

Local Economic Development Plan for Elim

2005-2010



Prepared for

Community of Elim
and
The Bering Strait
Development Council

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Background

The Local Economic Development Plan (LEDP) process began in 1997 utilizing the US Department of Commerce's "Guide for Area Overall Economic Development Program" and the USDA Rural Development's "A Guide to Strategic Planning for Rural Communities." Both publications emphasized grassroots involvement to assess and maximize local resources, and provided outlines for creating a strategic plan. Kawerak's Community and Economic Development (CED) staff began the process by incorporating previous strategies and studies into the plan, then facilitated planning workshops in communities throughout the Region. Representatives from native corporations, tribal and city councils, local businesses, and interested residents identified community strengths, weaknesses, opportunities, threats, specific projects and action plans associated with economic development. The result was a consolidated record of economic needs and activities for our Region. Because local residents developed their own LEDP, these documents realistically represent how each community can improve their economy.

In 2002, Kawerak CED staff applied several aspects of the USDA Rural Development/Denali Commission's Community Strategic Plan Guide and Form" to make the LEDP planning process more comprehensive. LEDP's now consist of 1) Description of the community, 2) SWOT (strengths, weaknesses, opportunities, and threats) update (optional), 3) Community values and visions statement, 4) Community assessments 5) Community priorities, and 5) Action plans for some of the priorities. The community also has the option to add a community map, land use plan and transportation plan.

The Kawerak Community Economic Development program (CED) worked with the community of Elim in updating its Local Economic Development Plan (LEDP). LEDP's analyze local conditions; identify problems and opportunities; and develop goals, strategies and outcomes to address community issues. The CED program incorporated some planning procedures of Northwest Planning and Grants Development and used those methods in facilitating an update to the community LEDP.

By creating a LEDP for Elim as a community, local governments (both tribal and city) and entities (local organizations, ANCSA village corporation and community members) worked to develop a tool to identify collective community needs and strategies. The LEDP process facilitated a consolidated effort to implement development strategies that will subsequently increase cultural heritage, local employment opportunities, decrease dependency, and reduce duplication of efforts in various projects and programs. Overall, the goal is to improve the cultural, economic and social well being of the community.

Planning Methods

The strategic planning process was based upon (a) the Technology of Participation methods developed by the *Institute of Culture Affairs*, and (b) Denali Commission-USDA-RD-Alaska Humanities Forum *Community Strategic Plan Guide and Form* (May 2001) (c) facilitation processes of Northwest Planning and Grants Development. These combined methods are proven to be effective in encouraging full participation from diverse groups and are best applied with community-based organizations.

This facilitation process developed with assistance from Northwest Planning and Grants Development was implemented among participants by first brainstorming ideas individually, then sharing and weaving ideas through group discussions, and then finishing with review with the participants and confirming new resolves and decisions.



Figure 1: Elim Elder's Potluck

The following Foundational Values or Ground Rules were applied during the sessions:

- *Participation*: each person brings a different insight, perspective and knowledge that formulate the larger picture.

| | |
|-------------------|---------------------------------|
| Elders | Board/council members |
| Youth | Staff: tribe, corporation, city |
| Community members | |

- *Respect*: respect and honor each person, view and ideas
Empower each other

- *Teamwork*: each person and role needs to work together to accomplish the goals of the community.
Sharing information and ideas

- *Creativity*: giving permission for the dialogue between the rational (mind) and intuitive (heart) perspectives.
Keep our eyes open
New ways of thinking and approaching subject

- *Action*: moving economic development towards local responsibility and accountability.

The planning process followed a three-step workshop series. Each session built upon the other and provided a comprehensive planning approach taking into account various time frames. The sessions were offered as follows:

| Workshop Session | Time Frame |
|--|--------------------------------|
| <p>Community Development Strategic Vision, Values and Goals Developed the direction for the community’s strategic development with an overall vision, guiding community values, and development goals.</p> | 5-Years (2005-2010) |
| <p>Strategic Action Plans for Community Implementation Selected priority projects and created strategic actions the community can take in the coming 5-years to begin the actions and movement upward to its vision and development goals.</p> | Initial five years (2005-2010) |
| <p>Funding and Land Use Considerations Identified potential funding and community investments to implement development goals. Identified potential sites for selection for projects requiring land. Recommended application of community values during implementation of development activities.</p> | Now (2004) |



Figure 2: Thanksgiving 2003

Expectations and Community Overview Data

In beginning the planning session, participants were first asked to share their expectations for the process. The following were given:

Planning Expectations

- Updated community LEDP document including:
 - Community profiles
 - Community vision and value statements
 - Updated community priorities for community and economic development
 - Top priority action plans for guidance in community implementation
- Continue what we started with the plan
- Figure out what to work on in the future
- Find solutions for the spruce bark beetle problem
- Develop a sawmill business
- Timber development, export lumber, build furniture
- See how the community plan all fits together
- Solve environmental hazard caused by spruce bark beetles, fire and safety hazard, loss of a great resource
- Beautify the city now that we have the facilities we need, clean up around the buildings to make it nicer, landscaping
- Encourage residents to clean up yards
- Use information to help the transportation plan for Elim
- Participate more in planning meetings
- Find new ideas for development
- Gain knowledge for planning things to develop in Elim



Figure 3: Loretta and Glenn Saccheus



Figure 4: 4th of July picnic at Moses Point-2004, one-year-old's running race

Current Community Data Overview

The following provides a common grounding of community data, as it exists now (2004).

Community profile

Elim is located on the northwest shore of Norton Bay on the Seward Peninsula, 96 miles east of Nome. It lies 460 miles northwest of Anchorage. The area encompasses 2.4 sq. miles of land. Elim has a subarctic climate with maritime influences. Norton Sound is ice-free generally between June and mid-November. Summers are cool and moist; winters are cold and dry. Summer temperatures average between 46 to 62 degrees F; winter temperatures average -8 to 8 degrees F. Annual precipitation is 19 inches, including about 80 inches of snow.



Figure 5: 4th of July picnic at Moses Point-2004



Figure 6: Eliza Kotongan-Elim elder

This settlement was formerly a Northern Yupik campsite called Nuviakchak (which means 'young woman'). Atnuk was Elim's ancestral village. The Native culture was well-developed and well adapted to the environment. Each tribe possessed a well-defined subsistence harvest territory. The area became a federal reindeer reserve in 1911. In 1914, Rev. L.E. Ost founded a Covenant mission and school, called Elim Mission Roadhouse. The City of Elim was incorporated in 1970.

When the Alaska Native Claims Settlement Act (ANCSA) was passed in 1971, Elim decided not to participate, and instead opted for title to the 298,000 acres of land in the former Elim Reserve. The Iditarod Sled Dog Race and the Tesoro Iron Dog race passes through Elim each year.

Population by Race from U.S. Census 2000:

| | |
|---|--------|
| Population in 2000: | 313 |
| White: | 16 |
| Alaska Native or Amer. Indian: | 290 |
| Black: | 0 |
| Asian: | 0 |
| Hawaiian Native: | 0 |
| Hispanic Origin (Any Race): | 0 |
| Other Race: | 0 |
| Two or More Races: | 7 |
| Percent Native*: | 94.90% |
| (*Percent reporting Alaska Native alone or in combination with one or more races) | |
| All or Part Alaska Native/Indian: | 297 |

Population by Gender and Age from U.S. Census 2000:

| | |
|-----------------------|------|
| Male: | 178 |
| Female: | 135 |
| Median Age: | 23.6 |
| Pop. Age 18 and over: | 182 |
| Pop. Age 21 and over: | 169 |
| Pop. Age 62 and over: | 23 |

Elim is an Inupiat and Northern Yupik Eskimo village. The sale or importation of alcohol is banned in the village. Elim's economy is based on fishing and subsistence harvests; cash employment is limited to the city, IRA, clinic, Kawerak, and school. Unemployment is high. Thirty-nine residents hold commercial fishing permits but fishing has declined so that it is not a profitable business. Residents rely on fish, crab, seal, walrus, beluga whale, caribou, moose, greens, and berries.



Figure 7: Elim cemetery

Employment by Occupation from U.S. Census 2000:

| | |
|---|----|
| Management, Professional & Related: | 39 |
| Service: | 21 |
| Sales & Office: | 14 |
| Farming, Fishing & Forestry: | 0 |
| Construction, Extraction & Maintenance: | 10 |
| Production, Transportation & Material Moving: | 7 |

Employment by Industry from U.S. Census 2000:

| | |
|--|----|
| Agriculture, Forestry, Fishing & Hunting, Mining: | 0 |
| Construction: | 0 |
| Manufacturing: | 2 |
| Wholesale Trade: | 0 |
| Retail Trade: | 2 |
| Transportation, Warehousing & Utilities: | 2 |
| Information: | 2 |
| Finance, Insurance, Real Estate, Rental & Leasing: | 0 |
| Professional, Scientific, Management, Administrative & Waste Mgmt: | 2 |
| Education, Health & Social Services: | 49 |
| Arts, Entertainment, Recreation, Accommodation & Food Services: | 4 |
| Other Services (Except Public Admin): | 6 |
| Public Administration: | 22 |

*note – some residents have more than one job, so this is not an accurate picture of the total employed, and it is known at least one has a fishing job tagging walrus which was not counted in this chart



Figure 8: 4th of July picnic at Moses Point-2004

There are 5 current business licenses in Elim.

| Business Name | Business |
|-----------------------|-----------------|
| AMY I TATAK | Childcare |
| BLUE CAB TAXI SERVICE | Transportation |
| EAGLES CACHE STORE | Retail |
| ELIM NATIVE STORE | Retail |
| EMILY NAGARUK | Childcare |



Figure 11: Blue Cab Taxi Service



Figure 10: Eagles Cache Store



Figure 9: Elim Native Store

Water is derived from a new well and is treated. BIA and HUD housing and water and sewer systems built by PHS in 1974 have provided residents with piped water and sewer, indoor water heaters and plumbing, and in-home washers and dryers. The water system is thirty years old and in great need of repair and replacement. Wastes flow to a sewage treatment plant with ocean outfall. The landfill is permitted. The City of Elim

found one new water source, but water shortages still occur on occasion. They also need a new water source to prepare for future development and a source in an area far from possible contamination. There is a great need to replace cracked PVC pipes.

Elim is best reached by air and sea. Recent improvements have made the State-owned airport one of the best and most modern in the region. It offers a 3,000' gravel runway. There is a plan to extend the runway an extra 400 feet and make it 35 feet wider in the summer of 2004. Elim Native Corp. also owns a private unimproved 4,700' paved airstrip with a 1,390' crosswind runway at Moses Point. There is no dock in the village which makes unloading freight difficult. A cargo ship brings freight annually to Nome, and a company operating from Nome must then lighter supplies to Elim in a smaller barge. Plans are underway to develop a harbor and dock in Elim; and an access road is planned for construction.

Profile of community organizations

Tribe

Native Village of Elim
P.O. Box 39070
Elim, AK 99739-0070
Robert Keith, President
Phone: 907-890-3737
Fax: 907-890-3738
(Village Council. BIA-Recognized IRA Council.
Did not participate in ANCSA; full title to former reservation lands.)



Figure 12: IRA building and U.S. Post Office

Village Corporation

Elim Native Corporation
P.O. Box 39010
Elim, AK 99739
Joseph Murray, Jr., President
Phone: 907-890-3741
Fax: 907-890-3091



Figure 13: Elim Native Corporation board: (standing left to right) Albert Saccheus-Vice President, Darlene Katchatag-Secretary Treasurer, Joe Murray, Jr.-President, Emily Nagaruk-member, (sitting) Dorothy Daniels-Secretary



Figure 14: City of Elim: Luther Nagaruk-city clerk, City of Elim Council Members: Ruth Moses, Mary Murray, Ida Murray, Mayor Paul Nagaruk

City of Elim –2% sales tax, incorporated 1970

City of Elim
 P.O. Box 39009
 Elim, AK 99739
 Paul Nagaruk, Mayor
 Phone: 907-890-3441
 Fax: 907-890-3811

Churches – Elim Covenant Church



Figure 16: Elim Covenant Church

Public Safety –Kawerak Village Public Safety Officer Program (VPSO), 907-890-3611. Alaska State Troopers. City of Elim Volunteer Fire Department, 907-890-3441/361, Project Code Red Equipment. City of Elim Volunteer Search and Rescue, U.S. National Guard Armory building has no staff, U.S. Coast guard visits periodically.



Figure 15: Elim Fire Hall, Chief Mike Murray

Public Safety continued (photos)



Figure 18: Dennis Kyle-VPSO Officer



Figure 17: Fire chief Mike Murray and fire equipment

Utilities - Electricity is provided by Alaska Village Electric Cooperative and the City of Elim as a diesel source (cost 22 cents per Kilo Watt Hour). Water and Sewer System and Landfill Operator – City of Elim.



Figure 19: Elim Water Plant



Figure 20: City of Elim, permitted landfill

Communication - Telephone Service – Local - Mukluk Telephone Co./TelAlaska. Long distance telephone service – Telalaska, GCI and AT&T Alascom. Cable Provider – Elim Native Corporation Internet Provider – GCI.



Figure 21: Elim Native Corporation Cable TV, Telalaska, and GCI dishes.

Fuel Storage – Tank Owners (Number of tanks / Total capacity): Bering Straits Schools (57,410 gals.); City (142,430); Army National Guard (4,500); AK DOT/Airport (3,000); Elim Native Store (68,130); AVEC (70,850), FAA tanks



Figure 23: Elim Airport runway, power plant, and bulk fuel tank farm

Transportation

Baker Aviation; Bering Air; Cape Smythe Air Service; Olson Air; Arctic Transportation Service, Hageland, Village Air, Grant Aviation.



Figure 22: Elim road

School/Education
/Library - Bering Straits Schools, P.O. Box 225, Unalakleet, AK 99684, Phone 907-624-3611, Fax 907-624-3099, web: <http://www.bssd.org>. The school is attended by 96 students (all grades) and has 9 teachers.



Figure 24: New Elim Head Start Building



Figure 25: Elim School Christmas Program - 2003



Figure 26: Elim Public Library



Figure 27: Elim Boys and Girls Club

Recreation – Elim Boys and Girls Club

Housing Authority - Bering Straits Housing Auth., P.O. Box 995, Nome, AK 99762, Phone 907-443-5256, Fax 907-443-2160.

Regional Native Non-Profits - Kawerak, Incorporated, P.O. Box 948, Nome, AK 99762, Phone 907-443-5231, Fax 907-443-4452, web: <http://www.kawerak.org>

Health

Clinic/Hospital in Community: Elim Health Clinic
Clinic/Hospital Phone (area code 907): 890-3311
Operator: NSHC
Owner: IRA
Norton Sound Health Corporation, PO Box 966, Nome, AK 99762, Phone 907-443-3311, web <http://nortonsoundhealth.org/>



Figure 28: Elim Clinic

Regional Development - Bering Strait Development Council, P.O. Box 948, Nome, AK 99762, Phone 907-443-9005, Fax 907-443-2591, web: <http://www.kawerak.org>

CDQ Group - Norton Sound Economic Development Corporation, 601 W. 5th Ave., Suite 415, Anchorage, AK 99503, Phone 907-274-2248, Fax 907-274-2249, web: <http://www.nsedc.com>, NSEDC Colleen Saccheus, Liaison in Elim.

Capital Projects and Grants - RAPIDS
(Rural Alaska Project Identification and Delivery System)

For more information on a specific project, contact the Lead Agency.

| Lead Agency | Fiscal Year | Project Status | Project Description | Project Stage | Agency Cost | Total Cost |
|--------------------|--------------------|-----------------------|---|----------------------|--------------------|-------------------|
| DCED | 2003 | Funded | Street, Roads and Bridge Upgrades – Capital Matching | Preliminary | \$25,000 | \$26,316 |
| HUD | 2002 | Funded | Indian Housing Block Grant – NAHASDA administration, operating & construction funds | Preliminary | \$241,323 | \$241,323 |

| | | | | | | |
|-----------|------|--------|--|--------------|-----------|-------------|
| DCED | 2001 | Funded | Dock & Breakwater Project – CDBG | Preliminary | \$100,000 | \$100,000 |
| HUD/ICDBG | 2001 | Funded | Health Clinic - ICDBG Program | Preliminary | \$500,000 | \$500,000 |
| FAA | 2001 | Funded | Acquire Airport Snow Removal Equipment - Grader | Preliminary | \$187,500 | \$200,000 |
| ANTHC | 2000 | Funded | Water Source/Transmission Line - IHS \$669.3; DEC \$334.6. Construct new water source, water transmission main and water and sewer service to 6 houses | Preliminary | \$0 | \$1,004,000 |
| DCED | 2002 | Funded | Survey and Platting of Village – Capital Matching | Contract | \$25,000 | \$26,313 |
| ANTHC | 1999 | Funded | Water Improvements - IHS funding. Planning & design; service connections for 6 homes; intake structure; well house for existing spring infiltration gallery; raw water source transmission line to WTP | Design | \$0 | \$860,500 |
| ANTHC | 2002 | Funded | Water/Sewer Connect - 13 homes – IHS \$460.0. Construct approximately 650 linear feet of above ground, water and sewer service lines, connecting 13 homes to the community? above ground circulating water system and vacuum sewage system. | Construction | \$0 | \$460,000 |
| DCED | 2001 | Funded | Computer Upgrade - Capital Matching | Construction | \$25,000 | \$26,316 |

| | | | | | | |
|---------|------|--------|--|--------------|--------------|--------------|
| DCED | 2000 | Funded | Playground Repair and Equipment - Capital Matching | Construction | \$25,000 | \$25,000 |
| DEC/VS | 2000 | Funded | Water Source/Transmission Line - EPA \$669.3 | Construction | \$334,667 | \$1,004,000 |
| DCED | 1999 | Funded | City Basement Handicap Access – Capital Matching | Construction | \$25,000 | \$26,316 |
| HUD | 1999 | Funded | Indian Housing Block Grant – NAHASDA administration, operating & construction funds | Construction | \$230,423 | \$230,423 |
| DCED | 1998 | Funded | Sprinkler System Phase III - Capital Matching | Construction | \$25,000 | \$26,316 |
| USDA/RD | 2003 | Funded | Fire Response Equipment & Training | Completed | \$49,519 | \$66,025 |
| AEA | 2001 | Funded | Bulk Fuel Tank Farm Consolidation - Denali Commission \$1,736.0; AVEC \$80.0 | Completed | \$0 | \$1,816,000 |
| EDA | 2001 | Funded | Feasibility Study for Rock Quarry | Completed | \$35,000 | \$35,000 |
| EED | 2001 | Funded | Elim School, Phase III - Ref. EED 01-005 | Completed | \$12,147,000 | \$12,394,898 |
| DCED | 2000 | Funded | Library Project and Computer Upgrade at the City Offices - Capital Matching | Completed | \$0 | \$0 |
| DCED | 2000 | Funded | Construction of a Community Library Building – Capital Matching | Completed | \$14,664 | \$14,664 |
| AEA | 2000 | Funded | School fuel facility design – Dept of Education, \$19.9 | Completed | \$0 | \$19,973 |
| HUD | 2000 | Funded | Indian Housing Block Grant – NAHASDA administration, operating & construction funds | Completed | \$230,423 | \$230,423 |

| | | | | | | |
|----------|------|--------|--|-----------|-------------|-------------|
| BIA | 2000 | Funded | Replace Fish Passage Culvert | Completed | \$400,000 | \$400,000 |
| EED | 1999 | Funded | Elim School Upgrade and Addition - Ref. EED 99-056 | Completed | \$458,209 | \$467,560 |
| DCED | 1999 | Funded | Rock Quarry Development Plan - CDBG | Completed | \$15,000 | \$30,000 |
| HUD/AHFC | 1998 | Funded | Construct 20 Mutual Help Units - Road construction underway Summer 98 | Completed | \$3,907,142 | \$3,907,142 |
| AEA | 1998 | Funded | Washeteria Electric Service – Local priority, from 1997 USDA/RD survey of villages | Completed | \$27,250 | \$54,500 |
| HUD | 1998 | Funded | Indian Housing Block Grant – NAHASDA administration, operating & construction funds | Completed | \$252,959 | \$252,959 |
| AEA | 1998 | Funded | Upgrade to electrical powerhouse - UIG | Completed | \$27,250 | \$54,500 |

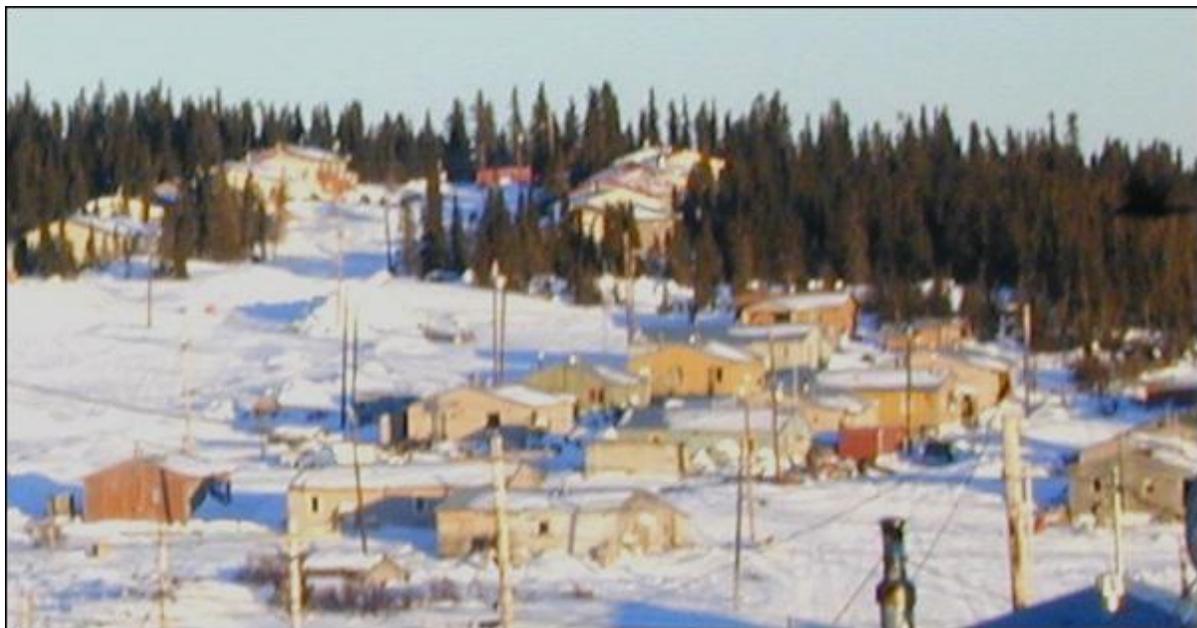


Figure 29: Elim Housing

Accomplishments from the 1998 LEDP – Listed by Priority Project

Priority 1 – High School

- Library grants DCED 2000
- AEA grants DCED 2000
- EED grants in 1999 and 2001 for school
- New school built
- Library in new school
- AVEC moved power plant and solved - exhaust problem at school



Figure 30: New uses could be found for this old High School building

Priority 2 – Mineral development, timber and mining development

- 1998 HUD/AHFC roads grant
- 1999 DCED Rock quarry grant
- 2001 EDA feasibility study on rock quarry
- 2001 + 2003 DCED road upgrades and dock and breakwater grant
- EDA grant for core sampling
- Core of Engineers working on the dock plans
- Bethel Native Corporation interested in rock quarry
- Local research going on
- Local committee and tri-party meetings going on

Priority 3 – Small Hydro Project-Alternative power solutions

- AEA 1998 Power upgrades grant
- AVEC has plans for wind power in the future
- AVEC agreement signed to begin a wind study soon

Priority 4 – Salmon enhancement

- 2000 BIA grant to replace fish
- Meetings with fisheries to consolidate statewide plans
- 2001 had restrictions on area M and escapement goals were met for the first time in a long time



Figure 31: 4th of July picnic at Moses Point-2004-Eskimo Side

Priority 5 – Water and sewer upgrades

- 1998 washeteria power grant (not sure how grant was used)
- 1999 ANTHC grant for water
- 2000 ANTHC water source and water lines grant, hooked up 6 new homes
- 2000 DED/VSW water grant
- 2002 DCED surveys and platting
- 2002 ANTHC water grant
- connected fire station
- connected church
- connected new clinic
- have one new water source



Priority 6 – New clinic building

- 2001 HUD/ICDBG health clinic program grant
- new clinic built



Priority 7 – Library Culture Center

- 2000 DCED library project grant
- built new library



Priority 8 – Heavy Equipment

- 2001 FAA grater grant
- bought a used excavator
- bought a used 950 loader
- bought a used D4 dozer



Figure 32: Elim heavy equipment

Priority 9 – New tank farm

- 2001 AEA bulk fuel grant
- Denali Commission bulk fuel grant
- built a new tank farm
- new power plant built



Figure 33: Elim playground

Priority 10 – Playground improvements

- 2000 DCED playground repair and equipment grant
- purchased new equipment

(ANCSA) Land Status Entitlements

| | |
|---------------------------|---------------------------------------|
| Village Corporation: | Elim Native Corporation |
| 12(a) Land Entitlement*: | 0 acres |
| 12(b) Land Entitlement**: | 0 acres |
| Other Land Entitlements: | 297,982.0 acres 19(b); Former Reserve |



Figure 34: 4th of July picnic at Moses Point-2004-treasure hunt

Environmental Scan

Trends - both positive & negative in regards to local community development

Positive

- More jobs available in town through Kawerak
- More participation in school sports
- More survival skills and subsistence skills are taught in the schools
- More variety in the diet

Negative

- More children watching TV rather than going outside
- More vandalism and destructive behavior
- Men doing less things together as a group
- More children dropping out of school
- Less people teaching or learning hunting skills
- Higher prices for goods and services
- Not as many community activities and potlucks
- Less sharing of food
- Less people visiting each other in the homes
- Fewer people are raising or training dog teams
- Fewer people will volunteer for things



Figure 35: Elim elder-Harold Lucas participating at the Elim community planning workshop-2004

Strengths

- Strong family ties
- The residents have initiative
- No BINGO
- We have good leaders (strong local leadership)
- Subsistence way of life
- Natural resources (trees, fish, beluga, minerals, etc.)
- Hot springs
- Good location



Figure 36: Thanksgiving 2003



Figure 37: Elim elder - Esther Murray

Unique things about Elim to build upon for local economic development

- Working together (all of our local entities work well together)
- Dry community (banned possession of alcohol)
- We are able to obtain grants and manage them well

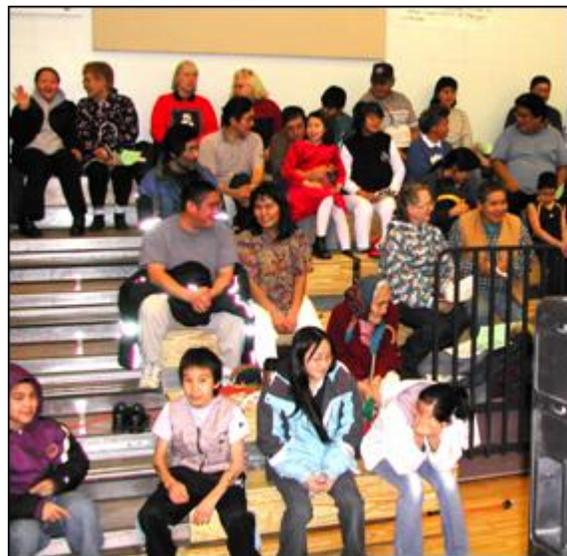


Figure 38: Elim School Christmas play-2003

Strengths - Community Assets

- Well-trained work force
- Heavy equipment
- New school, clinic, church, and store
- Water & Sewer
- New power plant and tank farm
- New Head Start building
- Airport improvements
- 14 new houses
- Our elders are willing to teach and share ideas
- Rock quarry plans are taking shape

Internal Weaknesses to the community (considerations to address)

- Dependence on welfare
- Drug & alcohol abuse
- Lack of drug and alcohol regulation enforcement
- Lack of participation in meetings
- Need to clean up trash at camp, old house, and around the creek
- Leaders dealing with politics which delays solving problems
- Our leaders are growing older and few are stepping in to take their place
- Lack of locally qualified public safety workers
- Lack of goals that will help residents gain the skills to help the community
- Elected officials are not working together with organizations to solve community problems



Figure 39: Elim cemetery

External Challenges and Threats to the local economic development

- Too much bureaucratic “red tape”
- Not enough Native voice in State and Federal legislative issues
- Urban leaders are uninformed and unknowledgeable about rural issues
- Spruce bark beetle problem is depleting the timber, fire hazard
- Lack of funding for development
- Urban laws control the rural areas
- Too many subsistence regulations
- Ice threatens local transportation...roads
- Alaska Permanent Fund Dividend in danger of being lost-should not be equal share to all residents, but go to Natives at a higher percentage than immigrants to the state
- Legislative funding cuts to public safety programs
- Beaver problem endangering water source
- Water shortages in the spring
- Educational system is not designed to make community leaders
- Complications in the process and system of subsistence permits

Areas of Concern with community development

- Need for addresses, street names, and house numbers
- Old water pipes need replacement and repair
- Need for search and rescue equipment
- Lack of year around jobs
- Remote location
- Need for more vocational training after high school
- Need for elder care facilities
- Need low rent housing for elders
- Need a shop for heavy equipment and a fenced area to store it
- Need low-income housing, low income rental units for all residents
- New homes need porches
- Need more houses in town to reduce crowding
- Need to improve existing homes
- Handicap access to buildings
- Need ambulance
- Need fire vehicles
- Fuel spill clean up plans and equipment
- Fuel delivery vehicle
- Need a school bus
- Clean up drums at Iron creek
- Clean up toxic materials at Moses Point
- Need trash bin at the clinic
- Dump truck for trash pick-up
- Snow removal
- High cost of living
- Need trail staking and markers
- Clean up dangerous materials at the creek where kids play
- Solve parking needs at the clinic
- Move playground to a better location and set up the new equipment
- Keep fish and crabbing permits from being lost
- Need to obtain more reasonable family rates for welfare
- Locate a new water source



Figure 40: Elim elder - Ida Nakarak



Figure 41: Thanksgiving - 2003



Figure 42: Proposed site for a harbor or dock at point down from the tank farm and power plant

Opportunities in economic development in Elim

- Enforce drug testing
- Enforce local drug and alcohol regulations
- 26-plex for elders – low-income families
- Develop local furniture/lumber business
- Create hydroelectric plant/energy, wind power
- Purchase/build mini-barges to lower cost of portaging
- Build breakwater
- Develop and market “arctic homes” designed especially for Alaska’s arctic conditions
- Water & sewer improvements/upgrades
- New housing units
- Need local fuel oil delivery
- Rock quarry, marble
- Road to Qauq
- Fire truck and training
- Landscaping to beautify Elim
- Office and business training
- Heavy equipment operator training
- Organize artists and market art in better ways
- Construction training
- Build a recreation center
- Find a use for the old High School building
- Build a restaurant
- Organize family meeting/game nights
- Revive the Inupiaq language



Business Development Specialist from Kawerak presenting information at the community planning workshop

Local Economic Development Planning

The next step in updating Elim's Local Economic Development Plan was to define the community vision and development goals for the next 5 years. This was accomplished by presenting a focus question to the group. This provided a beginning for defining the future of the community. The question presented was:



Figure 44: City of Elim

What are the future community projects and activities Elim as a community can further develop to enhance the local economy which best build on the identified cultural strengths, economic opportunities, and current community assets over the next 5 years (2005-2010)?

In regards to:

- Fostering a stable and diversified economy building on cultural strengths
- Sustaining and creating village employment opportunities
- Improving the living conditions in the community and region
- Strengthening the skills and qualifications of the local workforce
- Community services to best meet local needs
- Facilities and infrastructure for economic development



Figure 45: Elim elders' potluck

Based upon this question, the overall community vision statement was developed to be:

Elim Community Vision Statement:

By 2010 we envision:

- Elim to be busy and happy
- More local people will hold local jobs in Elim
- Our elders will have adequate low-cost housing
- Traditional values will continue to be important in Elim



**Figure 46: 4th of July picnic at Moses Point-2004-
big splash**

To make this vision a reality within 5 years, the participants formalized 3 focal development areas with goal statements and a total of 9 development objectives. Participants then prioritized development projects. Priorities were based on the best utilization of time, best integration of values, and best anticipated community impact. The goals, objectives and associated projects are presented in priority order.

Elim Development Goal 1: Raising the standard of living to be more equal with the rest of the state of Alaska.

Development Areas: Natural Resources, Housing, Environment, Education, Job Training

| A. To identify and develop resources yet protect subsistence and the environment | B. To improve the local labor force and develop local skills | C. To improve the living standards by making more housing available to overcome the crowding problem |
|---|--|---|
| 1. develop environmental impact study for the rock quarry | 1. Education and job training | 1. Low-income housing for elders |
| 2. develop rock quarry goals and long term plans, build the road to Qauq to prepare for project and for subsistence | 2. CDL Driver's Education | 2. Improve existing houses |
| 3. complete the building of the rock quarry project | 3. Adult and children's CPR classes | 3. Low-income housing rental units (26 plex) apartment building for residents |
| 4. build a big harbor at Qauq | 4. Gun safety range training | 4. New low-income homes |
| 5. build dock and breakwater | 5. Public repair shop for small engines, snow machines, four wheelers, motors, and sleds | |
| 6. set bounty for beavers caught in or around our local water source | 6. Training for VPO, to assist VPSO, should be at least 2 VPO's | |
| 7. develop a water bottling company | 7. Local trade school, classes in heavy equipment, carpentry, plumbing, electricians, sheet rock, painting, laborers, and construction | |
| 8. solve the spruce bark beetle problem | 8. Instructor led basic training in software in Elim | |
| 9. develop a timber forestry project | 9. Teach community about natural resources and minerals | |
| 10. clean-up of old military site | 10. Business and office training | |
| 11. natural resource development | 11. More training for fire and search and rescue volunteers | |
| | 12. Boat safety training | |
| | 13. Music appreciation and training development | |



Figure 47: 4th of July picnic at Moses Point-2004-treasure hunt

Elim Development Goal 2: Promoting community safety, traditions, and job opportunities for the people of Elim.

Development Areas: Waste Management, Law Enforcement, Communications, Cultural, Public Facilities and Buildings, Public Safety, Social, Business Development, Employment Opportunities

| A. To make Elim safer and a healthier place to live | B. To preserve traditional values and culture | C. To promote development of business and create job opportunities for residents of Elim |
|--|---|--|
| 1. Increase law enforcement, i.e. tribal cop | 1. Culture center family activities and gatherings | 1. Develop more local job opportunities |
| 2. Traditional elders court | 2. Start a culture camp to teach traditional living and storage and traditional food preparation, subsistence | 2. Build a small boat harbor in front of the village at West Point |
| 3. Develop a food bank | 3. Cultural center shop for teaching carving, sled making, skin sewing, story telling, and craft display | 3. Develop a local garbage business to pick up and haul trash to the dump and maintain the dumpsite |
| 4. Search and rescue repeaters and new search and rescue equipment, snowmobiles, boats | 4. Teach the youth about outdoor life and activities | 4. Develop and train someone for a local oil business to deliver fuel to homes and businesses via an oil truck |
| 5. Microwave cell phone antennas | 5. Culture center language classes to revive Inupiaq language | 5. Promote Elim's Hotsprings to tourists |
| 6. Fire Equipment, fire engine | 6. Start weekly elders and youth hunting and survival gatherings to share knowledge | 6. Promote more private business development and tourism/birding development opportunities |
| 7. Enforce drug and alcohol regulations | 7. Build an elders complex and provide elder meals | 7. Build a winter ski or snowboarding resort |
| 8. Build a exercise work out room for adults and children | 8. Cultural center to be used as a museum to display historical items and information, Native arts and crafts and artifacts | 8. Develop a school bus business to operate winter and summer |
| | | 9. Develop a barber shop and beauty salon |
| | | 10. Change the command of all businesses today |
| | | 11. Make or purchase a barge to cut the cost of freight |

Elim Development Goal 3: Developing our community to improve the quality of life for all the residents of Elim.

Development Areas: Transportation, Tribal and City Government, Health, Sewer and Water, Power and Fuel

| A. To improve transportation and safety for the people of Elim | B. To enhance the community and living standards for healthy living | C. To work for easier solutions to problems |
|--|--|---|
| 1. Dust control on the roads in the village | 1. Dust control | 1. More cooperation among organizations to solve problems |
| 2. Solve erosion problem on the shore and roads | 2. Preventive health programs | 2. Work to solve fish regulation problems |
| 3. Elder transportation, four wheeler, bus, snow machine, to help them get around town | 3. Repair old water system and pipes | |
| 4. Winter trail staking | 4. Forced account on all projects for local hire | |
| 5. Pave Elim airstrip | 5. Find a new water source far from contamination sources | |
| 6. School bus for preschool and kindergarten children | 6. Develop a local labor board with a local labor force list | |
| 7. Gravel Source Road | 7. Convert the old High school into a recreation center | |
| 8. Transportation, new roads and repairs | 8. Landscaping and beautifying Elim | |
| 9. Moses Point bridge | 9. Assign street names, house numbers, and addresses | |
| 10. New bridge in Elim front | 10. Hydro and wind power development | |
| 11. Terminal or shelter building at airport | | |
| 12. Transportation between Elim and Moses Point | | |
| 13. Improve subsistence trails | | |
| 14. Fix and update the trail emergency shelters | | |
| 15. Build roads for access to dry wood in winter that we use for fuel | | |
| 16. Extend roads further | | |
| 17. Bus transportation | | |
| 18. Fire break trail | | |
| 19. Build roads to Koyuk and Golovin | | |

Community Values

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

Elim Values 2004

- Children
- Family
- Subsistence
- Beautiful spot
- Lots of Christmas trees/Wood for fuel and construction
- Value all plants that we live off of (need to protect natural resources/vegetation)
- Elders
- Good water-wells
- Sheltered area
- Good work force
- Campsites
- Good location-close to subsistence areas-history
- Hot springs and other natural resources
- Medicinal and recreational purposes
- Fish and Game
- Way of life-who we are
- Higher self-worth and self-esteem



Figure 48: Elim elder - Henry Saccheus



Figure 49: 4th of July picnic at Moses Point-2004-big splash

Next, participants created recommendations in applying the community values in Elim's economic development plan. This provided methods to apply the values and guide the implementation of the vision and development goals.

Values Recommendations

- We should protect our subsistence way of life and values while developing our natural resources.
- We should teach our children to respect our elders by promoting the traditional elder's court.
- We should set standards on safety when hiring a driver or divers for our elders transportation, by requiring drug tests, licenses and permits, having zero tolerance on alcohol and drug abuse, and seeking local hire for the position.
- We should protect our elders and value them.
- We should maintain our subsistence way of life.
- We should seek and protect a good water source.
- We should work to get housing for everyone.
- We should seek to build good roads.
- We should keep our village clean.



Figure 50: Elim elders - Ralph and Arlene Saccheus



Figure 51: 4th of July picnic at Moses Point-2004-kids swim

Priority Community Development Projects

Native Village of Elim 2004 Priorities for Community Development Projects

- | | |
|---|---|
| 1. Solutions to substance abuse of drugs and alcohol | 9. Water and sewer for the church Radio repeater |
| 2. Rock quarry project | Road to Golovin/Koyuk |
| 3. Recreational center | Cemetery clean up |
| 4. Food bank and Dust control | 10. Security camera and Lumber factory |
| 5. Moses Point bridge and New well – water source | 11. Fire truck Tribal office |
| 6. Elder apartment and H.I.P. administrator | Loose dogs Boat harbor |
| 7. Renovate electrical system and Protect subsistence | VPSO program |
| 8. Build a culture shop | |
-

City of Elim 2004 Priorities for Community Development Projects

Estimated Cost Below \$25,000

1. Electrical work on residential (old homes)
2. Survey of all local lots (funds now available)
3. Ski slope for skiers
4. Ice skating rink
5. Playground improvements (funds now available)

Estimated Cost Below \$50,000

1. VPSO Position. (Tax proposal did not pass)
2. Sawmill renovation (Completed)

Estimated Cost Above \$75,000

1. Recreational center (discussed during 1/15/04 general meeting)
2. Elders Educational Forum
3. Garbage haul program

Estimated Cost Above \$100,000

1. Washeteria and shower facility (discussed during 1/15/04 general meeting)
2. Fire truck (discussed during 1/15/04 general meeting)
3. Culture center
4. Note* Landfill Project funded and in progress complete August 2003, additional funding requested.

Estimated Cost Above \$1,000,000

1. Removal of old fuel tanks in the village (added to the list 1/15/04)
2. Clean-up of contaminated soil in old tank farm locations (added to the list 1/15/04)
3. Airport extension and resurfacing project
4. Replace old wooden bridge
5. Water and sewer loops replaced (funds were requested)
6. New public building-possibly old high school
7. Boat harbor and breakwater (in planning stages)
8. Moses Point hazmat cleanup (project in progress-4 options on plan)
9. New housing

2004 Community Priorities of the Village of Elim

Road Projects Nominated

1. Elim/Portage road project
2. Elim/Moses Point project
3. Elim/Hotsprings road project
4. Elim/Kwenihuk road project
5. Beach road and bridge upgrade
6. City streets and roads

Economic Development Projects

1. Rock quarry project (part of survey work done, received authorization from the Elim Native Corp. to pursue more funding. EDA funded for core drilling in Oct. 2003 for another \$100,00.00. Project will begin in summer 2004.)
2. Hydroelectric damn project
3. Salmon Enhancement project (project in progress NS/BSRAA)
4. Placer mining project
5. Tourist Industry project

2004 General Public of Elim Priorities

1. Replace wooden bridge
2. Recreational center

2004 Statewide Native Priority

1. Community subsistence



Figure 52: 4th of July picnic at Moses Point-2004-raft race

Implementation Action Plans – 2005-2010 (5 years)

The work session group chose to do a work plan for only 10 of the priorities but all priorities listed in the plan are important and will be pursued. They chose to do a work plan on 5 of the IRA priorities and 5 of the City of Elim priorities. Many priorities are shared by all groups in Elim.

Priority: Solutions for substance abuse of drugs and alcohol

Background of Need: We need healthier families, healthier children, and safety in our community.

| <i>Action steps</i> | <i>Time line</i> | <i>Community organization/person responsible</i> |
|-------------------------------|------------------|--|
| Money for rewards and arrests | 2005 | all |
| Wellness camp | 2005 | all |
| Alcohol and drug free leaders | 2007 | all |
| Drug free activities | 2007 | all |
| Funding for VPO | 2009 | all |

Community values associated with achievement of project/activity

- Children and families
- Self-worth and self-esteem

Measures of overall project/activity success

- More arrests
- Less alcohol related problems
- Less vandalism and break-ins

Other projects that relate

- VPSO Dare program
- HSHC healthy choices, Village Based counseling
- BSSD youth activities
- Church activities
- Wellness Camp
- Traditional Elders Court

Potential Funding Sources

- State and Federal Government
- Taxes
- Grants
- Donations, money, food, supplies
- Volunteers
- Local meeting places donated

Land Use Considerations: None needed

Priority: Rock quarry project

Background of Need: Earn fund to stimulate local economy, provide local jobs, use gravel for local needs, export gravel to generate income and help other Native organizations in the state.

| <i>Action steps</i> | <i>Time line</i> | <i>Community organization/person responsible</i> |
|------------------------------------|------------------|--|
| Discussion | Began in 1990's | Native Corp. and others |
| Study done | 2005 | city |
| Marketing | 2005 | Kawerak and others |
| Core samples | 2005 | city |
| Environmental impact study | 2005 | all |
| Road and harbor | 2008 | all |
| Training | 2008 | all |
| Build quarry and acquire equipment | 2009 | all |

Community values associated with achievement of project/activity

- Protect our water source
- Protect subsistence and the land
- Train a good work force

Measures of overall project/activity success

- Local cash flow will improve the economy
- Local hire on jobs
- Protection of the land

Other projects that relate

- Road and harbor project
- Placer mining goals
- Job training
- Protecting subsistence

Potential Funding Sources

- Corporation land
- ANA grants
- Local labor
- Local equipment
- Other grant sources

Land Use Considerations: West side of Elim near the cape, toward Qauq

Priority: Recreation Center

Background of Need: Children and all people need a place to exercise and play, drug free activities, family and elder gatherings.

| <i>Action steps</i> | <i>Time line</i> | <i>Community organization/person responsible</i> |
|--|------------------|--|
| Seek funding sources | 2005 | all and city |
| Choose a place | 2005-2006 | city |
| Solve access issues, like doors, windows, locks, storage space. | 2005-2006 | city |
| Acquire exercise equipment, games, furniture, concessions, balls, and make renovations | 2006-2007 | all |
| Hire manager and employees, get volunteers | 2006-2007 | all |
| Maintenance of the equipment and the building | 2006+ | all |

Community values associated with achievement of project/activity

- Importance of family and children
- Job opportunities
- Recreational activities for all

Measures of overall project/activity success

- Place to play and get exercise
- Less vandalism
- Healthier people
- Jobs

Other projects that relate

- Playground improvements
- Job opportunities
- Community improvements
- Drug-free activities

Potential Funding Sources

- Possible local buildings
- Local labor
- Boy's and Girl's club
- Boy scouts/girl scouts
- Volunteers
- NSHC
- Kawerak Wellness programs
- Denali Commission

Land Use Considerations: Possible in the old high school or near the school

Priority: Food bank

Background of Need: Need space to provide this service, to provide healthier food for low-income people in the community

| <i>Action steps</i> | <i>Time line</i> | <i>Community organization/person responsible</i> |
|--|------------------|--|
| Find storage space to operate food bank | 2005 | all |
| Find volunteers to staff the food bank | 2005 | all |
| Find continued funding to run the program and get local donations stored | 2005+ | all |

Community values associated with achievement of project/activity

- Help struggling families
- Promote good health
- Sharing

Measures of overall project/activity success

- Healthier families
- Self-sufficiency
- Taking care of our residents

Other projects that relate

- Improved housing
- Dust control
- Disease prevention
- Drug free activities
- Social and cultural activities

Potential Funding Sources

- IRA
- Local food drives
- State and federal programs
- Other grants

Land Use Considerations: Find storage space or build a small building in town, possibly in new Head Start building.



Figure 53: Elim School Christmas play - 2003

Priority: Dust control

Background of Need: Eliminate dust that is a safety and health hazard

| <i>Action steps</i> | <i>Time line</i> | <i>Community organization/person responsible</i> |
|---|------------------|--|
| Discussions | Began in 2003 | IRA, city |
| Make contacts to get information and help, DOT, NSHC, Denali Commission, EPA, City of Elim, Grant writers, begin planning | 2005-2006 | IRA, city |
| Monitoring equipment and equipment to solve the problem | 2005-2006 | IRA, city |

Community values associated with achievement of project/activity

- Clean air
- Protecting our health
- Safer transportation
- Protect subsistence
- Ability to dry clothes outside (clean)

Measures of overall project/activity success

- Local hire on jobs
- New job opportunities
- Dust free streets
- Healthy people
- Clean clothes
- Protecting our land

Other projects that relate

- Recreation center
- Disease prevention
- Protecting subsistence
- Beautifying Elim
- Improve roads
- Walkways and bridge improvements

Potential Funding Sources

- Local labor and equipment
- Grant writers
- Outside funding
- Donations or local tax appropriations

Land Use Consideration: None needed except to store equipment

Priority: Water and sewer loops replaced

Background of Need: Poor condition of 30 year old system, cracked pipes

| <i>Action steps</i> | <i>Time line</i> | <i>Community organization/person responsible</i> |
|---------------------|------------------|--|
| Funding | 2005 | grant writers |
| Planning | 2006 | city, IRA |
| Training | 2006 | Kawerak |
| Obtain materials | 2006 | city, IRA |
| Local hire | 2006+ | all |

Community values associated with achievement of project/activity

- Healthy lifestyles
- Clean water

Measures of overall project/activity success

- Safe water
- Less water shortage
- Less maintenance

Other projects that relate

- Housing projects
- Road projects
- New construction of public buildings
- New water source project

Potential Funding Sources

- State and federal government
- ANTHC
- Local labor and equipment
- Denali Commission

Land Use Considerations: Local easements and right-of-ways



Figure 54: Thanksgiving - 2003

Priority: Boat harbor and breakwater

Background of Need: Safer for boats, saves costs, barge docking, safer for fuel delivery, creates jobs

| <i>Action steps</i> | <i>Time line</i> | <i>Community organization/person responsible</i> |
|--------------------------------------|------------------|--|
| Study the situation and seek funding | 2005 | joint entities |
| Planning and road access | 2006 | all |
| New equipment | 2006 | all |
| Local hire and construction | 2007 | all |

Community values associated with achievement of project/activity

- Protect environment
- Access for subsistence
- Make life easier
- Protect our property (boats)
- Cheaper cost of living (freight)

Measures of overall project/activity success

- Jobs and local hire
- Easier to get to the boats
- Protect the environment
- Subsistence is easier
- Cost of freight is reduced

Other projects that relate

- Gravel quarry project
- Hauling gravel and materials for all local construction
- Protecting subsistence

Potential Funding Sources

- ANA grants
- State and federal funding sources

Land Use Considerations: West side, point of Elim

Priority: Playground improvements

Background of Need: Present playground needs to be enclosed with a fence for safety issues to avoid stored materials from construction sites. Needs a safer location. Some present equipment is in poor condition. Need funding to begin construction of new equipment in storage once a place is found.

| <i>Action steps</i> | <i>Time line</i> | <i>Community organization/person responsible</i> |
|----------------------------------|------------------|--|
| Find a new location | 2005 | city |
| Find funds for construction | 2005 | city |
| Construction of stored equipment | 2005 | city |
| Maintenance | 2006+ | city |

Community values associated with achievement of project/activity

- Safe place for kids to play
- Drug-free activities
- Recreational activities for good health

Measures of overall project/activity success

- Healthier kids
- More construction storage
- Less vandalism and break-ins
- Safety
- Using the new equipment

Other projects that relate

- Recreation center
- Culture center
- Youth activities

Potential Funding Sources

- City land
- Local labor
- Stored equipment
- Donations
- Fund raiser or small grant

Land Use Considerations: City land near Moses Point and Elim Loop road intersection

Priority: Garbage haul program

Background of Need: Help people that need help with transportation hauling things to the landfill. It would create jobs for 2-3 people. It would help elders and disabled. It would keep Elim cleaner.

| <i>Action steps</i> | <i>Time line</i> | <i>Community organization/person responsible</i> |
|--|------------------|--|
| Joint discussion | Now | city, IRA, and Native Corp. |
| Seek funding for equipment, ATV, trailer, Snowmachine, sled, dumpsters, oil, gas, and supplies | 2006 | all |
| Hire personnel and begin program services | 2006+ | all |
| Maintenance | 2006+ | all |

Community values associated with achievement of project/activity

- Clean community
- Beautiful spots
- Work force and local jobs
- Protecting the land
- Subsistence

Measures of overall project/activity success

- Healthier environment
- Easier lives for elders and all
- New jobs in Elim
- Protecting the land and subsistence

Other projects that relate

- Hazardous clean-up projects at Moses Point, Iron Creek, etc.
- Landscaping and beautifying Elim
- Elders programs
- Roads
- Job training

Potential Funding Sources

- Kawerak
- ANA grants
- State and federal grants
- Local labor
- Local storage space for equipment and supplies

Land Use Considerations: None except local storage space for equipment and supplies

Priority: Placer mining development

Background of Need: Need to market our raw materials as a source of revenue, creates dividends for the shareholders, use excess rip-rad, creates job opportunities,

| <i>Action steps</i> | <i>Time line</i> | <i>Community organization/person responsible</i> |
|---|------------------|--|
| Discussion and study environmental impact | 2005 | all |
| Study land and select sites | 2006-2008 | all |
| Order mining equipment and, select laborers, begin training | 2006-2008 | all |
| Begin project, maintenance, and security | 2006-2008 | all |

Community values associated with achievement of project/activity

- Generate revenue and dividends for share holders
- Job opportunities
- Safe development of our resources

Measures of overall project/activity success

- Improved economy, cash flow
- Protection of land and subsistence
- New jobs

Other projects that relate

- Roads
- New job opportunities and training
- Enhanced living conditions in Elim
- Harbor

Potential Funding Sources

- ANA grants
- State and federal funds
- EDA
- EPA
- Native Corp. land
- Local labor and equipment

Land Use Considerations: All around Elim



Figure 55: Thanksgiving - 2003

Participants and Session Take Aways

The following individuals participated in the community planning sessions:

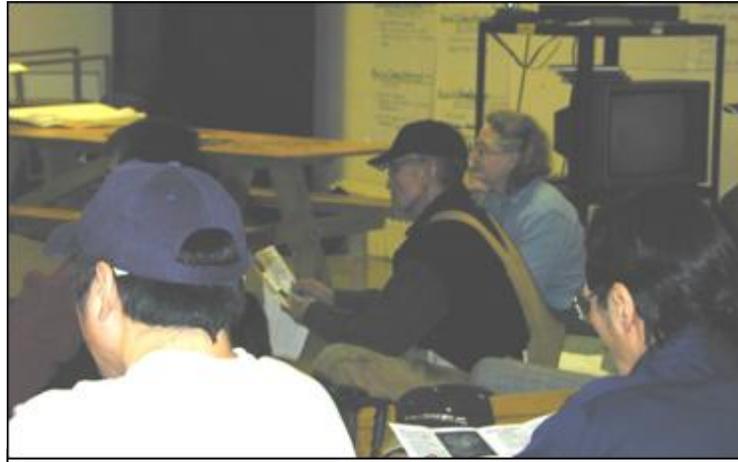


Figure 56: Elim Community planning workshop - February 18, 2004

February 18-19, 2004 Participants

1. Harold Lucas-Resident IRA
2. Albert Saccheus-Elim Native Corp. and Elim IRA
3. Rodney Nagaruk-Kawerak Transportation
4. Victor Nylin-Resident
5. Michael Murray-Elim IRA
6. Harry Daniels-Elim Native Corp
7. Emily Nagaruk-Elim Native Corp.
8. Darleen Katchatag-Elim Native Corp.
9. Clarence Saccheus- Elim IRA
10. Jerri Nagaruk-City Librarian
11. Bob Saccheus-City Council
12. Joe Murray-Elim Native Corp.
13. Kenneth Saccheus-City Council
14. Wallace Amaktoolik-Resident
15. Gary Nagaruk-Resident
16. David Nagaruk-Resident
17. Gordon Takak-Elim Native Corp.



Figure 57: Elim Community planning workshop - February 18, 2004

What is one way you can help implement the community plan?

- Attend community planning meetings and participate
- Manage the grants that we receive well
- Volunteer to help
- Help get others involved
- Lobby government agencies and learn about the process

Plan Sources

Denali Commission-USDA-Rural Development-Alaska Humanities Forum, Community Strategic Plan Guide and Form, May 2001.

Kawerak Community Economic Development, A Local Economic Development Plan for Elim, December 1, 1998.

Kawerak Community Service Division, Village and CSD Program Project Chart, March 2003.

Merculieff, Larry, Presentation Before the Bering Straits Conference (cultural assets in development), September 1992.

State of Alaska – Department of Community and Economic Development, Community Database Online-www.dced.state.ak.us/cbd/commdb/CF_COMDB.htm, August 2003.