiak Archipelago. Most of this land was originally obtained and selected under municipal entitlement act from the State of Alaska; the configuration of other parcels is the result of land trades with the State. Over 50 percent of Borough land is located on Shuyak Island and Raspberry Island; Ugak Bay and Hidden Basin also include numerous pockets that total a sizeable portion of Borough land acreage. Lease and disposal of Borough lands are subject to approval by the Borough Assembly. The Kodiak Island Borough zoning ordinance contains 18 zoning districts: Watershed (W); Wildlife Habitat (WH), Natural Use Lands (NU); Conservation (C); Rural Development (RD); Rural Residential (RR); Rural Residential One (RR1); Rural Residential Two (RR2); Single Family Residential (R1); Two Family Residential (R2); Multi-Family Residential (R3); Business (B); Rural Neighborhood Commercial (RNC); Urban Neighborhood Commercial (UNC); Retail Business (RB); Light Industrial (LI); Industrial (I); and Public Use Lands (PL). New zoning scheme is in the works. Recreational land use includes 11 municipal parks totaling 60 acres in size.

(Kodiak.org)

Federal Lands

Much of the Borough contains land managed by federal authorities. The major federal land owner on the island is the U.S. Fish and Wildlife Service (USFWS). USFWS manages the Kodiak National Wildlife Refuge (KNWR), which comprises 1.8 million acres of the archipelago, portion of the Becharof and Alaska Peninsula National Wildlife Refuge (APNWR), and the Alaska Maritime National Wildlife Refuge (AMNWR). KNWR is managed primarily as habitat for the Kodiak Brown Bear, the largest bear in the world. The USFWS is the largest single land manager in the Borough. The refuges are managed as multiple use areas and allow a wide variety of uses that do not interfere with the primary purpose of each refuge. The Borough boundary on the west, across Shelikof Strait, includes a portion of Katmai National Park managed by the Department of the Interior, National Park Service, The U.S. Coast Guard (USCG), and the Department of Transportation. The U.S. Coast Guard Support Center Kodiak, which is located near the Kodiak urban area, contains over 21,000 acres.

A portion of the scattered small rural parcels in the Borough are federal trust lands. Except for Native Allotments and Federal Town site lots, no other federal trust lands, such as Indian reservations, exist in the Borough. These parcels are held in trust by the federal government in the name of the owner. The activities on the parcel and any transfer of title must be approved by the Bureau of Indian Affairs (BIA). Since they are federal trust lands, the parcels are exempt from most local and state regulations, as well as taxation, until ownership is transferred. Federal environmental laws such as NEPA and the Clean Air and Water Acts do apply.

(Kodiak.org)

State Lands

The most significant State lands in the Borough are the region's vast tidelands. The State does own a significant amount of upland area in the Borough. Most State uplands are in the northeast part of the Borough near the City of Kodiak and south around Ugak Bay to Dangerous Cape. State land selections are now complete in the Borough and new additions to state ownership are not likely. The

Alaska Department of Natural Resources (DNR) manages most state land in the Borough. A few areas have had management authority transferred to other State agencies. The Alaska Department of Transportation and Public Facilities manages roads and airport facilities, the Alaska Department of Fish and Game (ADF&G) manages the Tugidak Island Critical Habitat Area and the Division of State Parks within DNR manages state park lands. State parks accessible by road include: Fort Abercrombie, Buskin River and Pasagshak State Recreation Sites. A large portion of Shuyak Island is an undeveloped state park accessible only by water or air. The newest State park in the borough is located on the northern coast of Afognak Island. In total, 5 state parks throughout Kodiak Island comprise 56,448 acres.

(Kodiak.org)

Private Lands

The greatest growth among land ownership categories in the Borough has been privately held lands. Most of the lands selected by the Native regional corporation, Koniag, and the village corporations have been transferred for management or patented to the corporations. Over 750,000 acres of land have been transferred to these private corporations. This amounts to about 17 percent of the total land mass of the Borough. Much of this acreage, such as that on Afognak Island, was selected for timber resources or other development potential. However, some of this acreage was selected from within Wildlife Refuges and contains areas with high habitat values for fish and wildlife. Over the past several years, money from the Exxon Valdez Oil Spill settlement has allowed the federal government to repurchase much of this land. The surface estate to former Wildlife Refuge lands is subject to regulation to ensure its protection in a manner that will not materially impair the values for which the refuge was established and the subsurface estate (mineral rights) to such land was retained by the federal government. Except for lands previously part of a Wildlife Refuge, the subsurface estate of all Native lands is owned by Koniag, Inc.

(Kodiak.org)

Alaska Native Claims Settlement Act (ANCSA) Lands

Collectively, as the largest private land owners' in the archipelago, the ANCSA corporations have the greatest potential for both resource development and other development opportunities. ANCSA lands in the region have been developed in a variety of ways including: logging; tourism facilities and activities; residential real estate development; federal and state land acquisition through the Exxon Valdez Oil Spill Council habitat restoration activities; mining; and gravel and rock sales. *(SWAMC CEDS*

2010)



Political Geography

Alaska Native Claims Settlement Act (ANCSA) – Regional & Village For-Profit Corporations & Native Non-Profit Associations

An impact was made on the state of Alaska, including the Native people of Kodiak Island, when the ANCSA was signed into law by President Richard M. Nixon on December 18, 1971. The largest claims settlement in United States history, ANCSA was intended to resolve the long standing issues surrounding aboriginal land claims in Alaska, as well as to stimulate economic development. The settlement extinguished Alaska Native claims as obligated under the Treaty of Cession with Russian in 1867, by transferring titles to twelve Alaska Native regional corporations and over 200 local village corporations.

Koniag, Inc., one of the thirteen Alaska Native Regional Corporations created under ANCSA, was incorporated in Alaska on June 23, 1972 by the Alutiiq People of the Kodiak Archipelago. At incorporation, Koniag, Inc. enrolled about 3,400 Alaska Native shareholders. ANCSA regional and village corporations selected land in and around existing Native villages in the State in proportion to their enrolled populations. The regional and village corporations are now owned by Alaska Native people through privately owned shares of corporation stock.

In 1971 Koniag received \$24 million as its share of the \$962 million cash settlement approved by Congress, along with the rights to 161,664 acres of surface lands and 773,687 acres of subsurface rights as its share of approximately 45 million acres of lands transferred to newly formed Alaska Native corporations in the settlement act. Koniag has about 3,700 shareholders, about half who live in Alaska and half in the Lower 48 states. Koniag's original land entitlement under ANCSA was 895 acres plus the subsurface estate of lands allocated to village corporations in the Koniag Region. Complications of the land selection process, especially the lack of available land given the region's long history of non-native settlement, led to land exchanges through which Koniag was permitted to select subsurface rights in lands along the coast of the Alaska Peninsula across Shelikof Strait from Kodiak Island. Later, some of the Alaska Peninsula lands were exchanged for land on Afognak Island.

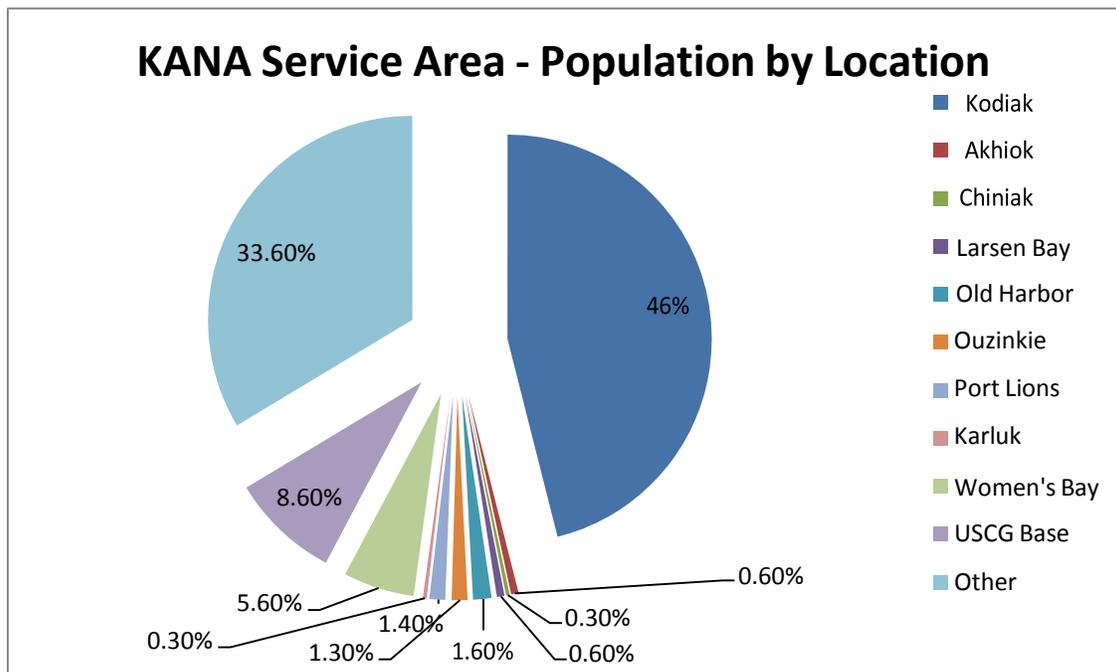
Population

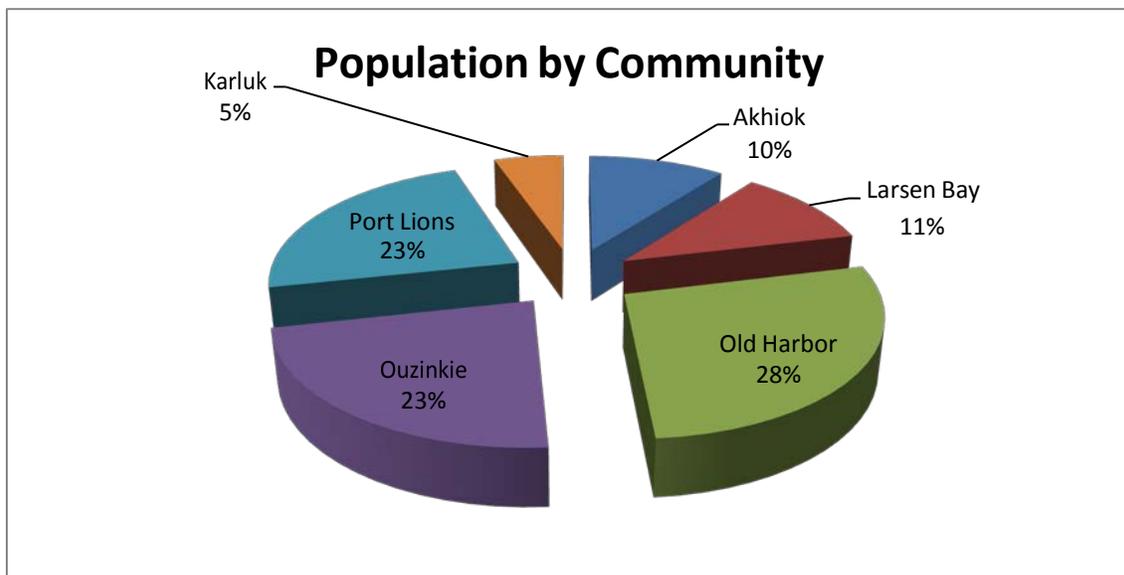
The population of the Kodiak Island Borough, according to the 2013 estimates from the Alaska Labor Department, is 13,824, including the outlying villages. The total population of the Kodiak Archipelago villages is 858 according to Alaska Department of Labor as of 2013. The population in Port Lions was 188, Old Harbor 225, Ouzinkie 185, Larsen Bay 88, Akhiok 85, and Karluk 43, and Chiniak 48. Accumulatively, in the villages the population was 74% Alaskan Native/American Indian, 18% Caucasian, 6% two or more races, 2% Hispanic and less than 1% of both Asian/Pacific Islander and African American. These numbers reflect the most current demographic information, based on the 2010 census. The Kodiak Island Borough appears to be experiencing a slow-but-long-term shift in racial and ethnic distribution. The 2000 Census Bureau shows no significant increase in both the 'Asian/Pacific Islander' and 'Hispanic Origin' categories. In 2000, 17% of the population belonged to the 'Asian/Pacific Islander' group. By 2010, this group remained at 17%. Conversely, the proportions for 'Whites' decreased from 59% in 2000 to 55% in 2010. The 'Native American' and 'African American' groups saw very small changes, on the order of 1-percent. *(Kodiak.org)*

Population 2013

City of Kodiak	6,338
Akhiok	85
Chiniak	48
Larsen Bay	88
Old Harbor	225
Ouzinkie	185
Port Lions	188
Karluk	43
Womens Bay	784
USCG Base	1,193
Other Areas	4,647
Total - Borough	13,824

labor.alaska.gov





City of Kodiak ~Population 6,338

The City of Kodiak is located near the northeastern tip of Kodiak Island. The city is 45 minutes by air from Anchorage and just over 3 hours from Seattle, Washington. The Alaska State ferries, the M/V Tustumena and M/V Kennicott, connect Kodiak with Port Lions, Old Harbor, Ouzinkie and the communities of the Kenai Peninsula. The Kodiak State Airport has three paved runways of various lengths with FAA ¹tower services. Kodiak also features a municipal airport with a 2,883 foot paved runway. There are floatplane facilities at Lilly Lake, St. Paul Harbor and Trident Basin on Near Island. The city is served by two airlines conducting a total of 7 flights daily between Anchorage and Kodiak. Kodiak is also served by two-all cargo carriers and two scheduled intra-island carrier. The Port of Kodiak Municipal Harbor, owned by the City of Kodiak, is home to Alaska's largest fishing fleet, having a total of 650 slips. The surrounding road-connected residential areas are Chiniak, Monashka Bay, Service District 1, the U.S. Coast Guard Base and Women's Bay.¹

¹ Alaska.Labor.Gov

Rural Native villages in the Kodiak region



Akhiok ~ Population 85

Akhiok is a coastal maritime community located on the south end of Kodiak Island; west side of Alitak Bay between Kempf and Moser Bay. It is about 98 air miles southwest of Kodiak City and 340 air miles southwest of Anchorage. Transportation to and from the island is limited to small plane and private marine vessel, as there are no roads connecting Akhiok to any of the other villages or to the City of Kodiak. The terrain surrounding Akhiok is made up of low hills, tundra like valleys and flat land, home to roughly 85 people. Residents of the community are predominantly Alutiiq with a small number of Caucasian and Filipino. Their serene village is home to an abundance of animal life, all of which sustain the subsistence lifestyle of the Akhiok residents.

The City of Akhiok was incorporated in 1974 and is a second class city within the Kodiak Island Borough system. Akhiok has a seven-member city council from which the mayor and other officers are selected. Two federally recognized tribal councils, Akhiok Tribal Council and Kaguyak Tribal Council, are recognized by the Bureau of Indian Affairs as the official tribal governing bodies of the community of Akhiok. Although they are eligible to administer a variety of federal programs, including local health care, employment assistance and other social services they assign their federal contracting authority to Kodiak Area Native Association (KANA) by resolution. KANA in turn, administers the programs and provides essential services.

The community of Akhiok continues to view commercial fishing as the mainstay of its economy, though only 3 local residents currently hold commercial fishing permits. With a developing tourism

component that focuses on sports fishing and guided hunting, the community will continue to rely on its natural resources for future economic growth. The community planning goals for Akhiok focus on rebuilding the community infrastructure so that a number of small commercial lodge businesses sustain themselves.

*In 2013, 24.6% of the population was estimated to be at or below the poverty level.

* In 2013 only 55.1% of the population was employed for all four quarters of the year.

*In 2013 69% of the population had earnings less than \$19,999, with the minimum wage being \$16,120

commerce.state.ak.us

Employment in Community ~ Akhiok	Full-Time	Part Time
City of Akhiok	0	5
Kaguyak Tribal Council	1	0
Akhiok Tribal Council	2	0
Kodiak Island Borough School District	3	4
Kodiak Area Native Association	3	0

AKHIOK ~ Comments Relevant to Communities Economic Status

Housing	Yes	There are 34 housing units in Akhiok.
Air Strip	Yes	The small gravel air strip is in need of an expansion in order to accommodate larger aircraft and needs IFR equipment as well as portable lighting for use during emergency evacuations.
AK Marine Hwy Service	No	The Ferry Service would allow transportation for locals and goods to and from the community at a less expensive rate. It would also open up the opportunity for tourism.
Community Hall	Yes	The City of Akhiok shares office space with Akhiok, Kaguyak Tribal Council's and Post Office.
Community Water / Septic / Refuse	Yes	Water is filtered and chlorinated before distribution through the central piped water system; a community operated piped sewage collection system is installed. Landfill is operated by the City of Akhiok and located east of the town, pick up service is not available.
Community Store	No	
Electric Service	Yes	The community operates its own electrical system with electricity provided by the City of Akhiok; electricity is generated by oil; Getting fuel to the village is expensive and a challenge, Akhiok would benefit from more cost efficient power.
Fuel Storage / Distribution	Yes	Bulk fuel is available; 30,000 gallon storage by City of Akhiok; over 100,00 gallons of diesel at Wards Cove
Library	Yes	The community has access to the school library
Medical Clinic/Health Services	Yes	Akhiok has a new clinic built in 2009 and is staffed by KANA supported CHP's; BHA; and itinerant medical and dental visits from KANA; telemedicine is used; emergencies are handled by village staff & USCG.
Municipal Boat Harbor	No	A boat harbor would allow goods to be transported in and out of the community at a lesser expense. It would also allow locals involved in the fishing industry to moor their boats in a home port.
Municipal Dock	No	A docking facility would allow as safer way for fuel and goods to be transported in and out of the community and at a more economical rate as freight both via vessel and air is cost prohibitive.
Public Safety / Fire Protection	Yes	KANA provides a VPSO position is filled and the community has no volunteer fire department at this time.
Marine Facilities	No	Marine facilities would enable docking / moorage, and would allow for expansion in fishing as well as tourism opportunities.
Air Service	Yes	Regular flights are scheduled however due to weather conditions the village often goes without service for up to a week at a time. An upgraded airport facility would assist the frequency of service.
School	Yes	The school is operated and maintained by the KIBSD; K-12 with up to 2 full time teachers; school was built in 1982; facility is used by community during selected non-school hours.
Seafood Processing	No	A cannery is located across the bay from Akhiok. Building a road to the Alitak Cannery would allow locals "SAFER" transportation to access goods, fuel and employment opportunities.
Second Class City	Yes	Due to the size of the community the City of Akhiok has limited funds to operate city run utilities.
Telephone Service / Internet	Yes	The phone system, Internet in place is dependable.
U.S Post Office	Yes	The USPS operates a small postal office out of the city and tribal building. This facility is in need up maintenance or replacement.



Karluk ~ Population 43

On Kodiak's southwest coast, the community of Karluk sits beside the Karluk River, facing the Shelikof Strait. Karluk is 73 air miles southwest of the City of Kodiak, and 301 air miles southwest of Anchorage. The terrain of the area is characterized by low-lying mountains laced with rivers and streams. The Alutiiq people are believed to have inhabited the area over 7,000 years ago. There are 46 registered archaeological sites along the Karluk River.

Home to 43 residents, 94.6% of Alutiiq descent, the community can only be accessed by private marine transportation and small aircraft. The State of Alaska's 2,400-foot runway can accommodate the small commuter airlines that service the community. There is no crosswind runway or control tower. Karluk is lacking a harbor and docking facilities; the marine cargo company that delivers goods to Karluk uses a landing craft to bring supplies ashore.

Karluk is an unincorporated community, with no municipal government structure. The community is governed by the Karluk Indian Reorganization Act (IRA) Tribal Council, the official governing body, made up of seven board members elected to two year terms in accordance with their bylaws. The tribal council administers a variety of federal programs, including local health care, employment assistance, and other social services. Health care services for the Tribe are provided by KANA, by agreement.

The primary economic activity is sports fishing and hunting. There are six lodges in Karluk which provide a limited number of seasonal employment opportunities for its residents. Most residents rely heavily on subsistence hunting and fishing to supplement their diets.

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Employment in Community ~ Karluk (from June 2014 CEDS Revision)	Full-Time Positions	Part Time Positions
Karluk IRA Traditional Council	2	0
Kodiak Island Borough School District	2	1

KARLUK ~ Comments Relevant to Communities Economic Status

Housing	Yes	Private housing, Kodiak Island Housing Authority, BIA, 24 housing units total.
Air Strip	Yes	The small gravel air strip is in need of an expansion in order to accommodate larger aircraft and needs IFR equipment
AK Marine Hwy Service	No	The Ferry Service would allow transportation for locals and goods to and from the community at a less expensive rate. It would also open up the opportunity for tourism.
Community Hall	No	
Community Water / Septic / Refuse	Yes	Water supply is by nearby mountain streams; 50,000 gallon water storage capacity, no charge for water; sewer consumers are charge \$10 per / mo.; there is no refuse collection they use landfill; school organizes aluminum can recycling drives.
Community Store	No	
Electric Service	Yes	The Alutiiq Power & Fuel Company operates a 50-kilowatt generator. Rates for both commercial & residential are \$.60 per KW. . The State of AK power Cost Equalization subsidizes pare of customer's monthly charges.
Fuel Storage / Distribution	Yes	By Alutiiq Power and Fuel Company – 50,000 gallons of fuel storage, delivered 3 times per yr.; gasoline shipped in and stored in barrels.
Library	Yes	The community has access to the school library
Medical Clinic/Health Services	Yes	Provided by HIS supported staffing; limited medication at clinic; itinerant services every two months; EMT training limited in village.
Municipal Boat Harbor	No	A boat harbor would allow goods to be transported in and out of the community at a lesser expense. It would also allow locals involved in the fishing industry to moor their boats in a home port.
Municipal Dock	No	A dock is being planned.
Public Safety / Fire Protection	Yes	Public Safety and Fire Protection are provided by AST, and a volunteer fire department.
Marine Facilities	No	Marine facilities would enable docking / moorage, and would allow for expansion in fishing as well as tourism opportunities.
Air Service	Yes	Regular flights are scheduled however due to weather conditions the village often goes without service for up to a week at a time. An upgraded airport facility would assist the frequency of service.
School	Yes	Operated by KIBSD and maintained by the KIB, thirteen students / one full-time teacher.
Seafood Processing	No	There are no operational seafood processing plants.
Second Class City	No	
Telephone Service / Internet	Yes	The phone system in place is dependable; Residents have internet access by purchasing their own satellite dishes
U.S Post Office	Yes	The USPS operates a small postal office.



Larsen Bay ~ Population 88

Larsen Bay is located near the junction of Larsen Bay and Uyak Bay fjords on the northwest coast of Kodiak Island. The Alutiiq village of Larsen Bay is located 60 miles southwest of the City of Kodiak and 283 miles southwest of Anchorage. Larsen Bay can only be accessed by small commuter airlines that service the area or by private marine vessels. Floatplanes land in the waters in and near the community servicing the community and outlying gillnet camps and sites.

Larsen Bay was incorporated as a second class city in 1974. The seven members of the Larsen Bay City Council are elected to three-year staggered terms. The mayor is a member of the city council, and is elected by the membership of the city council to a one-year term. The City of Larsen Bay provides electricity, water, sewer, road maintenance, and solid waste disposal. A small hydroelectric plant located about a mile from the community generates electricity. 3.5 miles of gravel roadway are maintained by the City of Larsen Bay.

The seven member Larsen Bay Tribal Council serves as the tribal government for Alaska Native residents of Larsen Bay. Issues of concern to the tribal government include health care, social services, and tribal operations.

A commercial fish cannery was first established in Larsen Bay in 1912. This cannery, still in operation, is one of only two remaining canneries operating on Kodiak Island that are not located in the City of Kodiak. The cannery

only operates during the salmon fishing season and generally does not employ local Larsen Bay residents, choosing instead to employ foreign workers willing to work for low wages.

There are about 88 residents of the village, with 76% being of Alaska Native descent. During the summer months the population of the village of Larsen Bay more than doubles as the commercial salmon fishery gets underway. Summer and fall are characterized by an influx of tourists in search of world class sports-fishing, bear viewing, hunting, and site seeing. As the fisheries have been in decline since the 1980's, this tourism based on sports fishing and hunting has developed into a larger economic presence in the village. As a result, numerous lodges have emerged, primarily operating

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between the months of May and October. Most of these lodges are not owned and operated by local Larsen Bay residents, resulting in disputes regarding the zoning between the lodge owners and the local residents.

Currently there are approximately three local Larsen Bay residents who hold commercial fishing permits. All other commercial fishing permit holders and operators are not permanent residents.

Employment in Community ~ Larsen Bay (From June 2014 CEDS Revision)	Full-Time Positions	Part Time Positions
Larsen Bay Tribal Council	3	0
Larsen Bay City Council	4	2
Kodiak Island Borough School District	6	2
Kodiak Area Native Association	3	0
Commercial Fishing	0	13

LARSEN BAY ~ Comments Relevant to Communities Economic Status

Housing	Yes	The KIHA provides housing, there are 70 housing units; three new rental units were completed in 2001; there are 5 lodges in the community & 2 bed and breakfasts.
Air Strip	Yes	The small gravel air strip is in need of an expansion in order to accommodate larger aircraft and needs IFR equipment.
AK Marine Hwy Service	No	The Ferry Service would allow transportation for locals and goods to and from the community at a less expensive rate. It would also open up the opportunity for tourism.
Community Hall	Yes	This is a shared space with the City of Larsen Bay and contains the Teen Center & Senior Kitchen.
Community Water / Septic / Refuse	Yes	Water is supplied by a nearby well; there is a 283,000 gallon water storage capacity; septic tanks hold waste solids and liquid waste flows through an outfall line into the bay; residential and commercial rates are \$45 per/mo; a State permitted landfill is 13,000 sq ft and the landfill is near capacity; City of LB maintains the landfill & provides weekly garbage pickup for a fee of \$5 per/mo; in 2005 an electric fence was installed.
Community Store	No	The City operates a small supply shop in the building, with limited hours during the week. In the summer an outside residence operates a store with restricted community involvement.
Electric Service	Yes	Larsen Bay's 475 KW mini hydroelectric facility has ample power available for business development; hydro power is supplemented by diesel-generated electricity; the city is in the beginning stages of trying to expand their reservoir to increase their power capacity.
Fuel Storage / Distribution	Yes	Fuel is delivered to LB 3 X per/yr; the City of LB is the fuel distributor; Fuel storage capacity is 150,000 gallons diesel & 20,000 gallons for gasoline; up to 2,000 lbs of propane can be stored; fuel costs are: diesel \$6.02 per gallon, gasoline \$5.64 per/ gallon; propane \$2.05/lb; the new tank farm was constructed in 2005.
Library	Yes	The community has access to the school library
Medical Clinic/Health Services	Yes	Larsen Bay has a clinic, staffed by KANA supported CHP's; BHA; and itinerant medical and dental visits from KANA; telemedicine is used; emergencies are handled by village staff & USCG.
Municipal Boat Harbor	Yes	A new boat harbor with road access was built in 2003.
Municipal Dock	No	Icicle Seafood's has a 400 ft dock, marine storage, crane service, & an uploading area on the beach; there are two areas outside KSP for unloading landing barges. This is not a municipal dock; it is old, privately owned, with restricted access.
Public Safety / Fire Protection	Yes	A VPSO is supported by KANA; and the village has a volunteer fire department.
Marine Facilities	Yes	Marine facilities would enable docking / moorage, and would allow for expansion in fishing as well as tourism opportunities.
Air Service	Yes	Regular flights are scheduled however due to weather conditions the village often goes without service for up to a week at a time. An upgraded airport facility would assist the frequency of service.
School	Yes	Larsen Bay's School is operated by KIBSD and maintained by the KIB; 17 students taught by 2 full-time teachers; preschool classes are offered; vocational training is offered by KANA.
Seafood Processing	Yes	A cannery is operated seasonally within the village of Larsen Bay.
Second Class City	Yes	
Telephone Service / Internet	Yes	The phone system in place is dependable; Businesses and Residents have internet access by purchasing their own satellite dishes
U.S Post Office	Yes	Construction of a new post office was completed in November 2004.



Old Harbor ~ Population 225

The community of Old Harbor is located on the southeast side of Kodiak Island in Sitkalidak Strait off the Gulf of Alaska. The community is about 70 miles southwest of Kodiak and 300 miles

southwest of Anchorage. Placed at the base of steep mountains, the physical topography around Old Harbor is very rugged. Old Harbor has three distinctive small neighborhood sites. Old Harbor is accessible only by air and water. Inhabited by the Alutiiq people, nearly 7,500 years ago, the village is home to 225 people, 89% of Alaskan Native descent according to 2013 census numbers. Residents share the land with the Kodiak Brown Bear, mountain goats, Sitka Black tailed deer, foxes, and other smaller mammals.

Old Harbor is incorporated as a second class city, and is governed by a seven person city council that includes the mayor. Council members serve staggered three-year terms and elect the Mayor. The City is primarily

responsible for community facilities such as water and sewer, public buildings, the small boat harbor and dock, and collaborates with the Alutiiq Tribe of Old Harbor on projects such as road maintenance and land fill operations.

The Alutiiq Tribe of Old Harbor is recognized by the Bureau of Indian Affairs with the Old Harbor Tribal Council as its official governing body. The tribal council consists of seven members, elected at-large according to an adopted constitution and bylaws. The tribal government funds and administers social, cultural, environmental, youth, transportation and wellness programs within the community. The tribal government contracts with KANA to provide health care, senior citizens meal program, public safety.

Commercial fishing continues as the economic mainstay in the village and in 1988 with the commercial fishing industry booming the population was estimated to be 400 residents. Today the

once solely fishing reliant community is supplemented by ecotourism. Sport fishing guides, three lodges and several bed and breakfasts are some of the businesses that have been developed to serve visitors from all over the world interested in a wilderness experience.

Employment in Community ~ Old Harbor	Full-Time Positions	Part Time Positions
Native Village of Old Harbor	5	32
Old Harbor City Council	0	10
Kodiak Island Borough School District	5	4
Kodiak Area Native Association	3	3
Commercial Fishing (10 permits roughly) (3 – gillnet) (7-boats)	9	36

OLD HARBOR ~ Comments Relevant to Communities Economic Status

Housing	Yes	There are 111 housing units in Old Harbor, 14 of which are owned by Kodiak Island Housing Authority.
Air Strip	Yes	A small gravel air strip is currently adequate to serve the community. The City of Old Harbor is currently making improvements to the State of Alaska DOT owned airfield. These improvements will expand the airfield to 4700 feet to allow larger planes into Old Harbor and is expected to be completed in 2017.
AK Marine Hwy	Yes	Old Harbor receives ferry service twice a month May to September based on state funding availability.
Community Hall	Yes	The current community hall is located in a tsunami risk zone and lacks wheel chair accessibility, space and cooking facilities. A new community hall is needed that would serve as a tsunami shelter, Culture & History Center & food bank. The facility would need to be located at higher ground, wheel chair accessible, have a kitchen, walk-in freezer and refrigerator, and recreation area.
Community Water / Septic / Refuse	Yes	The septic system in the two newer sections of town is adequate for the current population. The system down town needs repair and would need to be replaced if usage is expanded. For water the current distribution system is in need of urgent repair with extensive, costly leaks throughout the community. A new treatment facility and water storage tank were installed in 2011. Water storage capacity is 120,000 gallons, commercial water/sewer rates are \$108 per/mo; residential is \$40 per/mo. Solid waste is by landfill.
Community Store	Yes	Two small community stores provide goods limited in variety & quality. Due to the cost of importing, products are expensive. This service would benefit from scheduled marine transportation.
Electric Service	Yes	AVEC provided electric using a 75 KW generator; residential and commercial customers are charged \$0.63 per KW plus a fuel surcharge; The State of AK Power Cost Equalization program subsidized the cost of electricity to \$0.20 per KW up to 500 KWH/mo.; limited power is available for new business development.
Fuel Storage / Distribution	Yes	The City of Old Harbor distributes fuel in the community; bulk fuel is delivered 5 X per/yr; diesel fuel is sold for \$4.55/gallon and gasoline is sold for \$7.14 per/gallon; diesel and gasoline storage capacity is 128,000 gallons.
Library	Yes	Limited access for youth to the school library during the school year. A joint use agreement would be beneficial for the community to access resources.
Medical Clinic/Health Services	Yes	Old Harbor's New Clinic was built in 2007, staffed by KANA supported CHP's; BHA; and itinerant medical and dental visits from KANA; telemedicine is used; emergencies are handled by village staff, volunteer response team, & USCG. Service to the non-native population is limited, this needs to be re-evaluated to serve this population in the community as it is growing and will continue to grow with economic development.
Municipal Boat Harbor	Yes	An improved and expanded City Small Boat Harbor Facility was completed in 2010 and accommodates the current fleet. The harbor is currently at full capacity.
Municipal Dock	Yes	The new city dock facility was recently completed in 2011 to accommodate fuel delivery, ferry services and larger vessels.
Public Safety / Fire Protection	Yes	A single VPSO, Village Public Safety Officer, who is charged with administering state law enforcement, fire department, search and rescue, and emergency medical response, is supported by KANA; the village also has a volunteer fire department.
Marine Facilities	Yes,	Marine facilities would enable docking / moorage.
Air Service	Yes	Regular flights are scheduled however due to weather conditions the village often goes without service for up to a week at a time. An upgraded airport facility would assist the frequency of service.
School	Yes	Old Harbor's public school is operated by KIBSD and maintained by the KIB; K-12 is provided by 5 full time teachers. The community is interested in pursuing the development of a charter school based on cultural values and traditions.
Seafood Processing	Yes	The community would benefit by having a large processing plant. It would be supported by the growing fishing fleet, would provide jobs for locals, and raw fish taxes would be beneficial for the City of Old Harbor. A small privately owned smoke house and fish processing plant is located in Old Harbor; this plant operates seasonally on a limited basis.
Second Class City	Yes	
Telephone Service / Internet	Yes	In 2013, cellular service was established in Old Harbor with the infrastructure set up by Kodiak Microwave System, and Old Harbor Corporation subsidiary, administered by GCI.
U.S Post Office		The USPS operates a part-time, small postal office in the Tsunami flood zone. The community would like this office relocated to a central safe-zone.



Ouzinkie ~ Population 185

Ouzinkie is located on the west coast of Spruce Island, a small island off the northerly coast of Kodiak Island and approximately 10 air miles from the City of Kodiak and 247 air miles southwest of Anchorage. The village is accessible only by water or air. The island is characterized by swampy areas, volcanic rock and soils, sedimentary rock, and an abundance of tall Sitka spruce trees. Ouzinkie and its surroundings are home to a wide variety of fish and wildlife species, which locals rely on for commercial fishing, subsistence hunting and fishing and sports hunting and fishing.



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Ouzinkie is recognized as a second-class City organized under the State of Alaska and has a seven member city council elected to three-year staggered terms. Ouzinkie is also governed by its federally recognized tribal government, Ouzinkie tribal council. The council administrates several federal grants and addresses issues concerning Alaska Native members of the community. Through an agreement with the tribal council the regional non-profit association, KANA, provides the Native peoples of the village with medical, behavioral health, and other community care services. KANA provides a small clinic in the village with locally trained health aides.

The economic base for Ouzinkie is a mixture of local employment and State and Federal assistance programs. Although Ouzinkie was once a thriving commercial fishing community (particularly due to salmon fishing), there are currently only three operating commercial fishing vessels and only two of them have salmon permits. The CFEC's 2009 data indicate that there are a total of 36 commercial fishing permits currently held by Ouzinkie residents. The actual number of current Ouzinkie residents possessing commercial fishing permits is 17.

In 2004 the Spruce Island Development Corporation (SIDCO), a 501(C) (3) non-profit corporation, was formed by the community to identify and address the decline in the economy for Ouzinkie over the past twenty years. Located in the community of Ouzinkie, SIDCO, through its Board of Directors, brings together one central working entity that focuses on supporting long term community sustainability. The SIDCO Board represents a cross section of the community including the leadership of the City of Ouzinkie, Ouzinkie Tribal Council, and the Ouzinkie Native Corporation. This organization supports effective long term economic development, project planning and implementation.

Employment in Community ~ Ouzinkie (From June 2014 CEDS Revision)	Full-Time Positions	Part Time Positions
Native Village of Ouzinkie (Tribe)	9	6
Ouzinkie Native Corporation	5	1
City of Ouzinkie	6	6
Kodiak Island Borough School District	5	0
Kodiak Area Native Association	3	2
Commercial Fishing	5	12
Spruce Island Development Corporation	2	2
Store	0	2
Post Office	1	0

Note: Full-Time in the community of Ouzinkie is typically considered 30 hours/week. The Post Office full-time requirements are 40

OUZINKIE ~ Comments Relevant to Communities Economic Status

Housing	Yes	Private housing, Kodiak Island Housing Authority, BIA, 88 housing units total.
Air Strip	Yes	New expansion was completed in 2010.
AK Marine Hwy Service	Yes	The State of Alaska has approved a legislative grant for 2.5 million dollars to add amenities to the Municipal Dock that will allow for the berthing of large vessels. This will allow for year-round ferry service.
Community Hall	Yes	This space is shared with the Tribal Offices and Senior Kitchen.
Community Water / Septic / Refuse	Yes	Water is supplied with water from Mahoona Lake; commercial rate for water and sewer is \$75 per month; residential rate is \$30 per / mo; senior citizens is \$20 per/mo. Refuse is disposed in 10-acre landfill; monthly refuse fee is \$12.50 commercial / \$10 residential / \$5 seniors.
Community Store	No	There has not been a community store in Ouzinkie since 2009.
Electric Service	Yes	The 400 KVA electric generation system that services the entire community / sufficient power for new businesses; commercial and residential rates are \$.34 - \$.41 per KW hr. The State of AK power Cost Equalization subsidizes part of customer's monthly charges.
Fuel Storage / Distribution	Yes	80,000 gallon capacity bulk fuel storage facility / filled 3 X per year; four new double-walled 20,000 gallon storage tanks were recently installed; no gas facility; Ouzinkie Native Corp charges \$3.46 per gallon for diesel, propane at \$147.68/ per 100 lbs.
Library	Yes	The community has access to the school library. The Tribe also has a media center/library and there is another library facility at the City Office.
Medical Clinic / Health Services	Yes	Ouzinkie has a clinic, staffed by KANA supported CHA's; BHA; and itinerant medical and dental visits from KANA; telemedicine is used; emergencies are handled by village staff & USCG.
Municipal Boat Harbor	Yes	Currently accommodates 5 boats & 20 skiffs
Municipal Dock	Yes	Ouzinkie Municipal dock is a rock and sheet pile facility encompassing approximately 3.5 acres of usable surface area and has a gravel boat launch ramp and a 20 ton crane.
Public Safety / Fire Protection	Yes	Public safety is supported by KANA's VPSO program; Fire protection by volunteer fire department.
Air Service	Yes	Regular flights are scheduled however due to weather conditions the village often goes without service for up to a week at a time. An upgraded airport facility was completed in July 2010, but the small planes flying to the village are still unable to land at times of severely bad weather.
School	Yes	A school is operated and maintained by the KIBSD; grades K-12, average student count of 44 students; 4 full time teachers; preschool is offered as well as college courses through the Community College.
Seafood Processing	No	
Second Class City	Yes	
Telephone Service / Internet	Yes	Phone service available; cell phone service is available through GCI. Residents have internet access by purchasing their own satellite dishes. It is anticipated that Kodiak Kenai Cable Company will be offering high speed internet in 2013.
U.S Post Office	Yes	



Port Lions ~ Population 188

Port Lions is located on the north coast of Kodiak Island, near the mouth of Settler Cove on the west side of Kizhuyak Bay. It is 19 air miles to the southwest of the City of Kodiak and 247 air miles southwest of Anchorage. Access to the village is limited to marine and air travel. The mountainous terrain is covered with Sitka spruce, cottonwood, birch, alder and willow trees. Port Lions was established following the partial destruction of Afognak Village, on Afognak Island, by the 1964 Good Friday Earthquake and Tsunami. The community was named in honor of the Lions Club, which supported the rebuilding and relocation of the village. The community is rich in culture and history dating back at least 6,000 years. A majority of the residents can trace their ancestry to

the Old Village of Afognak and have a diverse mix of indigenous Sugpiaq/Alutiiq, Russian and Scandinavian bloodlines.



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The City of Port Lions is a second class city within the Kodiak Island Borough and the State of Alaska. The seven-member city council is elected to staggered three-year terms of office. The mayor is elected to a one year term by the city council. The Native Village of Port Lions is a federally recognized tribe, governed by a seven member board that is also elected to three-year staggered terms of office by the tribal membership. Through resolution from the Native Village of Port Lions, KANA provides the Native Village of Port Lions with medical, dental and behavioral health. In addition, KANA provides a Village Public Safety Officer for the

community through an agreement with City of Port Lions.

The community of Port Lions is identified as economically distressed. Port Lion's economy has sustained itself through the years with a mix of commercial and subsistence fishing, including cannery operations. During the last two decades, this has changed as a result of new fishing regulations and a steady decline in fishing prices. This has resulted in residents exiting the fishing industry and moving out of the community to seek employment to support their families. Today, the community struggles to provide employment for its residents. Often times residents piece together part-time and seasonal jobs in order to stay in their home community.

Employment in Community ~ Port Lions (From June 2014 CEDS Revision)	Full-Time Positions	Part Time Positions
Native Village of Port Lions	10	5
City of Port Lions	6	2
Kodiak Island Borough School District 4 teachers, 1 full-time aide, 2 part-time aides, 1 full-time day man, 2 part-time custodians	4	6
Kodiak Area Native Association 3 health aides, 1 behavioral health aide, 1 tobacco prevention advocate	3	2
Commercial & Sport Fishing Sport Fishing Charter Fleet 8 operators full time/ part time 8 to 10 positions created as support for this industry Commercial Fishing Fleet is at approximately 8 permit holders with a support crew of approximately 24	8	8

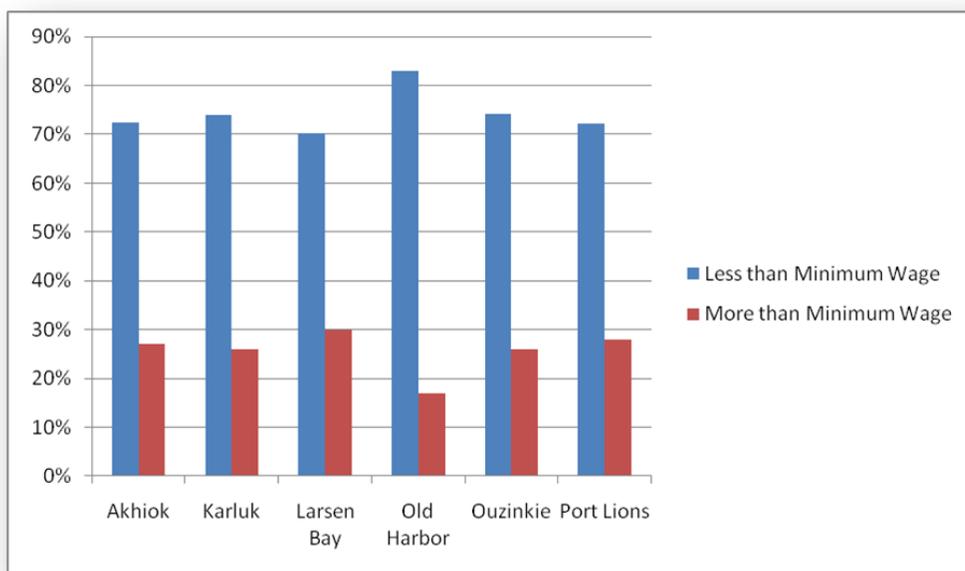
PORT LIONS ~ Comments Relevant to Communities Economic Status		
Housing	Yes	There are 116 housing units in Port Lions.
Air Strip	Yes	A small gravel air strip is currently adequate to serve the community. An expansion, IFR equipment and additional utilities such as lighting, water and sewer would be needed to accommodate larger freight aircraft and a growing economy.
AK Marine Hwy Service	Yes	The M/V Tustumena provides transportation for the community resident & allows access to transport goods both to & from the Alaska mainland via Homer & the City of Kodiak. It also opens up the opportunity for tourism. The community is at risk of losing this service due to the aging condition of the docking facility as well as the vessel itself.
Community Hall	Yes	Community Hall has water damage and needs some skirting and siding replaced. The Community hall can be rented out for various functions at a rate of \$50.
Community Water / Septic /Refuse	Yes	A water dam reservoir supplies water; rates are \$45.50 per/mo for residential and \$72.92 to \$341.33 for commercial. The City provides primary sewage treatment; residential users is \$18.20 per/mo & commercial rates are \$29.16 to \$136.53 per /mo. For solid waste a 10,000 cubic-yard landfill is operated by the City of Port Lions; rates are \$8.03 for residential & \$29.43 to \$58.85 for commercial.
Community Store	No	Small student store operates at school with very limited hours of operation
Electric Service	Yes	Electric power is supplied by a 20-megawatt Terror Lake Hydroelectric facility operated by KEA; Ample power is available for new business development; back-up diesel generator power is available required rates are the same as those charged in the City of Kodiak.
Fuel Storage / Distribution	Yes	The Native Village of Port Lions owns Kizhuyak Oil Sales, which distributes fuel 3 times a week and receives fuel shipments approximately 3 times a year.
Library	Yes	The City of Port Lions operates the <u>Jessie Wakefield Community Library</u> . The library is open year round and provides internet access free of cost to the community.
Medical Clinic/Health Services	Yes	Port Lions' new clinic was built in 2008. Staffed by KANA supported CHP's; BHA; and itinerant medical and dental visits from KANA; telemedicine is used; emergencies are handled by village staff & USCG.
Municipal Boat Harbor	Yes	A breakwater-protected boat harbor can support 50 vessels over 30 feet and 32 vessels under 30 ft; is equipped with a 2,000 sq ft loading dock w/ hoist.
Municipal Dock	Yes	The dock has a 16,000 ft surface and a 15 acre staging area; 58-acre industrial tract; and 2,000 sq ft warehouse.
Public Safety / Fire Protection	Yes	A VPSO is supported by KANA; Fire protection is provided by a volunteer fire department.
Marine Facilities	Yes	
Air Service	Yes	Two air services based in the City of Kodiak provide twice daily flights into Port Lions. Charters are also available. Regular flights are scheduled however due to weather conditions the village often goes without service for up to a week at a time. An upgraded airport facility would assist the frequency of service. <u>Seaplane service is also available.</u>
School	Yes	Port Lions School is operated by KIBSD and maintained by the KIB; K-12 is offered by 3 full-time teachers; preschool classes are offered <u>through KANA and the Native Village of Port Lions.</u>
Seafood Processing	No	
Second Class City	Yes	The City of Port Lions was incorporated on January 24, 1966, and in 1972 became a 2 nd class City
Telephone Service / Internet	Yes	Phone service available; residents have internet access by purchasing their own satellite dishes or through the phone line. Cell Service is available through AT&T and Tel Alaska. -
U.S Post Office	Yes	The Post Office is open Monday through Friday, from 8 am to 4:30 pm during the summer months and 8am to 5 pm during the winter months. Saturday hours are 8:30 am to 12:30 pm

Workforce

Village Labor Force

Historically, the remote communities in the Koniag Region have supported themselves by commercial fishing. Due to limited entry, which caused a significant decrease in the fishing fleet, the communities have experienced a significant decrease in population. A large number of displaced fishermen have relocated their families from the rural communities to seek other training and employment opportunities. Students often leave the village school system to seek higher education and seldom return due to the lack of competitive job opportunities available in the rural villages.

As economically distressed communities, defined by the Federal Denali Commission, our communities have high rates of unemployment. Due to dependency on the fishing industry and seasonal tourism employment the percentage of people within our communities who worked all four quarters in 2008 were low. In Akhiok 52.5% of the population were employed all four quarters, Karluk 43.5%, Larsen Bay 31.6%, Old Harbor 28.3%, Ouzinkie 40.1% and Port Lions 32.7%. In all of the villages 30% or less of the population reported earnings above minimum wage of \$14,872.

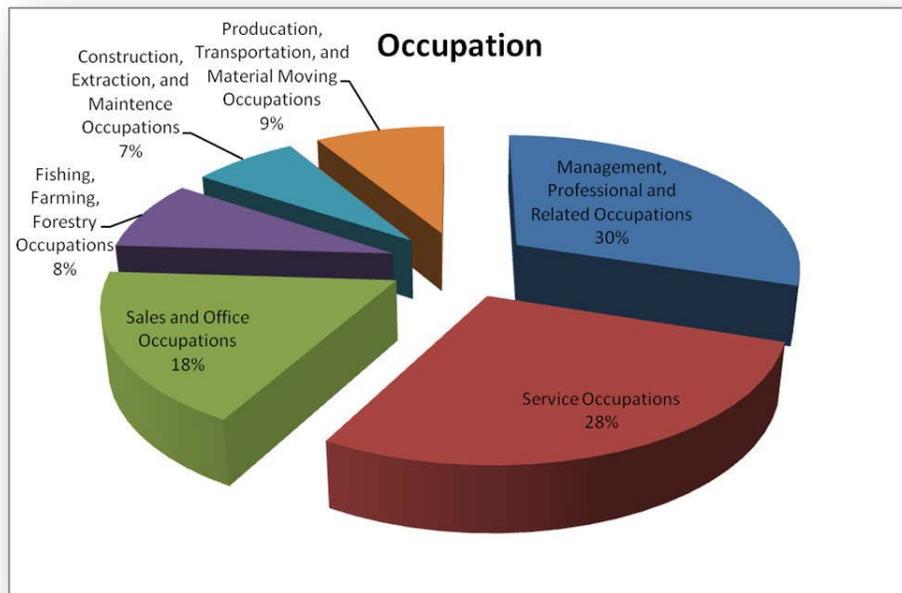
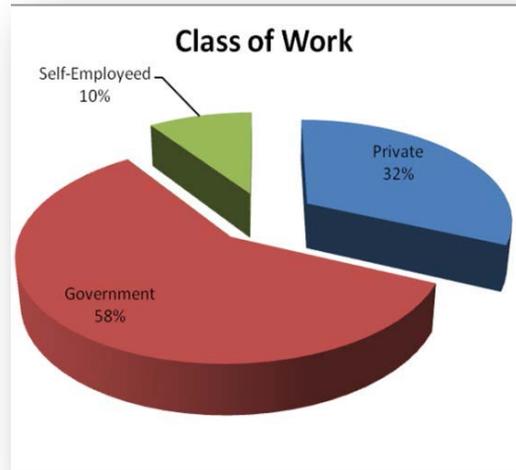
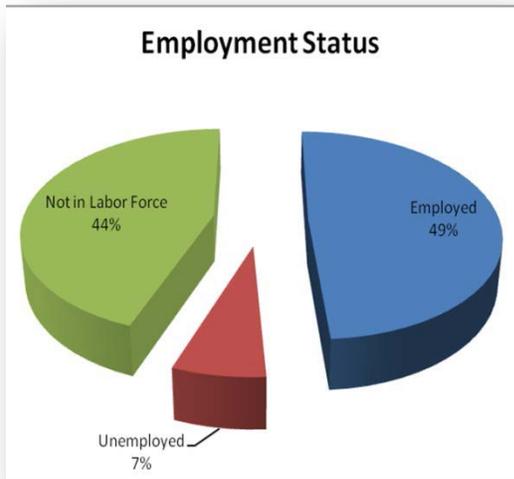


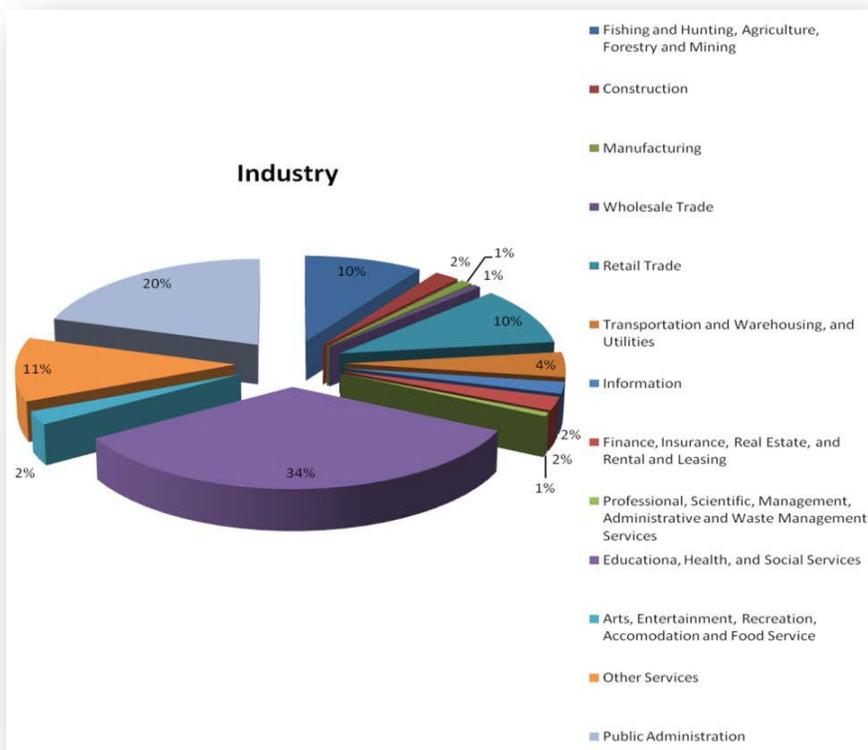
According to the 2000 Census 49% of the population were employed, 7% were unemployed and 44% were not in the labor force. 59% claim to work for the government or for an organization that receives government contracts/grants; 32% work for a private employer and 10% are self-employed. 28% are in the service industry; 30% are in the management, professional or related occupations; 18% are in sales and office occupations; 9% are in production, transportation and material moving occupations, 8% hold fishing, farming or forestry occupations and 7% hold construction, extraction and maintenance occupations.

The type of jobs filled in the villages are broken down into the following industries: 10% Fishing,

Hunting, Agriculture, Forestry and Mining; 2% Construction; 1% Manufacturing; 1% Wholesale Trade; 10% Retail Trade; 4% Transportation, Warehouse and Utilities; 2% Information; 2% Finance, Insurance, Real Estate, and Rental and Leasing; 1% Professional, Scientific, management, Administrative and Waste Management Services; 34% Educational, Health and Social Services; 2% Arts, Entertainment, Recreation, Accommodation and Food Service; 11% Other Services; and 20% Public Administration.

Note: Due to the difficulty of finding the primary sources for information above, current statistics for this CEDS document are pending further research.





In 2008 the State of Alaska Department of Labor and Workforce Development tracked labor force statistics in the Kodiak Island Borough by month. Reflective in the report is the economies dependency on the fishing industry.

The unemployment rate for January was 7.4%, February 6.1%, March 5.7%, April 5.1%, May 9.2%, June 9.1%, July 5.0%, August 4.7%, September 5.2%, October 6.0%, November 12.3% and December 7.0%.

Natural Resources

Kodiak Island and the surrounding villages are breathtaking in beauty and plentiful in natural resources. The island sits at the crossroads of the most productive fishing grounds in the world. In 2000, Kodiak ranked as the number three commercial fishing port in the United States in terms of value of seafood landed. The Port of Kodiak is "homeport" to more than 700 commercial fishing vessels. Not only is Kodiak the state's largest fishing port, it is also home to some of Alaska's largest trawl, long line, and crab vessels. Nearly 120 vessels based in Kodiak are at least 80 feet long. More than one-third of the jobs in Kodiak are directly involved in the fishing industry, in either the harvesting or processing sectors.

The forest products industry is a declining segment of Kodiak economy. One forest products company operates within the Kodiak Island Borough, at Danger Bay. Another company, A 1 Timber Consultant a Chehalis, Washington based company, currently operates out of the Chiniak

area. Through the end of 2010 A 1 has requested permits to harvest at least 16.5 million board feet of timber. A 1's logging operation is difficult to predict due to the uncertainty of the market. The reason for the decreased production is due to the decreased prices in Asia for our timber.

Exploration for minerals in the Borough has been sporadic and limited to areas of easy access. Nearly all the mineral claims and areas of related activity are located near water passages. The interior portions of the islands are relatively unexplored. It has been estimated that less than 20 percent of the Borough has been adequately prospected. Although no commercial metallic deposits have been discovered in the Archipelago, the potential is present in the form of adequate intrusive unites and widespread host rocks. Historically, gold has been the major commodity found in the Borough, in both places and lode deposits. Metallic mineral resource development has occurred in the past on a small scale, but at present there are no commercial-scale mining activities.

(Kodiak Region Comprehensive Economic Development Strategy)

The abundance of hunting and fishing opportunities combined with Kodiak's natural beauty are also a draw for tourists and there are potential tourism opportunities for the villages. By providing small business training and resources and by establishing local goals and strategies focusing on tourism new jobs can be created. Encouraging local Alutiiq artists to manufacture and market their goods is another source of potential income.

Transportation Access

Rural Kodiak Island's transportation infrastructure development challenge is to define a transportation system that link six widely dispersed, small communities in extreme marine environments, to the city of Kodiak, the island's population center as well as its service and supply hub. The six communities, Akhiok, Old Harbor, Karluk, Larsen Bay, Port Lions and Ouzinkie have a total year-round population of about 730 residents. These communities lie in on one of the most challenging marine environments in the world, with routine exposure to sea conditions that keep even Alaska Marine Highway System ships tied at the dock. The extremely rugged geography of Kodiak Island makes road connections between communities and the city of Kodiak impractical. There is no a road system that connects them to the City of Kodiak which limits their access to and from Kodiak by air or sea.

Strengths, Weaknesses, Opportunities, and Threats

Economic Cluster: Energy

Strengths:

- SWAMC/AEA Regional Energy Planning: AEA investment into development of a comprehensive Energy Planning process to lower the long term cost of power and dependence on fossil fuels in Alaska by looking at a total mix of energy needs in the Kodiak Region.
- Success Stories: Kodiak Road System, including the community of Port Lions, runs at 98% renewable (hydro and wind). This example shows that renewable power generation capabilities exist within the region.
- Power Cost Equalization (PCE): The Alaska Energy Authority's PCE program provides economic assistance to rural Alaska customers where the cost for power can be three to five times higher than urban parts of the state. Five of the six village communities around Kodiak received \$372,512 in PCE payments in FY14.
- Partnerships: many communities reported that they are good at identifying partnerships (both internally and externally)
- Ampy Meters: Two communities (Larsen Bay and Karluk) report that their installation of Ampy Meter (Pre-pay electrical meters), have successfully been installed and are: 1) Allowing past due customers to pay up their bill (bringing needed revenue back into the electrical utility) and 2) Creating immediate incentive for users to monitor their electrical usage and find ways to become more efficient.
- Kodiak College is providing non-credit Weatherization Construction and Energy Auditing courses complete with an energy auditing lab. Students who have completed the courses recently were successful in obtaining employment.
- Old Harbor operates a biomass pellet project utilizing reusable resources for community heating.

Weaknesses:

- Real cost of power in most communities is high (removing PCE from the equation)
- Cost of Fuel: While all communities have a high cost of fuel, two communities specifically reported fuel delivery options limit their fuel purchasing options. These communities lack a fixed fuel connection dock (marine header) and dolphins that would allow fuel to be delivered via a traditional fuel barge.
- Renewable Energy main source of energy: communities all have different amounts of renewable energy capabilities and goals, but one community (Ouzinkie) identified the fact that they are not 100% renewable at this time as a weakness.

- Condition of equipment varies from village to village, but one village (Akhiok) specifically noted that the condition of their equipment is old and failing and will need to be updated and/or fixed. Complete failure is always a possibility; line loss is a major issue.
- Three of our six village communities are 100% reliant on fossil fuels for energy generation.

Opportunities:

- Energy Efficiency: Many communities reported energy efficiency upgrades to tribal and city offices would be beneficial.
 - o Ouzinkie’s “Line Loss” issues could be a substantial Energy Efficiency measure to accomplish
 - o KANA Based Energy Efficiency Coordinator – seek funding for project/position
- Ampy Meter Expansion: Village communities not currently utilizing this pre-paid utility technology expressed interest in the performance experience in two communities who have installed Ampy Meters. Provides Energy Efficiency opportunities as well giving users real-time data on usage based on immediate behavior changes.
- SWAMC/AEA Regional Energy Planning: Communities expressed interest to continue with the Regional Energy Planning efforts.
 - o Establishing a regionalized plan amongst the total mix of energy needs in the Kodiak region will help provide the guidance needed to set and accomplish goals.
- Wind, hydroelectric, and solar are all potential opportunities, varying in applicability, for the village communities to decrease dependence on fossil fuel electricity generation.
- Bio-Mass heating and energy production – pellets, cordwood, or chips. Ouzinkie (city and tribe) and KANA have received funding that will be used to conduct pre-feasibility study to assess the viability of this technology.

Threats:

- State Budget Crisis:
 - o Once Phase III has concluded, there is not a known funding plan to continue The Kodiak Regional Energy Plan. This risk placing the plan on a shelf to collect dust.
 - o Project Funding: Reduced availability of state funding will likely limit the amount of energy projects that are funding in the state.
 - o Revenue Sharing (a threat to energy because of the case in Akhiok – where the community uses the entire amount of the revenue sharing funds to purchase their annual fuel delivery)
 - o Potential impact to PCE program (may need to research whether this will be an actual threat)
- Success of City of Kodiak (road system) could overshadow the major issues related to high cost energy in the rural (off-grid) communities in the Kodiak Archipelago.
- The impact of climate change and the threat of natural disasters that could increase the need for additional resources.
- Ouzinkie loss of mayor:

- Environmental regulations could change the way fuel can be delivered to a couple of the village communities. Larsen Bay and Akhiok both rely on delivery of fuel via floating fuel hoses.
- Outmigration of population: high energy costs, along with lack of employment opportunities, place large burden on families' and businesses' budgets and may be in part a deciding factor in moving away from a village.

Economic Cluster: Fisheries/Maritime

Strengths:

- Abundance of the Resources:
 - o Commercial Application:
 - o Personal/Subsistence Application:
 - o Tourism Application:
- Cannery Infrastructure in region:
- Historical knowledge of Industry:
- City of Kodiak/Kodiak Island Borough Fisheries work group
- Alaska Maritime Workforce Development Plan
- Old Harbor exhibits a strong fishing fleet that employs a large part of their village community.

Weaknesses:

- Environmental disaster response: there is a lack of emergency response for a major disaster, such as an oil spill. Oil spill response training should be provided to rural villages to build capacity in the event of a disaster.
- Graying of the fleet: Many of the commercial fishing captains are reaching retirement age. It is difficult for the younger generation to get started in the industry – financial, legal, and permitting barriers are present.
- Lack of infrastructure to expand maritime industries in the small village communities.
- Limited Entry in the most lucrative fisheries, increasing barriers to entry for younger fishermen
- By-Catch Issues: Fisheries management working to determine how to manage fisheries by-catch - impacts large trawl vessels by altering their fishing techniques & impacts small vessels because of significant volumes of by-catch that are discarded by trawl fleet, thus unavailable for small fleet to harvest.
- High Cost of Energy reduces attractiveness of canneries in some locations
- Kodiak Tribal Fisheries Coalition has seen limited activity in the past year
- Some cannery positions are perceived that they are not attractive for many village residents. Perception need to be altered – slime line isn't the only cannery position.
 - o Skills will be beneficial when searching for cannery to expand into the Old Harbor market – or if the tribe will be doing themselves, then focus will need to be on gaining basic skills, then growing these skills.
- Limited amounts of data seem to be available on fishing activities and impact in the rural village communities in the Kodiak region.

Opportunities:

- Open Entry Fisheries
- Canneries:
 - o Old Harbor has a long term goal of building a fresh fish processing facility in the community, which will provide jobs, processing opportunities for local fishery workers, and a fish tax
 - o Larsen Bay has a cannery in their community (owned by Icicle Seafoods) that provides support for the city utility infrastructure and through a raw fish tax. Currently, the cannery employs no village residents, which provides, albeit a low desire position, a possible employment opportunity.
 - o The Alitak Cannery (operated by Ocean Beauty) is located approximately 4 miles from Akhiok. Currently, this cannery employs no village residents.
- Large availability of fishery proteins available as a local food source throughout entire region.

Threats:

- Creation of additional Limited Entry programs enforced upon additional fisheries.
- Environmental disaster, namely an oil spill is a threat and has occurred historically in the region.
- Outside sources make policy based on other interests
- Possible conflicting priorities with governing entities in region (city and borough)

Economic Cluster: Food Security

Strengths:

- Strong amount of growing conversation, action, and desire to gain control over food sources. Many village residents, and specifically leaders, want to make moves toward self-sufficiency in local food production.
 - o Ouzinkie: city council approved use of city equipment to move topsoil for field crops (even if ANA grant isn't successful); City will use old airport property that was ceded to the city from the state for agricultural use
 - o The community hoop house garden is expanding agricultural interest throughout the community (Old Harbor)
- Village communities report strong participation in subsistence activities by residents to provide protein needs.
- Administration for Native Americans (ANA)- Agriculture Grant Application: Kodiak Archipelago Leadership Institute applied for funding through ANA to establish agricultural business in four of the village communities. This project was funded in 2015 and began in October and will run for three years (to September 2018)
 - o Ouzinkie, Port Lions, Old Harbor, and Larsen Bay

Weaknesses:

- Limited experience growing own foods in current generation. Lots of the experience and knowledge of what works agriculturally has been lost through the generations.
- Soil condition is thought to be poor – knowledge of how to cultivate the soil and increase the nutrients of the soil is limited.
- High cost of food and limited access to healthy options at local stores in village communities.
- Transportation of food to village communities is high, placing an added burden on already economically distressed populations.
- Limited amount of personnel in some communities – many of the best workers are already employed (can this be backed up by data?)

Opportunities:

- KANA's Employment Training and Support Services (ETSS) Workforce development – Project Greenhouse -
 - o Akhiok: Smaller, more nimble agricultural project opportunity using existing workforce development funds to train and employ youth in agricultural programs.
- Regular ferry or barge service could reduce costs of food transportation to village communities.
- Title VI (Senior Meals), Farms to Schools, canneries, lodges, and Farmer's markets as options for customers

- Kodiak Grown unprepared food sales tax exemption, creating an incentive for consumers to purchase locally grown food.
- Development of hydroponic agriculture infrastructure in the town of Kodiak, enabling growth and sale of fresh and healthy greens and herbs on a year round basis. This growth method pairs Kodiak's relatively low cost electricity with the logistically and costly practice of food importation to enable what appears to be a financially viable business development concept.
- Kodiak Harvest Food Cooperative: Currently in the planning and development phase, a food cooperative grocery store with a focus on selling locally grown produce and locally caught seafood could provide the necessary marketplace that may allow new growers to enter the marketplace, current growers to increase their production, and connect local fishermen with a market right in Kodiak, both residents and visitors.

Threats:

- Steep learning curve in learning agricultural methods
- Climate change can change growing seasons and available food resources gathered and hunted locally.
- Cheaper alternatives that the public can purchase instead of locally grown produce.



Economic Cluster: CIAP – Village Metals Backhaul

Strengths:

- Funding is through a grant that is held by the Kodiak Island Borough – the funds are already available
- Directly trains and employs village residents
- Improves environment of villages
- Lifespan of landfills is extended in the village communities.

Weaknesses:

- Short Term project with deadline at end of 2016
- Some villages report a limited workforce is available in their communities.

Opportunities:

- Create specialized and trained workers that can serve the entire Kodiak Region even after the completion of the project
 - o Automobile Recycling
 - o Freon Recovery – Refrigeration technician possibilities
 - o Hazardous Waste Operator training
 - o Future backhaul projects

Threats:

- Limit amount of focus within current project planning to include sustainability of backhaul activities following project completion.
- Possible disconnect between what is expected to be completed by the project in the eyes of village residents and what is actually able to be completed with the limited amount of funds available.



Economic Cluster: Environmental – IGAP Consortium Program

Strengths:

- EPA IGAP funding is generally fairly reliable and stable
- A successful Environmental program already exists in Alaska that can be emulated and rolled out in Kodiak.
- Rural Village communities have some level of Environmental technical capacity.
- Rural Village Communities should be cleared of nearly all of the scrap metal by the time of project application and potential project would start, creating an opportunity for the Village Communities to develop a sustainable program from a clean slate

Weaknesses:

- Tribal EPA IGAP programs are funded by the EPA are funded before consortium projects (note: this is only a weakness for this initiative, however, this is a strength for Tribal IGAP programs in that they are funded before Consortium programs)
- Some villages report a limited workforce is available in their communities.

Opportunities:

- EPA IGAP has extended funding for projects that address solid waste/landfill activities, including backhaul, until 2020.
- Create specialized and trained workers that can serve the entire Kodiak Region even after the completion of the project
 - o Automobile Recycling
 - o Freon Recovery – Refrigeration technician possibilities
 - o Hazardous Waste Operator training
 - o Future backhaul projects

Threats:

- EPA IGAP has been changing their funding priorities and will stop funding projects that address solid waste/landfill activities, including backhaul, by 2020. This could happen sooner, but that is not known.
- The Consortium, as the applicant, would need to obtain support from Village Tribal Councils to apply for the grant. There is a misunderstanding that individual village IGAP programs would be competing with the consortium project.

Economic Cluster: Tourism

Strengths:

- Kodiak is an amazing place for tourists to visit with world class outdoor activities: fishing, hunting, hiking, and wildlife viewing.
- “Discover Kodiak” has promoted Kodiak worldwide as a travel destination since 1986, with their main purpose to promote sustainable development of the tourism and convention industry throughout the Kodiak Island Borough and City, thereby increasing economic opportunities, jobs and local tax revenues.

Weaknesses:

- There appears to be a lack of tourism support infrastructure in the village communities, including transportation, accommodations, and services. This could be inaccurate in some village communities, but needs to be analyzed.
- Air Transportation from the Mainland and the Lower 48 to Kodiak is fairly expensive and may limit the amount of travelers.
- The Alaska Marine Highway Service serves Kodiak, Ouzinkie, Port Lions, and Old Harbor with Mainland Alaska and the Aleutian Chain. While this service is an asset to the region, the schedule has inconsistencies that make the transportation system challenging to fully rely upon.

Opportunities:

- Eco-tourism is gaining substantially worldwide.
- “Discover Kodiak” is working to create a Rural Tourism Development Strategy
- Tourism can be thought of as an export: exporting the Kodiak experience. With other limited export options beside seafood, Tourism provides a unique opportunity for economic diversification.
 - o The export concept will strengthen other Economic Development opportunities in other Economic Clusters, specifically the addition of hydroponic agriculture activities, which may enable growth of fresh vegetables year round in the Kodiak region.
- Kodiak region Alaska Native Corporations may find opportunity in investing in Tourism infrastructure to build up local capacity and earn a return on their investment.
-

Threats:

- Unintended consequences that are associated with tourism activities, including increased traffic, impact to infrastructure, utilization of resources.
- Environmental catastrophe: oil spill, earthquake, bear mauling – could bring tourism activity to a halt
- State of Alaska budget cuts could impact Alaska Marine Highway Service’s ability to service the Kodiak Archipelago.

Economic Cluster: Technology – Internet Connectivity

Strengths:

- Fiber Optics line is connected to the city of Kodiak.
- Old Harbor Native Corporation is already in the Internet Connectivity business.

Weaknesses:

- There is a great challenge in understanding how well the internet works in each of the village communities. Detailed information is not consolidated into one location for reference.

Opportunities:

- Conduct a SWOT Analysis for Kodiak's Regional Broadband/Internet connectivity.
- Seek participation in the Aleutian Fiber project if there is such opportunity
- Find way to use existing bandwidth already in existence: OWL program (library) and the I.H.S. \$ that KANA receives to bring broadband to the village communities.
- Increasing the speed of internet connectivity will provide remote village residents the opportunity to pursue alternative forms of income producing work. These options may include tele-commuting and online craft/arts sales

Threats:

- Reaching remote villages with high-speed internet connectivity could be very costly.
- Decreased activity on the part of youth if increased internet connectivity speeds decrease the amount of time the youth is active on a given day.

Economic Cluster: Business Development

Strengths:

- The Kodiak Rural Regional Comprehensive Economic Development Strategy is improving and is good resource for Economic Activity in the Kodiak region.

Weaknesses:

- The City of Kodiak and the Kodiak Island Borough appear to have differing stances on how to address Economic Development in the Kodiak Region.
- Expensive and aging office space
- No short or partial use office space

Opportunities:

- Further increase the scope of the Comprehensive Economic Development Strategy with participation from members of the City of Kodiak and the Kodiak Island Borough.
 - o EDO Development?
 - o City of Kodiak Downtown Revitalization?
 - o Community Center?
 - o Business Incubator?
 - o Revolving Loan Funds?
 - o Commercial Kitchen (EDA Study)

Threats:

- State of Alaska is experiencing financial difficulties, likely limiting the amount of funding that can be invested in Economic Development Planning or Activities coordinated by City or Borough governments.

Economic Cluster Narratives:

Economic Cluster: Energy

The Alaska Energy Authority's (AEA) mission is to “reduce the cost of energy in Alaska.” While there are many methods to approach and achieve this mission, the AEA has invested in a Regional Energy Planning process that “is a way for Alaskans to determine their energy priorities and formulate a concrete, implementable, fundable energy plan.”² This process will allow projects to be approached in a strategic method, rather than sporadic and occasionally misguided investments in projects.

Regional Energy Planning in the Kodiak region proceeded through the Phase II – Community Outreach, Energy Summit, and Project Priorities. However, due to the State of Alaska budget issues, the AEA has been forced to reduce and in some cases eliminate funding to continue the energy planning process. The Southwest Alaska Municipal Conference is working to find alternative ways to continue with the planning process and move into implementation of some of the priorities that our Region's Communities have identified. The State of Alaska budget issues do not remove the importance of the Energy Economic Cluster. If anything, there is a greater degree of importance for our Region's communities to reduce their cost of energy in order to reduce future dependence on funding from the state's budget.

The Kodiak Regional Energy Plan project description:

“The Alaska Energy Authority (AEA), Southwest Alaska Municipal Conference (SWAMC), and Information Insights have teamed up to formulate a concrete, regional energy plan for the Kodiak region. This is part of a statewide effort being led and supported by the AEA. The goal is to provide recommendations for activities and actions to help reduce the long-term cost of power and energy, reduce dependence on fossil fuels, and improve the efficiency of current energy systems in the region. Each planning effort will include regional stakeholders, evaluate alternatives and provide prioritized action plan of projects.”³

The CEDS goal is derived from an overwhelming response from the Kodiak CEDS Strategy Committee Work Groups that sound and strategic energy policy and projects are an important component to Economic Development. By reducing (or maintaining current) energy costs and increasing energy efficiency, retained financial resources in the villages provides strengthened capacity for investment by organizations into economic development endeavors, efficient utilization of current energy generation infrastructure, and increased private investment in homes and community infrastructure.

Further data analysis is required in order to hone this goal into what this means for each community. However, the general framework for the goal is generated from the Alaska State Legislature House Bill 306 that states

“It is the intent of the legislature that the state receive 50 percent of its electric generation from renewable and alternative sources by 2025.”

“It is the intent of the legislature that the state achieve a 15 percent increase in energy efficiency on a per capita basis between 2010 and 2020.”⁴

By aligning the goal with State Legislation, which in turn directs the Alaska Energy Authority activities, this Economic Development Goal increases collaboration and cooperation that is necessary to accomplish such challenging goals.

² Home. (n.d.). Retrieved May 22, 2015, from <http://www.akenergyauthority.org>

³ (n.d.). Retrieved May 1, 2015, from <http://www.kodiakenergy.org/>

⁴ (n.d.). Retrieved May 3, 2015, from http://www.legis.state.ak.us/basis/get_bill_text.asp?hsid=HB0306A&session=26

The table below is a listing of Community Energy Priorities that were derived through a series of community meetings held by SWAMC staff and “community and regional leaders, residents, utilities, industry representatives, and other key stakeholders” during Phase II of the Kodiak Regional Energy Plan process.

Kodiak Region Community Energy Priorities (To be updated with Actual Community Priorities as identified by the Kodiak Energy Planning Teams)

<p>Akhiok</p> <p><u>1. Maintenance and Efficiency of Community Transportation Infrastructure:</u></p> <ul style="list-style-type: none"> • Construction of a fuel pier with dolphins and marine header • Feasibility of road to Alitak Cannery • Acquire fuel truck to move fuel from tank farm to power house <p><u>2. Maintenance and Efficiency of Electrical Utilities:</u></p> <ul style="list-style-type: none"> • Fix frequency issues and maintain for long term reliability: Upgrade generators and engines, upgrade power distribution system • Upgrade tank farm • Workforce development: training for the next generation utility operator <p><u>3. Increase Community Education and Outreach:</u></p> <ul style="list-style-type: none"> • Increase local education about energy efficiency <p><u>4. Develop Local Energy Generation:</u></p> <ul style="list-style-type: none"> • Wind: Install MET Towers • Hydro: Investigate feasibility of hydro-wind-diesel hybrid system <p><u>5. Maintenance and Efficiency of Public Buildings:</u></p> <ul style="list-style-type: none"> • Feasibility of energy efficiency upgrades to public buildings <p><u>6. Maintenance and Efficiency of Residential Buildings:</u></p> <ul style="list-style-type: none"> • Expressed need for new, energy efficient homes. Some homes are so old that they shouldn't be retrofitted; they just need to be retired. • Install AMPY meters in homes 	<p>Old Harbor</p> <p><u>Develop Local Energy Generation:</u></p> <ul style="list-style-type: none"> • Hydro: Permitting and final design and construction funding for hydro. Access road for hydro • Wind: Complete installation of MET tower and integrate analysis into their education system • Biomass: Community-wide integration of biomass <p><u>Maintenance and Efficiency of Water Utilities:</u></p> <ul style="list-style-type: none"> • Replace and upgrade current infrastructure <p><u>Maintenance and Efficiency of Public Buildings:</u></p> <ul style="list-style-type: none"> • Feasibility of energy efficiency upgrades to public buildings <p><u>Maintenance and Efficiency of Residential Buildings:</u></p> <ul style="list-style-type: none"> • Feasibility of energy efficiency upgrades to residential buildings <p><u>Maintenance and Efficiency of Commercial Buildings:</u></p> <ul style="list-style-type: none"> • Feasibility of energy efficiency upgrade to commercial buildings <p><u>Maintenance and Efficiency of Community Transportation Infrastructure:</u></p> <ul style="list-style-type: none"> • Runway Expansion project • Resurface local roads <p><u>Maintenance and Efficiency of Electrical Utilities:</u></p> <ul style="list-style-type: none"> • Workforce Development: Training for the next generation utility operator • Provide lighting service to airport <p><u>Increase Community Education and Outreach:</u></p> <ul style="list-style-type: none"> • Increase local education about science and energy in schools
<p>Karluk</p> <p><u>1. Maintenance and Efficiency of Electrical Utilities:</u></p> <ul style="list-style-type: none"> • Replace existing generators with larger capacity units, or one larger capacity unit and one smaller • Upgrade streetlights • Heat recovery on powerhouse <p><u>2. Maintenance and Efficiency of Water Utilities:</u></p> <ul style="list-style-type: none"> • Replace and upgrade mainlines and pump-house <p><u>3. Maintenance and Efficiency of Public Buildings:</u></p> <ul style="list-style-type: none"> • Feasibility of energy efficiency upgrades to public buildings <p><u>4. Maintenance and Efficiency of Residential Buildings:</u></p> <ul style="list-style-type: none"> • Feasibility of energy efficiency upgrades to residential buildings • Find ways to help homeowners up-keep homes and lower home heating and electrical bills 	<p>Ouzinkie</p> <p><u>1. Develop Local Energy Generation:</u></p> <ul style="list-style-type: none"> • Hydro: Find funding to upgrade powerhouse and penstock • Biomass: Find funding for feasibility study of biomass system • Wind/Solar: Analyze feasibility of small-scale wind and solar power <p><u>2. Maintenance and Efficiency of Electrical Utilities:</u></p> <ul style="list-style-type: none"> • Install AMPY meters • Replace street lights <p><u>3. Maintenance and Efficiency of Public Buildings:</u></p> <ul style="list-style-type: none"> • Feasibility of energy efficiency upgrades to public buildings <p><u>4. Reduce Cost of Local Food Supply:</u></p> <ul style="list-style-type: none"> • Install hoop house and hoop coop with ANA grant funds
<p>Larsen Bay</p> <p><u>1. Develop Local Energy Generation:</u></p> <ul style="list-style-type: none"> • Hydro: Updating/Replacing/Refurbishing spillway <p><u>2. Maintenance and Efficiency of Community Transportation Infrastructure:</u></p> <ul style="list-style-type: none"> • Dock construction and moorage for fuel barge <p><u>3. Maintenance and Efficiency of Public Buildings:</u></p> <ul style="list-style-type: none"> • Work with AEA to balance PCE price increase • Feasibility of energy efficiency upgrades to public buildings <p><u>4. Maintenance and Efficiency of Residential Buildings:</u></p> <ul style="list-style-type: none"> • Feasibility of energy efficiency upgrades to residential building <p><u>5. Reduce cost of Local Food Supply:</u></p> <ul style="list-style-type: none"> • Install hoop house & hoop coop with ANA grant funds <p><u>6. Maintenance and Efficiency of Electrical Utilities:</u></p> <ul style="list-style-type: none"> • Replace electrical lines (nearing completion) <p><u>7. Broadband Internet Infrastructure:</u></p> <ul style="list-style-type: none"> • Aleutian /Kodiak fiber installation 	<p>Port Lions</p> <p><u>1. Maintenance and Efficiency of Public Buildings:</u></p> <ul style="list-style-type: none"> • Funding for energy audits and retrofits on community buildings • Pursue RACEE Round 2 funding <p><u>2. Maintenance and Efficiency of Residential Buildings:</u></p> <ul style="list-style-type: none"> • Feasibility of energy efficiency upgrades to residential buildings • Pursue RACEE Round 2 funding <p><u>3. Maintenance and Efficiency of Commercial Buildings:</u></p> <ul style="list-style-type: none"> • Feasibility of energy efficiency upgrades to commercial buildings • Pursue RACEE Round 2 funding <p><u>4. Maintenance and Efficiency of Water Utilities:</u></p> <ul style="list-style-type: none"> • Conduct system-wide energy audit <p><u>5. Maintenance and Efficiency of Community Transportation Infrastructure:</u></p> <ul style="list-style-type: none"> • Improve reliability of cost-effective transportation option – improve transportation options for elders <p><u>6. Develop Local Energy Generation:</u></p> <ul style="list-style-type: none"> • Reactivate Tribal Energy Department – Hire Energy Coordinator • Biomass: Community-wide integration of biomass <p><u>7. Broadband Internet Infrastructure:</u></p> <ul style="list-style-type: none"> • Aleutian /Kodiak fiber installation

As referenced in the SWOT Analysis, the challenges within the State of Alaska budget have a strong ability to place limitations on the likelihood of funding continued energy planning and projects going forward. With SWAMC and Information Insights coming to a conclusion of Phase III in the Kodiak Region, more funding and creative tactics will be necessary to determine the viability of the recommendations and Energy Priorities that have been identified.

For additional reference and to follow updates and progress with the Kodiak Regional Energy Plan, please visit: <http://www.kodiakenergy.org/>.

⁵ (n.d.). Retrieved May 27(n.d.). Retrieved May 27, 2015, from <http://www.kodiakenergy.org/wp-content/uploads/Kodiak-REP-Phase-II-Vol-II-Community-Profiles.pdf>, 2015, from <http://www.kodiakenergy.org/wp-content/uploads/Kodiak-REP-Phase-II-Vol-II-Community-Profiles.pdf>

Economic Cluster: Fisheries/Maritime

Our Rural Communities, including Kodiak, are surrounded by a wealth of marine resources. Inhabitants of this region have depended on the resources from the sea for many centuries of their existence. From living a subsistence lifestyle, hunting and fishing from skin-covered kayaks, through forced labor during the Russian settlement hunting for fur, to the commercial fishing era in the early 1900s, the marine environment has provided food, an economy, and a way of life.

As a result of a number of factors including the decline in the value of wild salmon, implementation of State and Federal regulations (Limited Entry fisheries/IFQ's), and the devastating effects of the 1964 earthquake, which ruined many of the fish processing plants around Kodiak Island that employed residents of the rural villages, and the Exxon Valdez Oil Spill, there has been a decline in the fishing and maritime industry. This decline has drastically impacted the economic and socio-economic state of the rural villages of the Alutiiq community in the Kodiak region.

How the marine resources have allowed the existence of inhabitants of this region continues to evolve today. While current regulatory and economic conditions make it difficult for a child to take over their parent's fishing business and keeping fishing vessels home-ported in the village communities is a significant challenge, there are achievable career opportunities in the maritime industry.

Preparing a workforce that is equipped is necessary in the evolving fisheries/maritime industry. The "Alaska Maritime Workforce Development Plan" is "a call to action and a guide for industry, government, and educators to work together to enable Alaska's maritime sector to remain economically vibrant, ensure that Alaskans are qualified to fill these skilled and well-paid positions, and increase the number of Alaskans in this workforce."⁶

In support of the Alaska Maritime Workforce Development Plan, Kodiak College brought on a full-time Marine Workforce Development coordinator. Courses in marine electrical, fiberglass repair, propulsion systems, hydraulics, basic deckhand skills, and more are being developed and deployed to train the local labor force. In some cases, the Kodiak College is reviewing options to bringing instructors into the village communities to teach the course, bringing the education directly to the student.

In efforts to return fisheries access back to the village communities, Kodiak Island Tribal Communities have come together to form the Kodiak Island Tribal Fisheries Coalition (KITFC). In 1992, the North Pacific Fisheries Management Council (NPFMC) created the Western Alaska Community Development Quota (CDQ), providing Western Alaska communities access to the economic benefits that fisheries resources in their immediate geographic vicinity can provide. The KITFC is working to create much the same arrangement, requesting an allocation of 10% of all federally managed marine resources in the Gulf of Alaska to the represented tribes through a Gulf of Alaska Community Development Quota. One long term goal of obtaining the 10% allocation is to return employment levels back to 1970s levels in the village communities. At that time, each village supported multiple vessels and were centered around a cannery.

⁶ http://www.alaska.edu/fsmi/AKMaritimeWFDPlan_HighRes_5-22-14.pdf

Since development of the CEDS in 2015, the activities of the Kodiak Island Tribal Fisheries Coalition has been somewhat limited, with challenges

The fishery dependent Native Village of Old Harbor is in the midst of a long-range, multi-pronged economic development strategy that has the ultimate goal of returning the economic benefit of fisheries to the community. Through creative funding, strategic partnerships, long-range planning and a lot of hard work, Old Harbor is currently extending their airport runway, seeking methods to fund and build hydroelectric power capabilities, and developing a salmon enhancement project in Three Saints Bay. All of these inter-related projects and efforts ultimately lead up to the development of a frozen fish processing facility in Old Harbor. It is reported that there are cannery operators that are highly interested in developing a frozen fish processing facility in Old Harbor. The infrastructure improvements provide the necessary access to transport the product to market, renewable electricity to produce the product, and the fish necessary to harvest for the product. The improvements are also in response to what potential private investors need in order to operate the plant efficiently.

The majority of the population around Kodiak Island, and all of our village communities, are settled alongside the sea and the resources that are in the sea. Utilizing these resources is vital to the economic stability of the region. Managing the sustainability of these resources is vital to ensure that future generations continue to benefit from the potential economic stability. The available data is limited in terms of how many fishing vessels are active and how many residents are employed in the fishing industry in the village communities, what the value of their catch may be, where their catches are being delivered, and what their future plans in the fisheries industry are. While some data may be available through Dr. Courtney Carothers' research in developing the "Greying of the Fleet" study, additional survey work may be needed. As such, including the development and implementation of the village fisheries survey has been included in the scope work in the FY16 EDA investment in the Kodiak Region.



Economic Cluster: Food Security

Historically, up until the 1940's Kodiak's rural communities were for the most part self-sufficient. Village residents hunted and fished, grew gardens and received grocery orders for canned goods and fuel. As one Larsen Bay elder shared, "We worked all summer and used our commercial fishing money to buy our winters supplies. We had everything we needed." This changed beginning after WWII as more consumer goods arrived and now tradition of supplying the majority of your food locally has declined, increasing the cost of living and leading to the loss of traditional knowledge systems.

Locally grown food is not produced and marketed on Kodiak Island on a commercial level. All produce is either shipped or flown in for the entire Kodiak populace including the village residents. Because of this, the price of fresh produce in the Kodiak region is excessive and unaffordable to many families. The weather and severe seasonal differences in the Kodiak region poses a major obstacle in development of local food production. Even as food production could occur during a few of the summer months, the risk of being affected by heavy storms and/or excessive periods of rain would make this an unreliable industry if attempted in the outside elements which is standard for mainstream food producers in the rest of the United States where much more temperate and consistent weather patterns exist.

Community members expressed widely that they want to return to more locally produced food and are also interested in exploring production on a commercial level for regional sale. In order to consider the development of locally grown produce on a commercial level as a realistic option, the development of commercial greenhouses or High Tunnels needs to be investigated. There are many examples around the Kodiak region of the successful utilization of High Tunnels in produce production. If these examples can be replicated throughout the Kodiak region in the development of local food production, people would see a decrease in the cost of living, an increase in the health of people, and the creation of several jobs in the region.

In order to provide supportive data and baseline information, the Kodiak region could replicate an effort that was completed in Sitka. The "Sitka Community Food Assessment Indicators Report" utilized the USDA Community Food Security Assessment Toolkit, creating a study from four parts: 1) Completion of a community food resource profile, 2) conducting focus group research, 3) surveying households on a variety of food security issues, and 4) collecting food cost data.⁷ While anecdotal evidence or statements, such as Kodiak's potential for success growing food in high tunnels, an academic study can generate valuable insight to back up planning efforts intended to address deficiencies in an area's food security.

What is meant by Food Security can have different meanings depending on where you live. "Food security is commonly used by Alaskans to signify the security of the food supply from potential disruption due to weather incidents, flooding..., etc. The most critical concern Alaskans hold for the future of food is the security of its food supply"⁸ By looking locally at creating increased security as it relates to the food supply will further increase economic opportunities. Purchasing

⁷ Sitka Community Food Assessment Indicators Report. (2014).

⁸ Meter, K., & Phillips Goldenberg, M. (2014, July 28). Building Food Security in Alaska.

locally grown and produced food will keep money in the local economy as opposed to imported foods sending money away. Meter and Phillips Goldenberg state in “Building Food Security in Alaska” that “Alaskans spend \$1.9 billion each year buying food produced outside of the state.”

Meter and Phillips Goldenberg provide nine recommended actions in “Food Security in Alaska”:

- A. Foster subsistence harvesting and related skills
- B. Build personal capacities in agriculture
- C. Expand agricultural production and gardening
- D. Build infrastructure that supports local food production
- E. Adopt state policy that support local food production
- F. Focus consumer attention on staying local to Alaska grown food
- G. Expand food processing and manufacturing for in-state markets
- H. Strengthen internal food distribution networks
- I. Strengthen statewide transparency and coordination

Within the limited scope of Economic Development in the village communities around Kodiak, it may be more effective to focus on just a couple of these recommendations to start with. If and when headway is gained, increasing the scope to address more of the recommendations should be considered.

Additional information, resources, and educational materials may be available at www.localfoodeconomics.com.

Local food production has an opportunity for either organizations or entrepreneurs to further local economic development. Currently, Kodiak has limited marketplace platforms for local farms to engage with the public and generate revenue. These platforms include farmer’s markets and a starting Community Supported Agriculture Producer’s Cooperative that delivers weekly farm share boxes to subscribers. Recently, developments in the community have identified a substantial interest in developing and opening a full-service Food Cooperative Grocery store with a focus on carrying locally grown produce and locally caught seafood. A food cooperative would be a local, community owned business that would not have the same corporate barriers that a nationwide grocery store has. The local ownership would make it easier for the grocery store to decide to carry the products they wish before competing with industrial scale farms from the Lower 48.

If a marketplace is developed, it is estimated anecdotally that the demand for local produce would outpace the current supply at the right price point. Further, Kodiak has a limited growing season that would restrict locally grown produce of many types to certain times of the year. The technology in year-round, indoor hydroponic agriculture in controlled conditions is evolving that could assist in filling the supply issues for greens and herbs.

Economic Cluster: CIAP – Village Metals Backhaul

The Coastal Impact Assistance Program (CIAP) provides federal grant funds derived from federal offshore lease revenues to oil producing states for conservation, protection, or restoration of coastal areas. The Kodiak Island Borough is a state of Alaska subdivision that has received funds from this program.

The six rural coastal communities around Kodiak Island will receive the benefit of the work to be completed. The proposed work is for the Metal Debris and Household Hazardous Waste Cleanup and Removal from these six communities. The work began with a landing craft, the Helenka B, removing 80 tons of metal debris from Larsen Bay in early May 2015.

Metal removal from the village locations around Kodiak has been a rocky and sometimes controversial process. There has been a large degree of frustration on the part of the village communities as to why the project has taken so long to get started. The Kodiak Island Borough put the project out to bid, receiving just one bid that was not complete, thus deemed non-responsive. It was decided to approach the project in a unique way by partnering with two local Kodiak non-profit entities (Kodiak Island Housing Authority and Kodiak Area Native Association) to act as Project Coordinators while the Kodiak Island Borough will act as the main Project Manager.

While the major goal of the project is the removal of metal debris and hazardous waste, the development of a competent local workforce to complete much of the work will be the lasting effects of the project. The workforce will develop this competence through training and experience gained while working on the project. It is this lasting effect, coupled with the actual dollars that are injected into the local village economies through direct wages, that prompts the inclusion of this project as one of the CEDS goals.

The CIAP funding must either be fully expended or project funded activities must cease by the end of 2016. At this time, the project objectives appear to be on pace to be completed before that time. To date, invoices for labor reimbursement to the City or Tribal project partners show that a minimum of 4000 hours of labor has been compensated to village based laborers working on the project.

If the project objectives are fully completed, the village communities will have all scrap metal removed, electronic waste removed, as well as other hazardous materials. The cleaned status of the village communities will prepare for the potential for the next phase of the environmental work related to waste management: Environmental Protection Agency Indian General Program Consortium Program.

Economic Cluster: Environmental – IGAP Consortium Program

Through the Coastal Impact Assistance Program (CIAP), the village communities in the Kodiak Archipelago have been able to remove large amounts of legacy scrap metal. The CIAP Metal Removal Project is a onetime project with a sizable budget, which, at time of writing, is projected to removal all scrap metal from all six villages. With successful completion, the village communities will essentially be scrap metal free, but only for a short period of time.

We live in a throw away, disposable society. Vehicles, appliances, computers, televisions and more become outdated or break down relatively quickly. Even with our communities starting with a clean slate following the CIAP Project, they will quickly begin to accumulate caches of scrap metals and electronic waste that needs to be removed from the community. The scope of the CIAP Metal Removal Project is not sustainable with the method employed to remove the vast quantities: expensive scrap metal baling equipment and very large landing craft with heavy equipment rental. Without a plan for our communities to develop a sustainable process to remove their discarded scrap metal, the village communities will simply have the same problem within short order.

The development of an Environmental program with the initial focus on developing a sustainable metal backhaul program, likely to be housed at the Kodiak Area Native Association (KANA), through funding from the Environmental Protection Agency Indian General Assistance Program (EPA IGAP), is not directly an Economic Development activity. However, our village communities, with the support of their local Tribal IGAP programs, could direct focus on other Economic Development endeavors should a sustainable Metal Backhaul program be developed. Further, it can be imagined that with increased economic prosperity, residents of the village communities will consume more, thus creating increased pressure on backhaul activities.

KANA anticipates that it will complete an application for EPA IGAP Consortium grant in October 2016. It should be noted that KANA will need to receive support from Tribal Councils in the Kodiak region. Further, the EPA prioritizes funding to local Tribal IGAP Environmental programs ahead of Consortium Grants. This means that if KANA Consortium grant is funded, it will have not taken away from local Tribal IGAP programs. Further, if the grant is successful, funding would not begin until October 2017. It is anticipated that there may be a limited amount of additional funds remaining from the Kodiak Island Borough Metal Removal project that are not restricted to be expended by December 31, 2016. KANA may request these funds from the Kodiak Island Borough to begin their Consortium project in January 2017.

Proposed activities include: Provide Technical Assistance to tribal village councils and city councils to develop/update their Integrated Waste Management Plan; educate and participate with training on standardizing methods of shipping backhaul waste/recyclables out of village communities (Provide training – Hazwopper, freon removal – and regular communication throughout the Kodiak Region); Provide regional coordination of backhaul logistics, education, and control (scrap consolidation hub in

City of Kodiak; negotiate lower shipping rates for village backhaul activities; track weights and amounts of backhaul items; Host quarterly regional teleconferences)

Economic Cluster: Tourism

Kodiak Island, often dubbed The Emerald Isle, draws tourists from around the world. According to Kodiak Island Borough and City of Kodiak reports, Kodiak sees over 60,000 visitors, which includes approximately 22,000 arriving on cruise ships.

Though the purpose of the visitors' travel varies, including hunting, fishing, hiking, and wildlife viewing, these tourists provide a vital contribution to the diversity of the local economy.

The Kodiak Island Convention & Visitors Bureau, dba Discover Kodiak, has been promoting sustainable development of the tourism and convention industry throughout the Kodiak Island Borough and City since 1985. This work increases economic opportunities, jobs, and local tax revenues. Recent employment figures published by Discover Kodiak places 8% of Kodiak's labor force related to tourism.

Much of the tourism promotion work has historically focused on the City of Kodiak and the connected road system. Recently, tourism industry development has become of bigger interest in the village communities. While a couple of village communities have basic infrastructure to accommodate tourism access, more work can still be done to justify increased promotion of village travel.

Both the Kodiak Island Borough and the City of Kodiak collect a bed tax from stays at hotels and Bed & Breakfast businesses, each bringing in \$109,000 and \$216,000 respectively. According to section 3.55.010 of the Kodiak Island Borough Code, the bed taxes collected are "allocated to a separate fund to be utilized solely for increased development of the tourist industry, and be allocated for:

- Tourism Programs
- Tourism enhancement projects, such as beautification within the borough"

(Cite: <http://www.kodiakak.us/index.aspx?NID=285>)

Discover Kodiak receives some of their funding from these bed tax revenues, including \$95,000 for FY17 from the Kodiak Island Borough. This amount reflects an increase of \$20,000 over the amount budgeted, which Discover Kodiak will allocate \$12,000 to support a Rural Tourism Summit. This summit has the goa of creating a rural tourism development strategy and implementation plan. The elements from strategy and implementation plan may be used in revision of the CEDS in FY17.

Economic Cluster: Technology – Internet Connectivity

In our 21st Century world, communities with limited internet availability and speed are at a disadvantage from those with fast, reliable internet access. Fast and reliable internet connectivity is so commonplace in many parts of the United States that it is easy to forget that many of our rural communities, specifically in Indian Country, are much more limited.

The benefits of fast and reliable internet access are many, including access to commerce, research/education materials, and entertainment. Information can be so accessible that many with fast and reliable access often take it for granted.

The rural village communities in the Kodiak region generally have some degree of access to internet connections. However, speed, reliability, and cost all seem to vary considerably from village to village. Public knowledge of the service providers, speeds, reliability, and costs is generally incomplete, anecdotal, and highly variable. General consensus however, is that Internet Connectivity is too slow, unreliable, and too expensive. Further, it is known that many of the communities have fast and reliable internet access in schools, medical clinics, and some libraries. The services used in these locations are very expensive and rely heavily on subsidies. However, these connections are not available to the average homeowner that may live right next door to one of these community facilities.

In order to understand how to move forward with improving Internet access in the Kodiak region, there first needs to be an assessment of the current conditions. Knowledge of what the current state is will be necessary in order to strategize how and where upgrade investments can and should be made.

Adding Internet Connectivity to the Comprehensive Economic Development Strategy allows for documentation of the current state. The ideal outcome in the short term is the development of an official report detailing the current status of Internet Connectivity in the rural villages. The next steps will be to develop a strategy on how the Kodiak Region will move forward in gaining faster, more reliable, and affordable internet access

Economic Cluster: Business Development

According to the Pew Research Center, “Self-employed Americans and the workers they hired accounted for...30% of the national workforce.”

(cite: <http://www.pewsocialtrends.org/2015/10/22/three-in-ten-u-s-jobs-are-held-by-the-self-employed-and-the-workers-they-hire/>)

In Kodiak, the types of work that self-employed entrepreneurs engage in are varied, ranging from operating their own fishing operations, construction, professional services (attorney, accountant, etc), air taxi services, and much more. The expertise that a builder, a fisherman, or a pilot has may be limited to the profession they are in. The skills and knowledge to start, grow, and succeed in a small business, such as marketing, finance, and human resources, are entirely different than flying a plane or operating a boat. There are limited resources in the Kodiak community that are available to support these entrepreneurs navigate through some of these challenges.

A concept that is still in its infancy, and will require substantial development, is that some type of Business Development center could provide these services to the community. Without full understanding of what such a center could look like, it is difficult to fully complete a narrative. However, during the following performance period, continued development of the concept can allow more substantive action plans to be created in the next CEDS revision.

Some initial features of the concept that have been discussed include:

- Office Rental: professional office space that would support an emerging or growing business through flexible and affordable space that can be rented on short term or long term basis.
- Business Development Support: mentoring and classes by professionals and experts in Marketing, Finance, Accounting, Human Resource Management, and more to support growth of emerging businesses
- A Business Incubator atmosphere with entrepreneurs learning from each other building upon each other’s successes.
- Develop capacity to support infrastructure for an Economic Development Organization, potentially involved in Economic Development planning, revolving loan fund activities, and business development support
- Contribute to Downtown Kodiak Revitalization activities

Strategic Projects, Programs, & Activities/CEDS Plan of Action

Economic Cluster: Energy

Goal #1: Participation in planning and implementation of the Kodiak Regional Energy Plan project in partnership with the Alaska Energy Authority (AEA) and the Southwest Alaska Municipal Conference (SWAMC) in order generate 50% of our electrical power from renewable and alternative resources while maintaining or reducing the cost of generation by 2025 & achieve a 15% increase in our energy efficiency on a per capita basis between 2010 and 2020 in each of our respective communities in the Kodiak region.

- **Objective 1:** Establish an Inter-Tribal Technical Assistance Energy Providers Network through the Southwest Alaska Municipal Conference's Department of Energy Office of Indian Energy grant application to continue development and implementation of the Kodiak Regional Energy Plan.
- **Objective 2:** Identify realistically achievable energy priorities in communities and begin implementation where capacity, technical assistance, and capital are available.
(REVISION: Adjust community specific priorities prior to completion of Final CEDS)

LEAD ORGANIZATIONS: SWAMC, AEA, and Information Insights are the lead agencies in developing the Kodiak Regional Energy Plan. Each of the respective community entities (tribal and/or city) develop their energy priorities and champion the implementation of their energy plans; provide the efforts towards completing energy benchmarking analysis.

IDENTIFIED PARTNERS: SWAMC, AEA, Information Insights, KANA, Kodiak Island Borough, KEA, ANTHC, United States Department of Energy – Office of Indian Energy

PROJECTED # OF JOBS: If the SWAMC Grant Application is successful to develop the Inter-Tribal Technical Assistance Providers Network, the Kodiak Area Native Association will be the recipient of funding for approximately 1/3 to 1/2 of an FTE position.

TACTICS AND TASKS:

- Village City and Tribal governments collaborate with SWAMC, AEA, and Information Insights to continue the development of the Kodiak Regional Energy Plan.
- Village City and Tribal governments identify plan implementation strategies that are best suited for individual circumstance.
- Pursue a Regional Energy Planning Project for the Kodiak region to continue the Kodiak Regional Energy Plan on a more direct, localized basis. This tactic includes an Energy Efficiency and Conservation Project Specialist.

- Utilize the United States Department of Energy – Office of Indian Energy as a resource to provide Technical Assistance (for Tribal Councils, Village/Regional Corporations, and Tribal consortia) and as a lead to potential funding opportunities.
- Develop project management and tracking capacity to facilitate progress on project implementation from the Kodiak Regional Energy Plan project.

ECONOMIC RESILIENCE:

- Increasing energy generation by renewable and alternative resources reduces dependence on fossil fuels leading to greater self-sufficiency.
 - o Stabilize the cost of energy generation, which reduces the impacts of the volatile price of fossil fuels.
 - o Fuel Delivery: Reducing dependence on fossil fuels reduces the impact of fuel delivery issues, including natural disasters, potential for fuel/oil spills, worldwide fuel supply issues, and more.
- By increasing energy efficiency, communities are able to increase their customer base without scaling up the size of their energy generation infrastructure.

ACTION PLAN: Further development of the Action Plan can be derived directly from the priorities and actions identified by each community throughout the planning process. Many of the Details can be obtained at www.kodiakenergy.org.

Objective 1: Establish an Inter-Tribal Technical Assistance Energy Providers Network through the Southwest Alaska Municipal Conference’s Department of Energy Office of Indian Energy grant application to continue development and implementation of the Kodiak Regional Energy Plan.

Task Description	Lead Organization	Partner Organization	Timeline	Projected # of jobs
Implement Inter-Tribal Technical Assistance Energy Providers Network in accordance to grant Work Plan	SWAMC	KANA, AEA, US Department of Energy	September 2016	Kodiak Based Energy Coordinator: 1/3 to 1/2 FTE

Contingent on Funding: Hire and begin training Kodiak-based Regional Energy Coordinator	KANA	SWAMC, AEA, US Department of Energy	November 2016	Kodiak Based Energy Coordinator: 1/3 to 1/2 FTE
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Objective 2: Identify realistically achievable energy priorities in communities and begin implementation where capacity, technical assistance, and capital are available.

Task Description	Lead Organization	Partner Organization	Timeline	Projected # of jobs
Support efforts for community energy benchmarking activities and analysis throughout the community.	City or Tribal Entity and KANA	SWAMC, AEA, US Department of Energy – Tribal Energy Program	June 2017	No additional employment beyond local energy Coordinator referenced in Objective 1.
Assist village communities in developing their action plans to implement their Energy Priorities	Each Village Community (city or tribal) and KANA	SWAMC, AEA, Department of Energy – Tribal Energy Program	December 2017	No additional employment beyond local energy Coordinator referenced in Objective 1.

Economic Cluster: Fisheries/Maritime

Goal #2: Employment in a maritime position for every employable person seeking to work in the fisheries/maritime industry.

- **Objective 1:** Create alignment with Educational Institutions (eg. Kodiak College), Workforce Development agencies (eg. KANA's Employment, Training and Support Services), Industry (eg. Vessels, canneries, etc.), and Government by utilizing the Alaska Maritime Workforce Development Plan as the guide to increasing employment in the Fisheries/Maritime industry.
- **Objective 2:** Allocation of 10% of federally managed marine resources in the Gulf of Alaska to the represented tribes through a Gulf of Alaska Community Development Quota Program.
- **Objective 3:** Support long-range integrated projects that leave to increased involvement in the fisheries/maritime industry, including, but not limited to fish processing in Old Harbor, development of the Ursin Cannery in Kodiak (Sun'aq), Fish stocking and processing in Ouzinkie and Port Lions.

LEAD ORGANIZATION: to be determined – numerous organizations involved with fisheries

IDENTIFIED PARTNERS: Kodiak College, University of Alaska, KANA, Kodiak Island Tribal Fisheries Coalition

PROJECTED # OF JOBS: to be determined

TACTICS AND TASKS: to be determined based on recommendations throughout the Alaska Maritime Workforce Development Plan.

- Increase the ability of the Kodiak Region to provide needed maritime associated repair, maintenance, on-board operations, and management through locally based workforce.
- Workforce Development partner collaboration between the following:
 - o **Alaska Maritime Workforce Development Plan:** The goals of the *Alaska Maritime Workforce Development Plan* are to help sustain and enhance the economy of Alaska and its communities by: 1) Developing a responsive workforce that enables the maritime sector to remain a substantial contributor to the state, 2) Guiding Alaska's workforce to discover and prepare for the wide range of employment opportunities in the maritime sector, and 3) Increasing the number of Alaskans working in skilled maritime occupations.⁹

⁹ Alaska Maritime Workforce Development Plan. (2014, May 1). Retrieved May 28, 2015, from http://www.alaska.edu/files/fsmi/AK-Maritime-Workforce-Dev-Plan_Low-Res_5-22-14.pdf

- **Kodiak College:** Kodiak College’s Maritime Workforce Development program directly aligns with the Alaska Maritime Workforce Development Plan in the areas of Seafood Harvesting & Marine Occupations and Support Industries through their intensive series in Vessel Repair and Maintenance. Kodiak College is offering American Boat and Yacht Council certification courses in the areas including Marine Electrical Certification, and Corrosion Certification. Course offerings are expanding to include propulsion systems, fiberglass repair, AC Electrical, DC Electrical, marine hydraulics, welding, and more in newly leased shop space where the first classes will begin in Fall 2015.
- **KANA Employment Training and Support Services:** Utilize internal capabilities and funding sources to deliver or facilitate culturally appropriate workforce development training opportunities to eligible beneficiaries seeking employment opportunities in the maritime/fisheries industries.

ECONOMIC RESILIENCE:

- Sustainable and responsible harvesting practices: harvestable marine biomass cannot last forever without proper management and harvest practices. Impacts of trawlers and their associated by-catch pose potential for long term consequences in the fisheries economic cluster.
- Developing a workforce with diverse skillsets can increase employment portability. Implementing recommendations from the Alaska Maritime Workforce Development Plan can provide a workforce with general maritime capabilities at the same time as some of the specialization that is needed for specific industry jobs.
- Environmental Responsibility/Impact:
 - Coastal Impact Assistance Program - Village metals and household hazardous waste removal: Provided project execution includes removing all of the metals and household hazardous waste from the village communities, the environmental impact will be reduced. Ideally, from experience gained during the project period will allow for some period of ongoing sustainability following the conclusion of the project period.
 - Global Climate Change: Any numbers of speculations exist on what will occur in the “near” future regarding climate change. One speculation is that the glacier loss and sea ice loss will lead to a rising ocean. Whatever may occur, our village communities are set right on the ocean – a rising ocean level could certainly affect the existence of life in our communities.
 - Oil Spill response or issues: With continued oil exploration, extraction, and transportation comes the risk of oil spill. Our region has felt this before with the 1989 Exxon Valdez oil spill. Our village communities lack the ability to respond quickly to an oil spill disaster. Providing oil spill response training to our village communities would build response capacity in the event of another disaster.

ACTION PLAN:

Objective 1: Create alignment with Educational Institutions (eg. Kodiak College), Workforce Development agencies (eg KANA's Employment, Training and Support Services - ETSS), Industry (eg. Vessels, canneries, etc.), and Government by utilizing the Alaska Maritime Workforce Development Plan (AMWDP) as the guide to increasing employment in the Fisheries/Maritime industry.				
Task Description	Lead Organization	Partner Organization	Timeline	Projected # of jobs
Deployment of the American Boat and Yacht Council's certification courses	Kodiak College		Beginning in May 2015	No direct jobs in village communities. Building capacity via workforce development.
Integrate applicable components of the AMWDP into scope of training services provided by KANA's ETSS program.	KANA ETSS	Kodiak College	By December 2015	No direct jobs in village communities. Building capacity via workforce development.
Objective 2: Allocation of 10% of federally managed marine resources in the Gulf of Alaska to the represented tribes through a Gulf of Alaska Community Development Quota Program.				
Task Description	Lead Organization	Partner Organization	Timeline	Projected # of jobs
Create a Kodiak Regional Fisheries Economic Development Strategy	KANA may take lead and develop partner organizations		June 2017 for development of the process	Unknown at this time

Conduct a Village Communities Fisheries Survey (How many boats, how many fished for what, etc)	KANA	Partners to be identified in each village location; UAF Fisheries Dept	June 2017	No additional jobs; within scope of work for EDA investment at KANA
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Objective 3: Support long-range integrated projects that leave to increased involvement in the fisheries/maritime industry.				
Task Description	Lead Organization	Partner Organization	Timeline	Projected # of jobs
Old Harbor Airport Expansion	Old Harbor Native Corporation	City of Old Harbor; IRT Team (Marine Corp and Air Force Red Horse)	Undetermined	Multiple Full time, temporary jobs were created at stages of project – labor is currently accomplish by IRT Teams
Old Harbor Hydroelectric Power Generation	City of Old Harbor	Old Harbor Native Corporation, AVEC	Undetermined	Infrastructure Capacity Building; Lowers cost of Energy to frozen fish processing facility investment
Three Saints Bay Salmon Enhancement	KRAA	Old Harbor Native Corporation	August 2016	Job retention objective
Frozen Fish Processing Facility	Old Harbor Native Corporation	City of Old Harbor & Native Village of Old Harbor	Undetermined	Long Term Employment Goal of up to 50 to 100 employees
Create Business Plan and Feasibility Study for development of the Ursin Cannery Project	Sun'aq Tribal & Kodiak Wildsource	UAA Department of Economic Development	Underdetermined	Long Term Employment opportunities through tribally owned enterprise
Begin evaluation of market opportunities for fish processing in Ouzinkie and Port Lions.	Ouzinkie Tribal and Corp, City of Ouzinkie, Native Village of Port Lions	KANA, SWAMC (MAKE Program)	June 2017	Long Term Employment opportunities through tribally owned enterprise

Economic Cluster: Food Security

Goal #3: By 2020, rural village households will report local food to make up at least 25% of total food consumption including local, commercially produced, and subsistence caught foods. This goal will provide increased economic stability through locally owned and operated food production operations.

- **Objective 1:** Develop marketplace to support expanding local agricultural production and availability of locally caught seafood.
- **Objective 2:** Expand Agricultural Production and Gardening

LEAD ORGANIZATIONS: Kodiak Archipelago Leadership Institute (KALI)

IDENTIFIED PARTNERS: KANA, City and Tribal Governments in Larsen Bay, Ouzinkie, Port Lions, and Old Harbor, Kodiak Soil & Water Conservation District

PROJECTED # OF JOBS: 8 (at least two employment positions in each of the communities of Larsen Bay, Old Harbor, Ouzinkie, and Port Lions); add the expected number of jobs for the KANA ETSS project

TACTICS AND TASKS:

- Increase agricultural knowledge in our village communities to provide the residents the opportunity to gain confidence in their food security.
- Provide economic opportunities through sales of agricultural products grown in our village communities.
- Explore development of commercial size hydroponic farming operations in Kodiak.

ECONOMIC RESILIENCE:

- Increased self-reliance provides additional security if a natural disaster cuts village populations off from food supplies.
- The project goal is the establishment of local access to affordable fresh produce and eggs while providing for increased, long-term economic stability through tribally owned and operated food production operations. This can increase the economic resiliency of our village communities.

ACTION PLAN:

Objective 1: Develop marketplace to support expanding local agricultural production and availability of locally caught seafood.				
Task Description	Lead Organization	Partner Organization	Timeline	Projected # of jobs
Food Coop Process: Work through Organizing, Feasibility, and Planning Phases	Kodiak Harvest Food Coop Planning Team	Healthy Tomorrows	June 2017	None directly through planning; up to 25 at store opening
Objective 2: Expand Agricultural Production and Gardening				
Task Description	Lead Organization	Partner Organization	Timeline	Projected # of jobs
Continue implementation of ANA Grant: Small Tribes of Kodiak – Economic Stability through Food Security.	Kodiak Archipelago Leadership Institute	Tribes of Ouzinkie, Port Lions, Old Harbor, and Larsen Bay, KANA, KIHA	October 2018 is project conclusion – work to continue sustainability necessary	6 FTEs for farm work, 1 FTE for project administration (through 3 years)
Determine feasibility of commercial scale hydroponics farming for local sale in Kodiak.	KANA	Tangirnaq Native Village, BIA, UAA	Feasibility planning complete by January 2017	No additional jobs through feasibility; farming operations could employ up to 6 FTEs

**Economic Cluster: Coastal Impact Assistance
Program – Metal Debris and Household
Hazardous Waste Clean Up and Removal from
Remote Communities in the Kodiak Island
Borough/Metal Backhaul Project**

Goal #4: Safely remove all metal debris and household hazardous waste from village communities by the end of 2016 within the limited budget of the Coastal Impact Assistance Program.

- **Objective 1:** Develop a competent local labor force capable of performing the majority of the project work by providing training in areas such as HAZWOPER (Hazardous Waste Operations and Emergency Response Standard), Freon Recovery, and Automobile Recycling Preparation.
- **Objective 2:** Utilize local in-village labor force to complete applicable/practical components of the project.
- **Objective 3:** Use creativity and flexibility to accomplish as much metal and household hazardous waste removal as is possible within the relatively tight timeline and limited budget funds.

LEAD ORGANIZATION: Kodiak Island Borough

IDENTIFIED PARTNERS: KANA, Kodiak Island Housing Authority, Kodiak College, Total Reclaim

PROJECTED # OF JOBS: 10 FTEs throughout the project period (one to two FTE in each community through the year 2016 – depends on volume of work in each community); one FTE over the project period for project administration and coordination.

TACTICS AND TASKS:

- 1) Develop work plan, staffing plan, and training plan
- 2) Establish project timeline
- 3) Execute project logistics

ECONOMIC RESILIENCE:

- Workforce Development: training and certifications that will enable workers involved with the project to seek employment at the conclusion of the project.

ACTION PLAN:

Objective 1: Develop a competent local labor force capable of performing the majority of the project work by providing training in areas such as HAZWOPER (Hazardous Waste Operations and Emergency Response Standard), Freon Recovery, and Automobile Recycling Preparation.				
Task Description	Lead Organization	Partner Organization	Timeline	Projected # of jobs
Administer HAZWOPER 24hr Training	Kodiak College	KIHA, KANA, KIB	October 2016	No direct jobs; increases employability of village residents
Freon recovery & Automobile recycling Processing Training	Total Reclaim	KIHA, KANA, KIB	May 2016 - Complete	No direct jobs; increases employability of village residents
Objective 2: Utilize local in-village labor force to complete applicable/practical components of the project.				
Task Description	Lead Organization	Partner Organization	Timeline	Projected # of jobs
City/Tribe directly hire project labor for completion – reimbursement from KIB from Grant Funds	City/Tribe in each village community	Kodiak Island Borough, KANA, KIHA	Completion due December 2016	9 FTE – with a projected income amount of approximately \$600K by project completion
Objective 3: Use creativity and flexibility to accomplish as much metal and household hazardous waste removal as is possible within the relatively tight timeline and limited budget funds.				
Task Description	Lead Organization	Partner Organization	Timeline	Projected # of jobs
KANA Project Coordinator will provide project management and administration consulting services through project completion.	KANA	Kodiak Island Borough, KIHA	Completion due December 2016	1 FTE from Project Funds – to support project administration and coordination, will include large amount of village travel

Economic Cluster: Environmental

Goal #5: Develop and implement a sustainable and regional waste backhaul program through an EPA IGAP Consortium modeled on other successful programs around remote Alaska.

- **Objective 1: Extend the current metal backhaul project activities past the end of 2016 with the unrestricted funds in budget if project funds allow.**
- **Objective 2: Implement EPA IGAP Consortium Program at KANA: base on model that is successfully working at Kawerak in Nome.**

LEAD ORGANIZATION: Kodiak Area Native Association

IDENTIFIED PARTNERS: Kawerak, Environmental Protection Agency, Kodiak Archipelago's Village 2nd Class Cities & Tribal Governments, Kodiak Island Borough

PROJECTED # OF JOBS: One FTE through Grant funded position

TACTICS AND TASKS:

- 1) Develop work plan, staffing plan, and training plan
- 2) Establish project timeline
- 3) Execute project logistics

ECONOMIC RESILIENCE: Economic prosperity frequently is associated with increased consumer activity, with people purchasing new appliances, automobiles, electronics, and much more. Our village communities end up being the forever resting place for discarded consumer items, filling up landfills and posing potential environmental risk to residents. While developing an Environmental Program itself is not traditionally an Economic Activity, addressing the consequences of economic prosperity can and should be done in a proactive manner. Understanding what must be done with end of life consumer refuse before it is generated will save communities funds, keep the communities' environments cleaner and safer, and allow the village communities the opportunity to focus on furthering Economic Development.

ACTION PLAN:

Objective 1: Extend the current metal backhaul project activities past the end of 2016 with the unrestricted Kodiak Island Borough (KIB) (Non-CIAP) funds in budget if project funds allow.				
Task Description	Lead Organization	Partner Organization	Timeline	Projected # of jobs
Develop work plan for IGAP Consortium Program with supplemental addition for KIB fund utilization from January to September 2017.	KANA	Kodiak Island Borough; Kawerak; All Kodiak Region Tribal Councils with IGAP Programs	August 2016	½ FTE from January 2017 through September 2017
Objective 2: Implement EPA IGAP Consortium Program at KANA: base on model that is successfully working at Kawerak in Nome.				
Task Description	Lead Organization	Partner Organization	Timeline	Projected # of jobs
Complete EPA IGAP Consortium grant application.	KANA	All Kodiak Region Tribal Councils with active IGAP Programs	October 2016	No projected jobs for application completion
If EPA Funding Received: Implement EPA IGAP Consortium Program at KANA	KANA	All Kodiak Region Tribal Councils with active IGAP Programs	October 2017	1 FTE from October 2017 for 3 year period

Economic Cluster: Tourism

Goal #6: Create a Rural Tourism Development Strategy and Implementation Plan with specific consideration of Kodiak's rural village communities.

- **Objective 1:** Hold a Rural Tourism Summit in Kodiak.

LEAD ORGANIZATION: Discover Kodiak

IDENTIFIED PARTNERS: KANA, Kodiak Island Borough, City of Kodiak, Kodiak Archipelago Leadership Institute (KALI/Rural Forum)

PROJECTED # OF JOBS: no additional jobs – scope of work included in Discover Kodiak staffing levels

TACTICS AND TASKS:

- 1) Village communities need to be part of the development conversations to understand what they want in terms of Tourism Development.
- 2) As a tourism development organization, Discover Kodiak will need to understand if a village community wants to promote tourism to their location, and if so, to what degree.
- 3) Basic infrastructure and amenities, such as accommodations and transportation options, will need to be considered prior to location promotion.
- 4) Tourism activity puts pressure on community utility infrastructure (water, sewer, garbage, electricity); city and tribal communities may need to assess the cost of this increased pressure and consider revenue generation options to support

ECONOMIC RESILIENCE: Increased tourism capabilities and infrastructure in Kodiak and participating village communities supports increased economic diversification in the region. Statewide, visitor industry employment represents 1 out of 13 jobs, which varies around the state. At report time, this figure for the Kodiak region is not known. Tourism is essentially exporting the tourists' experience. Export activities are drivers of economic development.

ACTION PLAN:

Objective 1: Hold a Rural Tourism Summit in Kodiak.				
Task Description	Lead Organization	Partner Organization	Timeline	Projected # of jobs
Communicate process and anticipated outcomes to stakeholders	Discover Kodiak	KANA	December 2016	No direct jobs
Hold Rural Tourism Summit in Kodiak	Discover Kodiak	Pandion Destination Services	March 2017	No direct jobs

Economic Cluster: Technology – Internet Connectivity

Goal #7: Develop Kodiak Rural Regional Internet Connectivity strategy

- **Objective 1:** SWOT Analysis completed for Kodiak Regional Broadband/Internet connectivity.
- **Objective 2:** Participate, if practical and within scope, in SWAMC’s Aleutian Broadband project.

LEAD ORGANIZATION: Kodiak Area Native Association

IDENTIFIED PARTNERS: Kodiak Island Borough, City of Kodiak, Kodiak Archipelago Leadership Institute (KALI/Rural Forum)

PROJECTED # OF JOBS: no additional jobs – scope of work included in Discover Kodiak staffing levels

TACTICS AND TASKS:

- 1) In order to determine the strategy of improving the Kodiak Region’s internet connectivity, a baseline report of current status throughout the region is essential.
- 2) Southwest Alaska Municipal Conference is engaged in planning the concept for a fiber optic internet connection out the Aleutian Chain. If the project is feasible, villages in the Kodiak Region could see the connection pass right by them. Discussions and planning can should occur now to determine level of opportunity that this presents

ECONOMIC RESILIENCE: Faster, more reliable, and more affordable internet create opportunities for economic development and increase economic resilience. The use of internet touches nearly every part of our lives from education, public safety, health care, entertainment, ecommerce, and more.

ACTION PLAN:

Objective 1: SWOT Analysis completed for Kodiak Regional Broadband/Internet Connectivity capabilities.				
Task Description	Lead Organization	Partner Organization	Timeline	Projected # of jobs
Conduct a comprehensive analysis of broadband/internet connectivity in the Kodiak Region specifically focused on villages.	KANA	Kodiak Archipelago Leadership Institute (KALI) – Rural Regional Leadership Forum	June 2017	No additional jobs – part of scope of work
Objective 2: Participate, if practical and within scope, in SWAMC's Aleutian Fiber Project				
Task Description	Lead Organization	Partner Organization	Timeline	Projected # of jobs
Develop full understanding of Aleutian Fiber project and determine whether Kodiak participation is reasonable and/or advantageous.	KANA	SWAMC, KALI, Old Harbor Native Corporation	June 2017	No additional jobs – part of scope of work

Economic Cluster: Business Development

Goal #8: Create a Business Development Center in Kodiak that supports diversification of our local economy.

- **Objective 1:** Draft a Strategic Plan for the development of a Kodiak based Business Development Center to include consideration of an Economic Development Organization, Business Incubator, and a revolving loan fund, within the context of Downtown Kodiak Revitalization

LEAD ORGANIZATION: Kodiak Area Native Association

IDENTIFIED PARTNERS: Kodiak Island Borough, City of Kodiak, Kodiak Archipelago Leadership Institute (KALI/Rural Forum), Economic Development Administration, Kodiak Chamber of Commerce,

PROJECTED # OF JOBS: no additional jobs

TACTICS AND TASKS:

- 1) Establishing an achievable goal of creating a Draft for a Strategic Plan for a Business Development Center within the Comprehensive Economic Development Strategy allows for documentation. Throughout the process of updating the CEDS during the next performance period, there will continued opportunity to capture input for further development.

ECONOMIC RESILIENCE: Creating a stronger, more cohesive economic atmosphere in the Kodiak community is in itself a way to address economic resilience. Entrepreneurs are able to solve problems, address economic challenges, and provide strength to our local economic condition.

Objective 1: Draft a Strategic Plan for the development of a Kodiak based Business Development Center to include consideration of an Economic Development Organization, Business Incubator, and a revolving loan fund, within the context of Downtown Kodiak Revitalization

Task Description	Lead Organization	Partner Organization	Timeline	Projected # of jobs
Create draft document of the Strategic Plan for a Kodiak based Business Development Center	KANA	City of Kodiak, Kodiak Island Borough, KALI, EDA, Kodiak Chamber of Commerce	June 2017	No additional jobs projected

Evaluation Framework:

- Number of jobs created after implementation of CEDS:

- 1) Energy Cluster: ½ FTE
- 2) Food Security/Agricultural Related Jobs Created: 8 FTE
- 3) CIAP Village Metals Removal Project Jobs Created: 4 FTE Total
- 4) Environmental Program Cluster: ½ FTE

Jobs Created directly with success of 4 of CEDS goals: 13 FTE's

- Number and types of investments undertaken in the region:

Coastal Impact Assistance Program:

There is one direct investment in the region that is assured. Project funds, being administered by the United States Fish and Wildlife Service, with the project management authority by the Kodiak Island Borough, are available and have begun being utilized. It is estimated that direct wages for village community local hire could exceed \$400,000 through project completion. (FEDERAL FUNDS).

- Although not direct wages, the Coastal Impact Assistance Program has rented heavy equipment from village city governments or tribal governments, providing increased support. To date, greater than \$130,000 in equipment rental fee payments have occurred from the project to either city or tribal governments.

Food Security:

The “Small Tribes of Kodiak – Economic Stability through Food Security” project, funded through a grant from the Administration for Native Americans (ANA) has started in four villages in the Kodiak Archipelago: Port Lions, Larsen Bay, Old Harbor, and Ouzinkie. The project began in October 2015 and has been progressing well. The budget is for about \$400,000 per year for 3 years for a total of \$1.2 Million. (FEDERAL FUNDS)

- The project funding requires a 25% match in investments which have been received from a variety of sources, including participating tribal governments, city government, Kodiak Island Housing Authority, and KANA. The matching funds have come in the form of land leases, supplies, and paid labor to project support staff. For the \$1.2 Million total project, the match amount will be \$300,000.

The Food Cooperative Grocery store project is working through the planning process, which will include investing in a series of studies and business plan documents that must be created. Funding for these activities have been secured through an \$85,000 investment by a local community organization called Healthy Tomorrows, funded through Providence Hospital. (PRIVATE FUNDS)

Fisheries/Maritime: Although unknown in size, investments in the educational system infrastructure through the public university system have and will continue to occur. For example, Kodiak College has added a full time Maritime Workforce Development Coordinator to their staff and Kodiak College has leased shop space to use for Maritime Workforce Development class room space.

Continued monitoring of investment within this Economic Cluster will be utilized to evaluate effectiveness of workforce development capacity enhancement. Metrics to evaluate actual job creation will be necessary as evolution of this economic cluster continues.

Energy: Quantity and type of investment in the Energy Economic Cluster will be determined based on each of the village communities' implementation of identified priorities.

- **Number of jobs retained in the region:**

Job retention in the Kodiak Region, specifically in the village communities as related to the Economic Priorities identified within this CEDS will be most applicable to the Fisheries/Maritime Economic Cluster. Village communities were asked to self-identify the number of jobs associated with the fisheries/maritime industries. (Note: more data verification will be needed as CEDS revisions are able to occur). These self-identified job numbers will be used as evaluation criteria for CEDS Action Plan implementation. More accurate data, ideally from State of Alaska, will be sought as validation.

- **Amount of private sector investment in the region after implementation of the CEDS, and changes in the economic environment of the region:**

Food Security: Pending successful funding of the Administration for Native Americans grant application to create tribally owned agricultural businesses, development of food distribution businesses, likely sales direct to consumers or a cooperative model, created through private investment, will be a natural evolution of this Economic Cluster. Further CEDS revisions may be able to identify steps in order to attract this private investment opportunity.

Fisheries/Maritime: Private sector investment in a frozen fish processing facility in Old Harbor is the long term goal of that community's multi-pronged economic development efforts. While the timeframe has not been established, the potential for this investment could have a substantial effect on the community.