

**THE LAKE AND PENINSULA SCHOOL DISTRICT**  
**Long-Term Planning w/ L&P Borough AGENDA**  
**April 8, 2015, 1:00 PM**

Agenda

1. Agenda Packet: 1:00pm-4:30pm

2

# LONG RANGE PLANNING WORK SESSION

## AGENDA PACKET

### Lake and Peninsula Borough

Participation by members of the Lake and Peninsula Borough Assembly | Lake and Peninsula Borough Planning Commission | Lake and Peninsula Borough School Board |

April 8, 2015  
1:00 pm to 4:30 pm

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# AGENDA

1:00 to 1:15 15 minutes	Introductions	Introduce yourself with your name, where you live in the Borough and one thing you would like to accomplish in the work session today. One minute per person.
1:15 to 1:20 5 minutes	Introductory Comments  Today's Process	Borough Manager  Shanna Zuspan, Agnew::Beck The goal is to decide whether each topic should be a focus of the groups' collective efforts in the future, agree on the current issues, and update the goals and priority statements. Build from the 2012 Comprehensive Plan + 2011 Work Session as a starting point.
1:20 to 1:50 30 min	Issue # 1 Energy	Borough Manager's Report (5 minutes) Review previous goals (5 minutes) Large group discussion (20 minutes)
1:50 to 2:40 50 min	Issue # 2 Education	Superintendent's Report (5 minutes) Review previous goals (5 minutes) Small Group Discussion (25 minutes) Report Out + Discussion (15 minutes)
2:40 to 3:30 50 min	Issue # 3 Economic Development + Transportation	Borough Manager's Report (5 minutes) Review previous goals (5 minutes) Small Group Discussion (25 minutes) Report Out + Discussion (15 minutes)
3:30 to 4:00 30 min	Issue # 4 Leadership	Borough Manager's Report (5 minutes) Review previous goals (5 minutes) Large group discussion (20 minutes)
4:00 to 4:30	Wrap-up	Next steps + Wrap Up

# ENERGY

## BACKGROUND INFORMATION

Borough Manager's Report

## CURRENT GOAL + PRIORITY STATEMENTS

1. Assist communities with planning, developing and implementing energy projects (2011 Work Session).
  - a. Continue to provide project development assistance to communities.
  - b. Continue to seek funding for energy projects, particularly sustainable forms of electrical generation. Take advantage of AEA opportunities that are available through the Borough's regional energy plan.
  - c. Investigate ways the Borough can help communities to procure fuel and heating oil at the lowest possible price, and to decrease fuel consumption by, for example, expanding the reach of weatherization programs.
2. Reduce energy consumption and provide new, locally-based energy sources (2012 Comprehensive Plan).

## SHOULD WE WORK COLLECTIVELY TO IMPROVE THE ENERGY SITUATION?

## WHAT CURRENT ISSUES NEED TO BE ADDRESSED?

## WHAT CHANGES, IF ANY, WOULD YOU MAKE TO THE GOAL + PRIORITY STATEMENTS?

# EDUCATION

## BACKGROUND INFORMATION

Superintendent's Report

## CURRENT GOAL + PRIORITY STATEMENTS

The mission of the Lake and Peninsula School District is to develop productive citizens who are positive role models, self-directed learners, academically prepared, and resilient. We will accomplish this through our Standards-Based System in a safe, culturally sensitive environment with an emphasis on technology, extended opportunities, and committed partnerships (Lake and Peninsula School District Vision Statement).

1. Find new approaches to providing a quality education; address school closures (2012 Comprehensive Plan).
  - a. Convene a committee to address the issue of education quality and school closings. Include respected and representative members of the region. The committee will require staff support and access to current facts and trends; it will be tasked within a fixed timeframe to reach focused, practical, and lasting solutions. As part of this process, engage community members in an honest, two-way dialogue about how to improve education.
  - b. Continue to strengthen the emphasis on vocational education; develop curricula that engage students and help them prepare for getting jobs.
  - c. Strengthen the partnerships between the school districts and Southwest Alaska Vocational Education Center (SAVEC).
  - d. Where practical, explore consolidating schools for cost savings and to offer better-quality education.
  - e. Resolve certification and insurance issues so that skilled (but uncertified) people can teach classes on locally relevant topics (e.g., carpentry in village woodworking shop).
  - f. Work with the state so that policies on school size do not stand in the way of creating successful regional boarding schools for junior/high school aged youth.
  - g. Offer village-based housing to families with children as a stopgap measure.

## SHOULD WE WORK COLLECTIVELY TO IMPROVE EDUCATION?

## WHAT CURRENT ISSUES NEED TO BE ADDRESSED?

## WHAT CHANGES, IF ANY, WOULD YOU MAKE TO THE GOAL + PRIORITY STATEMENTS ABOVE?

# ECONOMIC DEVELOPMENT + TRANSPORTATION

## BACKGROUND INFORMATION

Borough Manager's Report

## CURRENT GOAL + PRIORITY STATEMENTS

1. Provide professional and technical assistance to collaborate with community and other government entities to plan and complete capital projects, including transportation projects (2011 Work Session).
  - Promote successes within the region to provide positive examples to other communities, external agencies and funders to publicize our ability to plan and implement successful projects.
  - Continue to provide technical and professional services to local communities to plan and implement successful projects.
  - Help communities develop comprehensive plans and use local plans to develop a regional comprehensive plan to identify priorities.
  - Continue to build capacity at the village level through hiring and training local grant writers.
2. Build the region's economy (2011 Work Session).
  - Advocate for and protect local fisheries.
  - Continue to educate Assembly members and local communities about the potential risks and benefits associated with resource development.
  - Support capital projects in local communities that will spur economic development, for example, the pioneer road between Ugashik and Pilot Point (2011 Work Session)
    - Williamsport-Pile Bay Road (from 2012 Comprehensive Plan)
    - Chignik Bay Dock (from 2012 Comprehensive Plan)
    - Runway Expansions (from 2012 Comprehensive Plan)
  - Gather input from communities, and examine input already provided through the Bristol Bay Vision project, to develop a shared long-term vision for the region's economy.
3. More jobs for locals, in and out of the village (2012 Comprehensive Plan).
  - Take better advantage of local job opportunities: job training, certifications and licenses, regional jobs clearinghouse, more training programs to help residents secure jobs in their community and outside the region, more job opportunities in the local commercial fishing industry and tourism industry, prepare for possible large scale resource development.
4. Reduce the cost of living and increase the quality of rural life (2012 Comprehensive Plan).
  - Grow more food locally.
  - Protect subsistence resources
  - Consolidate services and facilities among adjoining villages
  - Improve housing opportunities

SHOULD WE WORK COLLECTIVELY TO IMPROVE ECONOMIC DEVELOPMENT + TRANSPORTATION?

WHAT CURRENT ISSUES NEED TO BE ADDRESSED?

WHAT CHANGES, IF ANY, WOULD YOU MAKE TO THE GOAL + PRIORITY STATEMENTS ABOVE?

# LEADERSHIP

## BACKGROUND INFORMATION

Borough Manager's Report

## CURRENT GOAL + PRIORITY STATEMENTS

1. Promote positive values and recognize positive role models to help the region thrive in the future (2011 Work Session).
  - Encourage regular, positive communication with borough communities that feature successes from communities and tell stories of positive local role models. Distribute information by multiple media, including e-newsletters.
  - Consider sending a Borough representative to the Youth Wellness; find other ways to engage youth in borough issues.
  - Continue to travel to borough communities and engage the public in shaping the future of the region.
2. Strengthen Borough internal operations (2011 Work Session).
  - Continue to support Borough staff and build competencies.
  - Continue to be efficient with staff and contractor resources.
  - Increase the number of village-based contractors to provide grant writing and research.
  - Provide training to village-based contractors in grant writing.
3. Cultivate strong leadership (2012 Comprehensive Plan).
  - Invest in current and emerging leaders (hire grant writing contractors from communities)
  - Model and cultivate a successful work ethic
  - Cultivate community-wide commitment

## SHOULD WE WORK COLLECTIVELY TO IMPROVE LEADERSHIP?

## WHAT CURRENT ISSUES NEED TO BE ADDRESSED?

## WHAT CHANGES, IF ANY, WOULD YOU MAKE TO THE GOAL + PRIORITY STATEMENTS ABOVE?

Lake and Peninsula Borough Goals and Priority Objectives, FY 2011-2012  
Results from Assembly Work Session  
November 5, 2011

To: Lamar Cotten, Borough Manager  
From: Thea Agnew Bembem, Principal, Agnew::Beck

This document provides a summary of the results from the work session on November 5, 2011. Assembly member input is grouped under the five goals that were developed during the work session.

## **1. Assist communities with planning, developing and implementing energy projects.**

Summary of discussion:

This area should continue to be a priority for the Borough to help decrease the cost of living for borough residents. The Borough has assisted communities with developing alternative energy projects, mainly focused on electrical generation. The Assembly should consider an additional focus on heat generation and reducing the cost for households for heating. Some communities also have difficulty making fuel purchases for the year. The Borough should explore mechanisms to help communities purchase fuel at the lowest possible price and conserve fuel consumption by, for example, expanding the reach of weatherization programs. A potential strategy is to support legislative efforts to develop a program similar to LIHEAP that assists with costs for heating.

Priorities:

- Continue to provide project development assistance to communities.
- Continue to seek funding for energy projects, particularly sustainable forms of electrical generation. Take advantage of AEA opportunities that are available through the Borough's regional energy plan.
- Investigate ways the Borough can help communities to procure fuel and heating oil at the lowest possible price, and to decrease fuel consumption by, for example, expanding the reach of weatherization programs.

## **2. Provide professional and technical assistance to collaborate with community and other government entities to plan and complete capital projects, including transportation projects.**

Summary of discussion:

The Borough provides various kinds of assistance to local communities and members agree that this should continue to be a high priority for the Borough. The Borough provides the following key services to communities:

- Acts as a fiscal agent on large projects to assist with grant and project management
- Hires village-based grant writers on a contract basis to develop proposals for project funding
- Provides opportunities to build local capacity and skills
- Acts as a liaison with state and federal agencies
- Assists with community and borough-wide planning
- Develops the region's CIP list, with community input, and advocates for borough projects at the legislature
- Provides technical expertise in specific areas, including fishing, land use and mining

The Borough has done an excellent job of helping to secure funding and complete successful projects in partnership with local communities. We should continue to build on these successes.

The Borough has worked with local communities to complete transportation projects, including the Chignik Boat Harbor, advocating for the bridge between Nondalton and Newhalen, and lobbying to ensure that State maintains the road between Williamsport and Pile Bay. Local communities have identified additional transportation projects that they would like to complete. One example is the pioneer road between Pilot Point and Ugashik that will spur local economic development.

Priorities:

- Promote successes within the region to provide positive examples to other communities, external agencies and funders to publicize our ability to plan and implement successful projects.
- Continue to provide technical and professional services to local communities to plan and implement successful projects.
- Help communities develop comprehensive plans and use local plans to develop a regional comprehensive plan to identify priorities.
- Continue to build capacity at the village level through hiring and training local grant writers.

### **3. Strengthen internal operations.**

Summary of discussion:

Assembly members agree that the Borough staff does a lot of high-quality work with a very small staff. Members would like the Borough to recruit and train more village-based contractors to provide research and grant writing to local communities.

Priorities:

- Continue to support Borough staff and build competencies.
- Continue to be efficient with staff and contractor resources.
- Increase the number of village-based contractors to provide grant writing and research.
- Provide training to village-based contractors in grant writing.

### **4. Build the region's economy.**

Summary of discussion:

Members identified three economic sectors for continued focus: fisheries, resource development and new opportunities. New opportunities discussed include increasing tourism and helping residents increase vocational skills to make them more competitive in the statewide labor market. Developing sustainable local economies and helping residents secure fulfilling employment is key to retaining residents in borough communities. Members agreed with one who stated “we are in critical times in terms of our economy” and that the Borough needs to spark ideas and discussion about the economic future of the region.

The Assembly should engage in more discussion to define clearly the Borough's role in economic development. While some members would like the Borough to define a long-term vision for the region's economy and provide leadership towards that vision, other members prefer to be responsive to community priorities and opportunities as they arise. The Assembly needs to find a balance between these two approaches that all members support.

All members agree that many local communities are shrinking in population, not so much from out-migration rather from lack of replacement as residents age. There is variability between communities with some areas experiencing economic booms while others have very limited opportunities. This contributes to other issues, such as a lack of housing in some communities and an excess of units in others. As noted in the November 2011 issue of Trends, distributed by the Alaska Department of Labor, the Lake and Peninsula Borough lost residents between 2000 and 2010 in all communities except Chignik (+12), Iliamna (+7), Newhalen (+30), Perryville (+6), and Port Allsworth (+55). Borough-wide there was an 11% decrease in population.

While commercial fishing is still considered a mainstay of the region, some members voiced that the return from investment is much less than it used to be. This has contributed to a decrease in local fishing permits, because it is difficult to carry debt service for a permit or a boat given the gross return an individual fisher can expect each year. Members explained that most commercial fishers work during the winter “to support their fishing habits”.

Oil and gas and mineral development pose both opportunities and risks for the region. The Borough continues to engage in tours and other activities to educate the Assembly members and local communities about these risks and benefits. The Borough also receives a payment in lieu of development for the Pebble prospect that offsets costs associated with Pebble. The Borough will also defend the recently passed “Save our Salmon” initiative against lawsuits brought by the State of Alaska and the Pebble Partnership. A severance tax is already in place for hard rock resources. One member pointed out that the recent “Save our Salmon” initiative will place limits on any large-scale development, including a large transportation project.

Priorities:

- Advocate for and protect local fisheries:
  - Continue to use contract expertise to respond to issues related to local fisheries.
  - Provide support to educate and send local people to important Board of Fish meetings, when important local issues are being discussed.
  - Provide feedback to the Pebble Fund that their funding should be re-focused on fishery-related projects.
  - Examine the Alaska Department of Fish + Game “wish list” of fisheries enhancement projects and provide advocacy and support to develop local projects.
- Continue to educate Assembly members and local communities about the potential risks and benefits associated with resource development.
- Support capital projects in local communities that will spur economic development, for example, the pioneer road between Ugashik and Pilot Point.
- Gather input from communities, and examine input already provided through the Bristol Bay Vision project, to develop a shared long-term vision for the region’s economy.

**5. Promote positive values and recognize positive role models to help the region thrive in the future.**

Summary of discussion:

The discussion highlighted some of the core values that form the foundation of the Borough, from its inception to today. These include empowering local communities, working together to maintain our communities and regions, and solving our own problems rather than looking to others for solutions. At various points in the discussion, members echoed these values. As members discussed the role of the Borough in encouraging healthy communities and promoting wellness, some stated that they did not believe that money solves problems. Rather, the Borough should encourage and support those who are

strengthening their communities and the region.

Priorities:

- Encourage regular, positive communication with borough communities that feature successes from communities and tell stories of positive local role models. Distribute information by multiple media, including e-newsletters.
- Consider sending a Borough representative to the Youth Wellness Conference to be held in Iliamna November 18-19, 2011; find other ways to engage youth in borough issues.
- Continue to travel to borough communities and engage the public in shaping the future of the region.



# Lake and Peninsula Borough Comprehensive Plan Update

## ATTACHMENT B

PUBLIC REVIEW  
DRAFT PLAN  
SEPTEMBER 2012

### Executive Summary



## Executive Summary

Public Hearing Draft Lake and Peninsula Borough Comprehensive Plan  
September 2012

To: Borough residents, businesses and landowners  
Village and regional corporations, tribes, and other organizations  
Borough Staff and Planning Commission

This document is the public review draft of the Lake and Peninsula Borough Comprehensive Plan. Building from past planning efforts, this plan focuses on identifying specific, tangible, near term actions to can be taken to address the challenges and opportunities facing the region.

The plan has three main elements:

- Executive Summary – summarizes the plan priorities.
- Regional and Sub-regional Plans – include background information on regional trends and the full set of implementation recommendations.
- Village Plans – “three page plans” that identify priorities in each borough community.

This project was prepared from the ground up. In late spring of 2012, borough staff, Planning Commission and Assembly members, working with consultants, held a public workshop in almost every community in the region. The results of the 2011 Bristol Bay Visioning project and other planning efforts were used as a starting point; each community was asked to expand upon and/or refine this information. The goal was to identify the biggest issues facing each village and then to identify priorities to respond to these challenges. Building from the recommendations in individual villages, strategies were then developed at the sub-regional level (Pacific, Bristol Bay and Lakes areas). From this sub-regional work came recommendations for actions at the borough-wide scale.

While comments on all aspects of this draft plan are encouraged, **we ask reviewers to focus on priorities for action at the sub-regional and borough-wide level.** This request reflects the overall goal of this planning process, that is, to understand views of the fifteen borough communities and, building from those views, to identify shared regional priorities for action. The plan assumes that many issues are shared between communities, and that by working together, villages can better address challenges and opportunities. This assumption was confirmed during conversations with each community in the spring 2012 workshops. While each village is different, there is a great deal of common ground in the challenges facing Lake and Peninsula Borough communities.

## Starting Context – Profound Challenges for Rural Alaska

***“We have to do something soon or our village won’t survive.”***

*– Lake and Peninsula Borough Community Member*

Lake and Peninsula Borough communities have many strengths: strong cultural traditions, abundant fish and wildlife, pristine and often beautiful national landscapes, to name a few. At the same time, like most Alaska rural villages, these communities face an interlocking and increasingly difficult set of challenges. The economic and cultural foundations that have sustained Alaska village life are eroding. Evidence is growing that many villages may not survive as year-round communities. The specific challenges we heard from communities include:

- High and rising costs of living, in particular the cost of energy (e.g., fuel prices at \$8.00/gallon and rising in some communities).
- High and rising access costs (e.g., it costs less to fly from Anchorage to Europe than to Chignik Bay).
- In many communities, declining populations and risks of imminent school closure.
- Aging water, sewer electricity generation systems, which require costly maintenance and upgrades; minimal or no locally-generated revenues to fund this work.
- Limited local jobs, an increasingly competitive global economy, and very few examples of successful rural private business to guide and inspire.
- Accelerating declines in outside funding (the Denali Commission budget, for example, dropped from over \$100 million to \$6 million per year); more accountability required by funders.
- Media and communications that shift the interests of youth from local life to the larger world.

## A Shift towards Self-Sufficiency

***“We can’t keep looking to other people to solve our problems - from now on we’re going to have to solve them ourselves.”***

*– Lake and Peninsula Borough Community Member*

One overriding theme emerged in many different villages: for villages to prosper, individuals and communities are going to have to be much more self-reliant. Villages are not going to have a choice about greater self-sufficiency: federal budget deficits are a national concern, Ted Stevens is no longer in office, and Alaska’s oil production is on a steady downward track. The borough and other regional organizations are resolved to help villages to become more self-sufficient, for example, working to leverage funding, provide technical and political support, and bring people together to work on shared issues. Ultimately, however, the engines that must drive solutions will be local residents, local businesses, tribes, communities and community leaders.

## Priorities for Action

***“If our villages work together we can accomplish things we can’t do on our own.”***

*– Lake and Peninsula Borough Community Member*

The Public Hearing Draft Comprehensive Plan responds to the urgency of borough issues by focusing on tangible, near-term strategic actions. Previous plans provide a base of background information and goals. Rather than repeating that work, this plan identifies a set of practical, specific, high-priority actions the borough and its member communities can immediately pursue.

## More Jobs for Locals, In and Out of the Village

***“We will have to be fluent in two cultures – we’ll have to know subsistence, and know how to compete for jobs and political power in the urban world.”***

*– Lake and Peninsula Borough Community Member*

Priorities include:

- **Take better advantage of local job opportunities.** Encourage and assist community members to do work that is available in the borough, work that too often goes to people from outside the region. One key strategy to reach this goal is to improve local job skills. As community members have said, a qualified resident in one village could work in their own as well as surrounding villages, doing work like weatherization, carpentry, or generator repair. Specific steps to implement this action include:
  - **Job Training** – Work with SAVEC, leaders of the “BB’s”, the school district and the UAF Dillingham campus to significantly improve job training opportunities. Ideally this will focus on SAVEC, but if necessary the focus could shift to other job training entities.
  - **Certifications and Licenses** – In many cases, residents have the skills to do a job, but lack the needed certifications. For example, someone with a boat and a “6-pack” Coast Guard license could earn extra money serving hikers, boaters or anglers.
  - **Regional jobs clearinghouse** – Develop a two-way information source (likely a website) that lists qualified businesses and individuals in each village, identifying people with proven skills in construction or other fields. Include information on the availability of support services such as rental housing, food service, equipment, or access to materials like gravel. The same website could provide information on upcoming job opportunities or pending contracts. For locals to get public contracts requires offering dependable, experienced services at prices equal to or below competitors. Villages have the advantage of lower mobilization costs, as well as their ability to offer cost-competitive support services, such as lodging and daily meals.

- Create more robust job training programs so motivated residents can get good jobs outside of their community, outside the region. Actively share the message that in-village jobs tend to be scarce and seasonal, and to continue to live in the village and enjoy the benefits of living in rural Alaska, some people will need to work outside the region. Alaska offers well-paid jobs structured to fit the lives of people who reside in communities, regions, and even states outside and away from the job site (e.g. North Slope workers).
- Provide the training, support and infrastructure so local residents gain more benefits from the commercial fishing industry. This will require actions like those summarized below. Most of these initiatives are already being pursued by BBEDC in portions of the borough; but many villages are not eligible for this assistance.
  - Continue to work to lower the high cost of entry into commercial fishing.
  - Infrastructure that creates more competition and options for selling seafood, e.g., the proposed new public dock in Chignik Bay (*see details below*).
  - Continue to support actions that produce more value-added fish products, for example, through smaller scale processing capability, focused on small volume, high value fish products. Togiak’s exclusive fish harvest area and affiliated processing facility is one community-specific example.
- Build the foundation for expanded local jobs in tourism. Tourism requires hard work, consistent high-quality service, and often does not pay well, particularly at the entry level. But in many communities tourism offers one of the few available job opportunities.
  - Better prepare locals to get jobs in the existing multi-million dollar Bristol Bay sport fishing and sport hunting industry (e.g., expand the “Bristol Bay Youth Fly Fishing and Guide Academy”).
  - Create/improve sub-regional and regional tourism websites that better describe the businesses and attractions that do exist in the area (e.g., a trip to the Aniakchak Crater caldera).
  - Work collaboratively with BBNC as it seeks profitable investment opportunities in tourism within the region.
  - Work with the National Park Service (NPS) to train and employ more local residents; the NPS repeatedly has said it wants to employ more people from the region.
  - Work to ensure that every village has one attractive, reliable place to stay and get a meal, to serve business travelers and service providers as well as “tourists”.
- Be Prepared for Possible Large Scale Resource Development. AS many people have noted, the borough and its residents need to actively monitor and better understand the status of any large-scale resource projects within its boundaries.

Reduce the Cost Of Living and Increase the Quality of Rural Life

***“We need to create communities that people want to come back to.”***

***“High gas prices are killing our community.”***

*– Lake and Peninsula Borough Community Members*

Priorities include:

- Reduce energy consumption and provide new, locally-based energy sources. Continue local projects that are now in progress; wherever possible, pool resources and knowledge so lessons gained in one community can be shared in another. Where possible, form new businesses that can profit from sharing this information, as has occurred with four villages who created a wind energy company in the Yukon-Kuskokwim area.
  - Provide political and technical support to communities working to shift from low- to high-penetration wind systems, and those working to develop small hydroelectric projects.
  - Investigate (and if feasible) proceed with the second phase of the Tazimina hydroelectric project.
  - Connect villages with Alaska Energy Authority Community Energy Plan funds.
  - Build from and work to implement the 2008 Lake and Peninsula Borough Regional Energy Plan.
- Grow more food locally. Perryville and several other villages are finding they can produce healthy, lower cost food by doing the hard work needed to plant gardens and/or construct greenhouses; villages (or motivated entrepreneurs) could share or sell lessons being learned in other borough communities.
- Protect subsistence resources. Work with partners to actively advocate for the protection of and protect access to subsistence resources.
- Investigate and act on options to consolidate services and facilities among adjoining villages, e.g. shared facilities in Nondalton, Newhalen and Iliamna.
- Improve village health, safety and appearance. Take full advantage of and strengthen the impacts of the many programs that are available to serve this objective. To pick one specific example, if a village is committed to owning and operating a house, the village could get funds through AHFC, Bristol Bay Housing Authority or other entities to hire a local person to renovate a dilapidated home. The house could then be used to fill an empty village health aide or Village Public Safety Officer position.
- Support from “the BB’s”. A number of Lake and Peninsula Borough communities expressed frustration with what they regard as limited support from regional non-profits. Borough staff should work with regional leaders and local tribal leadership to further investigate this concern. The objective will be to ensure Lake and Peninsula Borough communities are getting their fair share of compacted resources currently flowing to these regional organizations.
- Housing. Many communities expressed a need for new housing, despite the fact that often these same communities have lost population and have many vacant homes. In some instances homes that are labeled vacant in fact are

used seasonally; in other instances these homes are truly vacant but not available for others to use, or need repair or rehabilitation. The lack of available affordable housing can be a barrier to young people who would like to move back to the village; where housing is available this can help support VPSO's and others who can contribute to village life. Several specific strategies are proposed:

- Inventory housing stocks in individual communities.
- Increase the supply of housing by training local work crews who can rehabilitate dilapidated homes. Work with Bristol Bay Housing Authority and others to get needed training, and secure funding for materials and tools.
- List housing available for rent or sale on the “jobs clearinghouse” website mentioned above.

The overall aim of this set of actions is to create a housing market in the Borough that can connect people seeking housing with people who would like to earn money renting or selling homes.

#### Push Ahead with Regional-Benefiting Capital Projects

***“The borough can’t by itself fund large capital projects. But if individual villages, or better yet groups of villages, can put effort into a project, and we add borough financial and political support, together we can leverage our efforts and get things built.”***

– Borough Mayor Glenn Alsworth talking with residents at spring workshops

Priorities include:

- **Williamsport-Pile Bay Road.** This borough priority project connects Cook Inlet with Lake Iliamna. This link reduces costs and increases reliability for delivery of fuel, freight and food to Lakes Area villages. The project requires a system of improvements: securing the rights to the Williamsport “port”, constructing tidewater facilities so watercraft can use the site at all or most tides, improving the road between tidewater and the lake, securing funds for ongoing road maintenance and safety, improving and/or constructing new barge landings at area villages.
- **Chignik Bay Dock.** This dock would provide a number of benefits to surrounding villages, including setting the stage for diversifying commercial fish processing and helping to continue service by the Alaska Marine Highway. To fully succeed, the project will require securing funding (the site is secured), providing new public utilities (e.g., water, sewer, power), and providing space for the private sector to develop service businesses adjoining the planned dock (e.g., welding, engine repair, etc.). An engineering firm completed a 35-percent study of the proposed public dock. The first phase of project is estimated to cost \$7.7 million. Bristol Bay Native Corporation may be interested in a role in this project, in part because they have gravel resources near town that could be exported via the dock.

- **Runway Expansions.** A number of villages expressed interest in modest expansions of their runways, typically increases of 1,600 to 2,000 feet. This change could open up options for larger planes to use the airstrip, lowering costs of freight (especially fuel delivery) and opening new options for exporting fresh fish products.

Find New Approaches to Providing a Quality Education; Address School Closures

***“Lose your school and you lose your community”***

*– Lake and Peninsula Borough Community Member*

Priorities include:

- Convene a committee to address the issue of education quality and school closings. Include respected and representative members of the region. The committee will require staff support and access to current facts and trends; it will be tasked within a fixed timeframe to reach focused, practical, and lasting solutions. As part of this process, engage community members in an honest, two-way dialogue about how to improve education. Possible strategies include:
  - Continue to strengthen the emphasis on vocational education; develop curricula that engage students and help them prepare for getting jobs.
  - Strengthen the partnerships between the school districts and Southwest Alaska Vocational Education Center (SAVEC). The Bristol Bay Native Association (BBNA) and SAVEC were recently awarded federal job training/job development funds which could support this action.
  - Where practical, explore consolidating schools for cost savings and to offer better-quality education.
  - Resolve certification and insurance issues so that skilled (but uncertified) people can teach classes on locally relevant topics (e.g., carpentry in village woodworking shop).
  - Work with the state so that policies on school size do not stand in the way of creating successful regional boarding schools for junior/high school-aged youth.
  - Offer village-based housing to families with children as a stopgap measure.

## Hard Work, High Standards, Consequences and Rewards

### **“The best thing about the Red Dog Mine - sometimes people get fired.”**

– *Comment by Kotzebue School Board Member, said during a May 2012 informational trip to Northwest Alaska by Lake and Peninsula Borough Assembly members*

Not all villages in Bristol Bay and the borough are experiencing declining populations. In a handful of communities, populations and school enrollments are stable or even increasing. Every community is different, so generalizations about cause and effect can be risky. For example, some communities have jobs more through good fortune than careful planning and hard work. However, most successful communities almost always have three characteristics:

1. Good leadership.
2. Residents who find or create jobs, and then have the work habits to hold these positions.
3. A village-wide commitment to building a better community.

These characteristics are driven by a set of intangible but critical human qualities: qualities like initiative, optimism, selflessness, and the capacity for hard work. No matter how clearly this plan outlines practical strategies, without those intangibles, lasting solutions to regional challenges will be hard to find. So the question is, what if anything can this plan do to encourage development of these personal attitudes, habits and skills?

- Cultivate Strong Leadership:
  - Invest resources in current and emerging leaders, for example, through the current borough program that hires local residents to research and develop grant proposals for *all* communities in the region.
  - Create a “youth seat” on the Borough Assembly.
  - Take advantage of leadership development programs that already exist, for example BBNC’s scholarship and “training without walls” programs.<sup>1</sup>
  - Continue to utilize opportunities for cross community contact, so leaders can learn from and take strength from one another’s efforts (e.g., Borough Assembly meetings, regional leadership gatherings, watershed councils).
- Model and Cultivate a Successful Work Ethic:
  - Access to jobs is critical to village survival. As the quote implies, jobs not only put money in the bank, but create practical, tangible incentives for good work habits, like complying with drug standards, and getting to work on time. These behaviors in turn create positive role models for youth, and the capacity to do bigger and more important tasks. This plan aims to draw attention to both “the chicken and the egg,” that is, the necessity of good work habits, and the necessity of actions to generate economic opportunities.

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<sup>1</sup> <http://www.bbnc.net/index.php/who-we-are11/training-without-walls>

<http://www.bbnc.net/index.php/our-education/for-students>

- Cultivate community-wide commitment:
  - Prepare a plan, get everyone involved, agree on priorities, and get to work.
  - Aim for success with small steps to create the capacity to take on bigger challenges.

## Conclusion

The goal of this plan is to produce a framework for action. The remainder of the plan outlines in more detail what communities have said about their recommended priorities. These are difficult issues, but the Lake and Peninsula Borough has the resources, the land and the people to be a vital, successful place to live, to work and visit. Everybody needs to work hard and work together to reach that future.

