

Hooper Bay

Comprehensive Economic Development Strategy Plan

Prepared for:
The City of Hooper Bay
The Native Village of Paimiut
The Native Village of Hooper Bay
& Sea Lion Corporation

Prepared by:
ASCG Incorporated

July 2004



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Prepared by:

ASCG Incorporated

Funded by:

Alaska Department of Community and Economic Development

U.S. Forest Service, Denali Commission

& Sea Lion Corporation

July 2004

Acronyms

ANILCA	Alaska National Interest Lands Conservation Act
AVCP	Association of Village Council Presidents
AVEC	Alaska Village Electric Cooperative
CDQ	Community Development Quota
CEDSP	Comprehensive Economic Development Strategy Plan
CVRF	Coastal Villages Region Fund
DCED	Department of Community and Economic Development
DOT&PF	Department of Transportation and Public Facilities
EDA	Economic Development Administration
EDD	Economic Development District
EPA	Environmental Protection Agency
FAA	Federal Aviation Administration
HUD	Department of Housing and Urban Development
IHS	Indian Health Service
kW	Kilowatt
LYSD	Lower Yukon School District
PFD	Permanent Fund Dividend
RD	Rural Development
SWOT	Strengths, Weaknesses, Opportunities, Threats
UCI	United Companies, Inc.
USPS	United States Postal Service
UUI	United Utilities, Inc.
VHF	Very High Frequency
VSW	Village Safe Water
Y-K	Yukon-Kuskokwim
YKHC	Yukon-Kuskokwim Health Corporation

Definitions

Vision is the traditional knowledge and foresight that the community uses to form goals and objectives. The community vision statement serves as the umbrella for the goals.

Goals are general achievements that the community plans to accomplish in the future. Goals provide guidance for developing objectives.

Objectives are specific and achievable projects in support of a goal.

Actions are task-oriented events that lead to implementation of projects/goals.



“Do not lose traditional ways and respect for the land.”

Aaron Rivers, Sr., Hooper Bay



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1.0 Executive Summary

In March, 2004 the Native Village of Hooper Bay selected ASCG, Incorporated to assist in the development of their Community Economic Development Strategy Plan (CEDSP) paid for in part with Mini-Grant Assistance Funds made available through the State Department of Community Economic Development and US Forest Service. Sea Lion Corporation also contributed funds for the completion of the plan. The Hooper Bay CEDSP includes three distinct tasks; to develop land use maps and narratives; to outline funded and proposed infrastructure, health and education projects; and to evaluate and develop a strategy for three priority economic development projects.

The CEDSP Plan was developed from a planning process with broad-based and diverse community participation that addressed the economic challenges and potential of the area. A CEDSP Steering Committee was established to direct the plan's development that met primarily via e-mail. Three public meetings were held and a survey was conducted. This input resulted in a vision statement that is intended to guide future development in Hooper Bay.

The plan examined the local funded and proposed infrastructure projects. It identified approximately ten infrastructure projects, worth about 50 million dollars likely to occur in Hooper Bay over the next five years. These projects include a new school, sub-regional health clinic, fishermen's support center, youth and elder center, sewer and water and wind generators. The Alaska and Department of Public Facilities is also considering a new airport.

Three economic development strategies identified for Hooper Bay include:

- Small Businesses Development
- Fishing Enhancement
- Workforce Development

Small Business - The community identified several small businesses that they would like to pursue in Hooper Bay include arts and crafts, a fuel distribution center and a small boat engine repair service. There may also be opportunities for businesses that cater to the business traveler, or import substitution businesses that could include items made and sold locally to replace more expensive items currently purchased from outside the community.

Fishing Enhancement - Fishing in Hooper Bay is an important subsistence and commercial resource. However, a relatively low share of the resident population works in the industries and occupations associated with fishing. Several fisheries related improvements have been discussed for Hooper Bay and several more need to be explored including more efficient harvesting methods, value added processing, marketing policies, fishing related small businesses such as aluminum welding, fishery diversification and others.

Workforce Development – As stated previously, within the next five years, approximately ten construction projects, worth over \$50 million are projected to be built in Hooper Bay. This represents a substantial investment in the community and the potential for many local construction and support jobs. With the right training, education and coordination, Hooper Bay can get the maximum benefit from work generated from these projects.

Economic Summit - The CEDSP also recommends that Hooper Bay hold an Economic Summit in the community soon after completion of the plan. The three day meeting is intended to include workshops, training and guest speakers addressing a variety of subjects related to the three economic development strategies.

2.0 Introduction

The Hooper Bay Comprehensive Economic Development Strategy Plan (CEDSP) was developed from a planning process with broad-based and diverse community participation that addressed the economic challenges and potential of the area. A CEDSP Steering Committee was established to guide the plan's development. Funding to complete the strategic plan was obtained in part with Mini-Grant Assistance funds made available through the Department of Community and Economic Development and the Denali Commission.

The Hooper Bay CEDSP is intended to complete three distinct tasks; to develop land use maps and narratives; to outline funded and proposed infrastructure, health and education projects; and to evaluate and develop a strategy for three priority economic development projects. The CEDSP provides a mechanism for individuals, local government and private industry to coordinate economic development efforts. As Hooper Bay offers safe and affordable housing, supportive training and education, skilled labor, and community and cultural events, businesses are more likely to invest in the people and community of Hooper Bay and the region.

This CEDSP is required as a qualification for Economic Development Administration (EDA) assistance under its public works, economic adjustment, and planning grant programs; and is a prerequisite for designation by EDA as an economic development district (EDD). This plan is also intended to fulfill Denali Commission Comprehensive Plan requirements.

Elements of a CEDSP

According to the EDA, the CEDSP must be the result of a continuing economic development planning process, developed with broad based and diverse community participation. It must contain the following elements:

1. Analysis: Where are we now?
2. Vision: Where do we want to be?
3. Action Plan: How do we get there?

Analysis: Where are we now?

The analysis section addresses the condition of the local and regional economy, external trends and forces, partners for economic development, and resources for economic development.

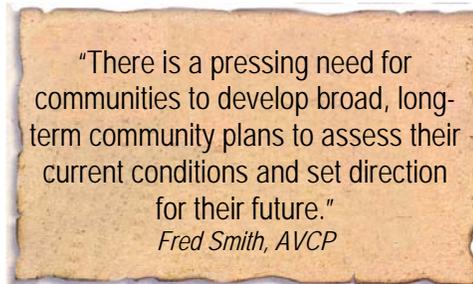
The analysis includes:

- ✓ Demographic, labor force, and socioeconomic data.

- ✓ Geographic, climatic, environmental, and natural resource profiles.
- ✓ An infrastructure assessment.
- ✓ Identification of major sectors of the local economies.
- ✓ Factors that directly and indirectly affect economic performance.
- ✓ Strengths, Weaknesses, Opportunities & Threats (SWOT) to economic development.

Vision: Where do we want to be?

The vision statement, goals, and objectives were created through analysis of the community's development potential and challenges. The vision in this document describes where Hooper Bay wants to be, its goals, areas in which the community or region can build advantages, and how the community's strengths and opportunities can be maximized and its weaknesses and threats minimized.



Action Plan: How do we get there?

The action plan describes potential activities for three economic development projects designed to achieve the goals and objectives identified in the vision. The action plan outlines the economic development strategies, activities, lead organizations, and performance measures. The purpose of the action plan is to create a set of strategies for the community, so that Hooper Bay can better achieve its goals. The strategies represent a multi-year course of action for economic development and diversification activities in the community.

Evaluation Criteria

Performance measures have been identified to evaluate the progress of projects and actions toward achieving the vision and goals. Performance measures are typically objective means of assessing the results of an action, program, service or product. At the end of each year the CEDSP Steering Committee will evaluate progress made on each task, will remove completed tasks, revise ongoing tasks if needed, and add new tasks as appropriate.

Organization and Management

The CEDSP process began with the collection of community input beginning at a public meeting on March 26, 2004. The public also provided input into priority projects through an informal survey at the March public meeting and another survey conducted in April 2004.

An e-mail group of interested parties was established and frequently exchanged information about the CEDSP. Relevant reports were reviewed and interviews conducted

with community members, local businesses and agency staff. This CEDSP has been prepared to identify projects to funding agencies and to build lasting relationships between numerous agencies and businesses to foster economic development activities and infrastructure development for the area.

Hooper Bay's CEDSP Steering Committee

Key players involved in the CEDSP included the Native Village of Hooper Bay, City of Hooper Bay, Native Village of Paimiut, Sea Lion Corporation, Association of Village Council Presidents (AVCP), Yukon-Kuskokwim Health Corporation (YKHC), Lower Yukon School District, Coastal Village Region Funds, Alaska Village Electric Co-op, United Utilities, Inc., Alaska Department of Transportation and Public Facilities, and the State Division of Community and Business Development. Each steering committee member brought unique insight and traditional wisdom to this collaborative effort. This steering committee provided information as the plan was developed, reviewed documents and directed the plan development. The committee primarily met through the e-mail.

HOOPER BAY'S CEDSP STEERING COMMITTEE

Myron Naneng, Sea Lion Corporation	mnaneng@avcp.org
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Karen Goodwin, Lower Yukon School District	kgoodwin@do.lysd.k12.ak.us
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Neil Rodriguez, Coastal Villages Region Fund	neil_r@coastalvillages.org
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Raphael Murran, City of Hooper Bay	cityhpb@yahoo.com
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Scott Ballard, Hooper Bay School	sballard@hpblysd.k12.ak.us
Steve Hamlen, United Utilities, Inc.	shamlen@uui-alaska.com
Todd VanHove, DOT&PF, Anchorage	todd_vanhove@dot.state.ak.us

Public Involvement

Three public meetings were held in Hooper Bay during the development of this plan and several planning meetings were held with local entities such as the Native Village of Hooper Bay, City of Hooper Bay and the Sea Lion Corporation.

Approximately 300 residents attended the first public meeting in March, 2004. Proposed projects (funded and unfunded) were described. The project names were placed on a wall and meeting participants were asked to vote on their favorite unfunded project by placing a “sticky” next to the project name. A new public safety building and new airport received the greatest number of votes, followed by an arts and crafts center, day care facility, Internet, fuel distribution center, Sub-Regional college, senior/elder center, United States Postal Service (USPS) distribution center, family center, learning center, language preservation center, winter trail staking, and a port (this could have been confused with the Fishermen’s Support Center).



Public voting on project priorities, March 2004

At the second meeting, held on May 13, 2004, the agenda included a summary of the survey results, discussion of the vision, project infrastructure matrix and land use mapping. At a third public meeting, on June 23, ASCG reviewed the planning process and the contents of the plan and discussed the upcoming economic summit.

Survey Results

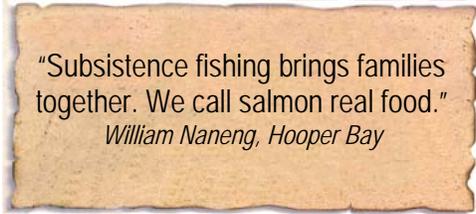
In April, 2004 a community survey was distributed. Approximately 200 responses were returned. About half of the responses were from children. Questions about what residents liked or didn’t like were asked. A list of funded and unfunded infrastructure and economic development projects was also given and participants were asked to prioritize them.

What people like about living in Hooper Bay

The most common responses about what people preferred about living in Hooper Bay concerned the physical environment, followed by the people and the activities. Residents’ likes may be grouped into the following categories:

- Subsistence hunting, fishing, egg gathering and berry picking;
- The beach;
- Tundra;
- Family;

- Yupik way of life;
- Elders;
- Pace of life;
- The way people know and help each other;
- Eskimo dancing;
- Basketball;
- The large size of the village; and
- Lack of cars or traffic problems.



"Subsistence fishing brings families together. We call salmon real food."
William Naneng, Hooper Bay

What people did not like about living in Hooper Bay

The main complaints about living in Hooper Bay had to do with infrastructure and lack of jobs. There were also concerns with drugs and alcohol abuse. Below are generalized responses:

- Lack of jobs and training;
- Lack of piped water and sewer;
- Old clinic, airstrip and school;
- No library or teen center;
- No meeting place for sewing, crafts and community activities;
- Trash in community;
- Mean dogs;
- Swearing on VHF (Very High Frequency) radio;
- Drugs and alcohol abuse;
- High cost of fuel; and
- Lack of restaurant.

Top Development Projects

The survey also asked participants to prioritize projects. Some of the projects were infrastructure projects rather than ones that would create jobs and bring outside money into the community. Survey responses prioritized the projects in the following order:

1. Sub-Regional college, adult basic education, learning center.
2. USPS distribution center.
3. Locally owned regional fuel distribution center.
4. Learning center (Includes language preservation).
5. Child care center.
6. Family center.
7. Natural history museum, arts and crafts center (Could be in senior/elder center).
8. Winter trail staking.
9. Small boat harbor.
10. Public safety building.
11. Internet.
12. Locally owned community wind generators (Separate from Alaska Village Electric Cooperative (AVEC)).
13. Locally owned fuel storage facility.

3.0 Background

This section provides background information pertaining to the people, land and infrastructure in Hooper Bay.



History and Culture

The village of Hooper Bay was traditionally located on a hilly point of land adjacent to the present day village. The original Eskimo name for Hooper Bay is "Askinuk" or "Askinaghamiut" which refers to the mountainous area between Hooper Bay and Scammon Bay. The site was first reported in December 1878 by E.W. Nelson of the U.S. Signal Service and was named after Captain Leighton Hooper, Captain of the U.S. Revenue Cutter "Bear". The 1890 census records a population of 138 residing in a total of 14 dwellings. The population, in spite of some major epidemics, gradually grew; and in the 1920s, teachers, supplies, doctors and nurses began

to arrive via the U.S.S. Boxer.

In 1920 on nearby Nunivak Island, 99 reindeer were introduced from Nome. In 1929 Executive Order No. 5095 reserved Nunivak Island for crossing reindeer with caribou. There are also reports of successful reindeer herders from Hooper Bay but generally reindeer herding began to decline in this area of Alaska around 1940.



Old Hooper Bay continued to be inhabited off and on until the late 1930s or early 1940s. The name "Hooper Bay" came into common usage after a post office with the same name was established there in 1934. In 1951, the U.S. Coast and Geodetic Survey reported the present-day Eskimo name for the village, "Naparyarmiut" which is derived from the name of the river/slough named "Naparayak" River.

Historically, springtime was a time of intense subsistence activity for Hooper Bay residents. They hunted seal, whale and walrus by kayak, using harpoons and spears. King eiders were hunted with bows and arrows and bola. Different kinds of greens were gathered as well as eggs from geese and other species of birds. The people fished for herring, kings and silver salmon. Nets were made out of animal sinews from white whale and reindeer. Fish were preserved by drying,

smoking or salting.

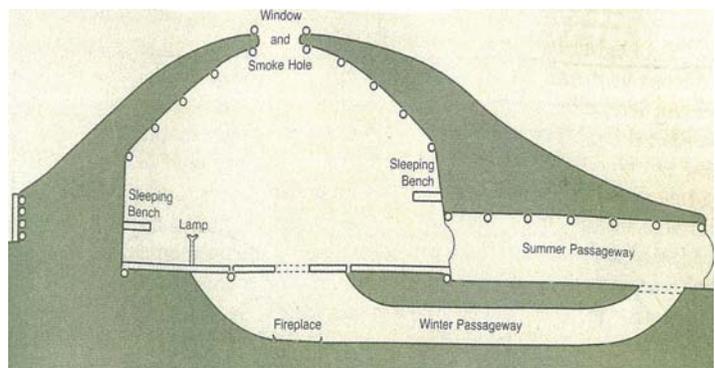
August was the month for picking salmon berries, and the families had to go across the bay by skin boat. They sailed across if there was a wind and rowed when there was no wind. The boats were large enough to carry more than one family. In the fall, the people picked black- and cranberries.

Every fall, the women picked grass on the beach. The grass was dried and dyed many colors using natural pigments, such as the blackberries, cranberries and moss. The grass was used in different ways. It could be woven and used for a drape to cover the doorway, for a liner in kayaks and also sewn and made into baskets to use as backpacks. Today grass is still used to make baskets and dance fans with detailed designs that are commonly sold to visitors and at events in Bethel and other locations. Dolls are also commonly crafted and sold.

In winter, people traveled by dog teams. They set their fish traps and caught black fish. Needle fish were caught and used mainly as dog food.

Beaver, mink, rabbit, seal and bird skins were used for clothing. Hats, mittens, parkas and piluguuks (skin boots) were made from these skins. The mukluk (bearded seals) intestines, when dried, were used for making rain parkas.

Story telling was used to teach history and moral lessons, and also for entertainment. The men told stories in the qasgiq (men's house). They would also counsel younger men and boys. Story knives were used by little girls to tell stories or just to amuse themselves. These story knives were made of ivory, bone or wood. Some were plain and some were decorated. These could be used on snow, dirt or mud. Toys, tools and utensils were made out of wood. Today butter knives are used for story knives and kitchen and eating utensils are bought from the store.



Drawing of a qasgiq, E. W. Nelson (1899).
Note: Hooper Bay Men's house had different entrances than shown



People today still subsistence hunt, fish, and gather eggs and berries. Dancing is also quite common and is done both for entertainment and to preserve the culture. The women wear traditional kuspuks, headdresses and skin boots. Dance fans are always used for dancing. The men's dance fans are made from wood and birds feathers and their masks are made from wood. Eskimo dances are held primarily during holidays.

Change has come quickly over the last fifty years. People have changed from kayaks to wooden or aluminum boats and from dog sleds

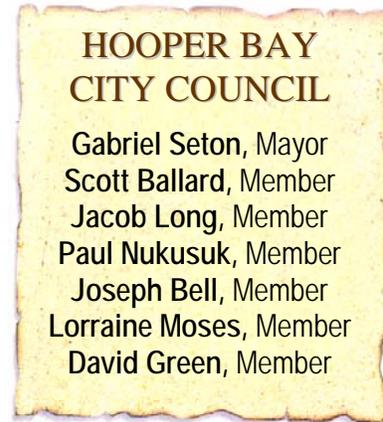
to snowmachines. In 1968 diesel-powered generators brought electricity to the village. Before that time, people used Coleman lanterns for light. During the 1960s windmills were installed at individual homes and were connected to 12 volt generators for electricity. Due to declining salmon runs, subsistence fishermen are often forced to travel longer distances for fewer fish. In the past, only one to three gallons of fuel was needed for subsistence salmon fishing. Now, subsistence fishermen may need up to 45 gallons of fuel and still must travel further to seek salmon.

Hooper Bay has grown into the largest traditional village on the Yukon-Kuskokwim Delta. While maintaining its Yup'ik heritage, it is moving toward modernization, with growing services and facilities. The predominant language is English, although Yup'ik is still spoken widely – especially among the elders. Yup'ik is also taught in the school. Traditional stories, dances and songs continue to be passed from generation to generation, as is knowledge of subsistence hunting and fishing techniques and of crafts such as skin sewing, basket making and ivory and mask carving.

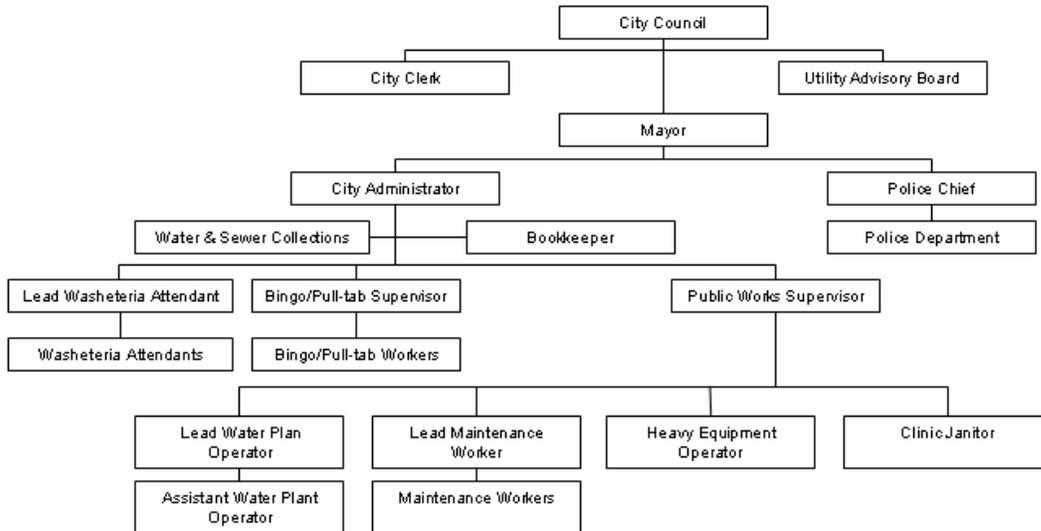
Government/Organizations

City of Hooper Bay

Incorporated in 1967, the City of Hooper Bay is a second-class city in the unorganized borough. It has a strong mayor form of government. The seven-member City Council is elected at large and serves as the legislative body. The city also has an appointed seven-member planning commission governed by Alaska Statute Title 29 and city municipal code. In addition to the city administrator, Hooper Bay employs a utility advisory board, water and sewer collections supervisor, bookkeeper, washeteria attendants, bingo/pull-tab supervisor and workers, police chief and officers, public works supervisor and staff.

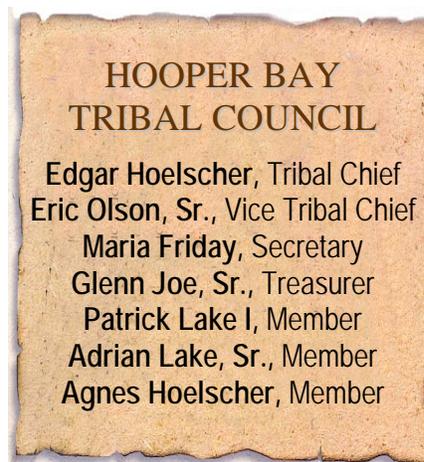
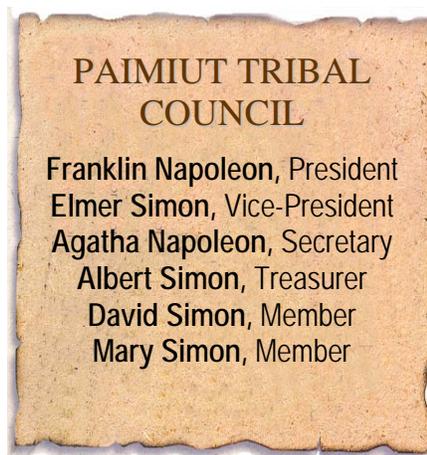


City of Hooper Bay Organizational Chart



Native Villages of Hooper Bay & Paimiut

Two federally recognized tribes are located in the community – the Native Village of Paimiut and the Native Village of Hooper Bay.



Paimiut is located about 14 miles from Hooper Bay on Kokechik Bay, on the east bank of the Lithkealik River at approximately 61.701390° North Latitude and -165.83944° West Longitude (Sec. 32, T019N, R091W, Seward Meridian). It was first reported in 1951 as having two groups of two or three frame houses, about a quarter mile apart. The village is now a summer fish camp. Villagers live in Hooper Bay during the winter months. The village is accessible by boat or float plane. A winter trail is also marked between Paimiut and Hooper Bay and used by snowmachines.

Sea Lion Corporation

Sea Lion Corporation is an Alaska Native Corporation, organized pursuant to the Alaska Native Claims Settlement Act. Sea Lion Corporation has a seven member board. Myron Naneng has served as a board member of Sea Lion since 1979 and as president since 1983.

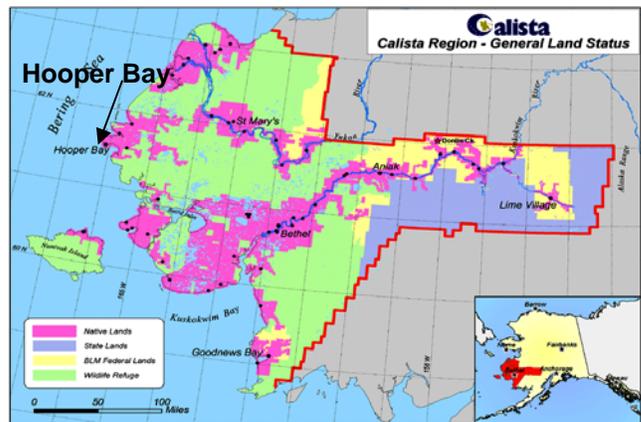
Sea Lion is the majority shareholder of United Companies, Inc. (UCI). UCI and its affiliates, United Utilities, Inc. (UUI) and Unicom, Inc., provide telecommunications services to sixty rural Alaskan communities. UCI provides local exchange, (their primary business), cellular, Internet, long distance learning and telemedicine services. They now provide dial-up Internet service in Hooper Bay and have plans to increase the bandwidth to Hooper Bay and adding more dial-up modems. UCI is the largest Alaskan Native-owned rural telecommunications carrier in the State of Alaska. UCI employs approximately 145 people. UCI recently awarded 144, \$2,000 scholarships to graduating high school students to further their education and career development.



Calista Native Corporation

Hooper Bay is located within the Calista Native Corporation. The subsurface estate in the region belongs to Calista. Founded in 1972, Calista Corporation is the second largest of the 13 regional corporations formed under the Alaska Native Claims Settlement Act in 1971. It is a business corporation formed under state and federal laws, including the settlement act and its amendments.

Eleven shareholders serve on the board of directors and provide direction and guidance to the corporate management. Corporate management is conducted by the administration team working in cooperation with external affairs, human resources, legal affairs, shareholder services, finance and accounting, and the land and natural resources departments.



Association of Village Council Presidents

AVCP, the Association of Village Council Presidents, serves Hooper Bay. It is one of 12 regional Native non-profit organizations in Alaska. AVCP was established by the Village Councils in 1964 to work for the benefit of tribal governments and the people of the

Yukon-Kuskokwim Delta. AVCP was involved in the process leading to the federal legislation called the Alaska National Interest Lands Conservation Act (ANILCA) and the Alaska Native Claims Settlement Act. Since 1964, AVCP has grown to become a diverse social service agency, tribal rights advocate, and community development organization.

Each the 56 federally-recognized tribes on the Yukon Kuskokwim River Delta are members of AVCP. The Board of Directors of AVCP is composed of the 56 Village Council Presidents.

AVCP Mission

AVCP Yuut aturyukngaitnek paivciluni
ikaiurluki yuungaqlewekaitnek cali allat
yyut aturyukngait ellmegnek
piyugnarillerkaitnek makut Yuut
atuqekngait Yuuyariat Piciryarait-Ilu
Piyugngariinallerkakun ellmgnek, ukut
nunat Ikakluki

AVCP provides human development, social services, and other culturally relevant programs for the people, to promote self-determination, protection and enhancement of our culture and traditions through a working partnership with member villages of the Yukon-Kuskokwim Delta.

<http://www.avcp.org/>

Lower Kuskokwim Economic Development Council

Hooper Bay is part of the Lower Kuskokwim Economic Development Council. This Council, along with almost a dozen others, is part of the

Alaska Regional Development Organizations. These organizations are non-profit organizations of local volunteers, representing numerous public and private interests, and working together to achieve economic development in their region. Through Alaska Statute 44.33.895 and the Alaska Administrative Code (3 AAC 54), the Legislature established the Alaska Regional Development Organizations program in 1988, and again in 1997, 2000, and 2004. This program supports the widely held belief that a locally-driven initiative, in partnership with the State and other entities, can most effectively stimulate economic development and produce healthy, sustainable local economies. In December, 2001, the Lower Kuskokwim Economic Development Council completed a two-year strategy that included examination of several economic potentials such as fisheries, retail trade, finance, jobs, construction, arts, tourism, fur trapping, guiding, bird watching, and subsistence. The Hooper Bay CEDSP considered recommendations from the Lower Kuskokwim strategy plan.

Coastal Villages Region Fund

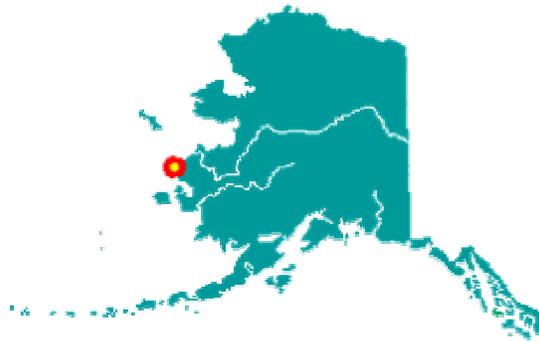
The Community Development Quota Program began in December of 1992 with the goal of promoting fisheries related economic development in western Alaska. The program is a federal fisheries program that involves coalitions of communities who have formed six regional organizations, referred to as CDQ groups. There are 65 communities within a

fifty-mile radius of the Bering Sea coastline who participate in the program. Hooper Bay is in the Coastal Villages Region Fund CDQ. Coastal Villages Region Fund has 20 member communities ranging from Platinum in the south to Scammon Bay in the north. Coastal Villages Region Fund employment opportunities include the Bering Sea ground fishing industry. They also offer scholarships and training programs. They recently built a fish plant in Hooper Bay and have plans to construct a Fishermen's Support Center in Hooper Bay also.

Hooper Bay government and organization contact addresses are listed in Appendix A.

Physical Conditions

The village of Hooper Bay is located approximately 166 degrees west longitude, 61.5 degrees north latitude; about five hundred miles west of Anchorage in the middle of the Yukon-Kuskokwim Delta, on the edge of the Bering Sea. The village itself is situated on flat, sandy land surrounded by the Clarence Rhode National Wildlife Range within the Yukon Delta National Wildlife Refuge, marshy tundra dotted with numerous ponds and the Alaska Maritime National Wildlife Refuge. North of the village is Kokechik Bay and Askinuk Mountains with cliffs and peaks over 2,300 feet above sea level. Two miles west of the village is a long beach lined with dunes and to the south is the shallow water of Hooper Bay which provides access to the life-supporting Bering Sea.



Development in Hooper Bay faces many constraints from the natural environment. The soils and geology, especially the permafrost, will continue to be governing factors when developing new areas or redeveloping portions of the older sections of the village.

Geophysical Information

Sediments at Hooper Bay consist predominantly of silts, clays and fine sands deposited in the alluvial, coastal and estuarine environments of the Yukon-Kuskokwim Delta. A 1994 report found that the area around Hooper Bay is underlain by near-continuous permafrost to depths of approximately 100 to 300 feet. The permafrost is underlain by a fresh water aquifer inferred to be 100 to 400 feet thick and geophysical findings suggest that the fresh water aquifer is underlain by a brackish or saline water aquifer. Permafrost in this area is expected to be very close to or at the freezing point of fresh water.

Climate

The mean annual snowfall is 75 inches, with a total precipitation of 16 inches. Temperatures range between -25 and 79 degrees Fahrenheit. Winter ice pack and winds often promote severe conditions. The Bering Sea is usually ice-free from late June through October. Winter winds generally come from the northeast. Hooper Bay's location and climate have always and continue to dictate the everyday activities of the village from its subsistence lifestyle to transportation and communication.



Land

Land Use

Land use in Hooper Bay has been strongly influenced by physical factors, land ownership, the availability of land for development, and historical development patterns. Physical limitations to development include the presence of permafrost, surface drainage problems, wind direction, and erosion and flooding.

A mixed land-use pattern has been traditionally acceptable to the community. There is a Hooper Bay "old town" where development is concentrated and there are new development areas. The existing land use is shown on Figure 2. Hooper Bay does not have a land use map. In order to effectively plan future projects, the community may wish to produce a land use map soon.

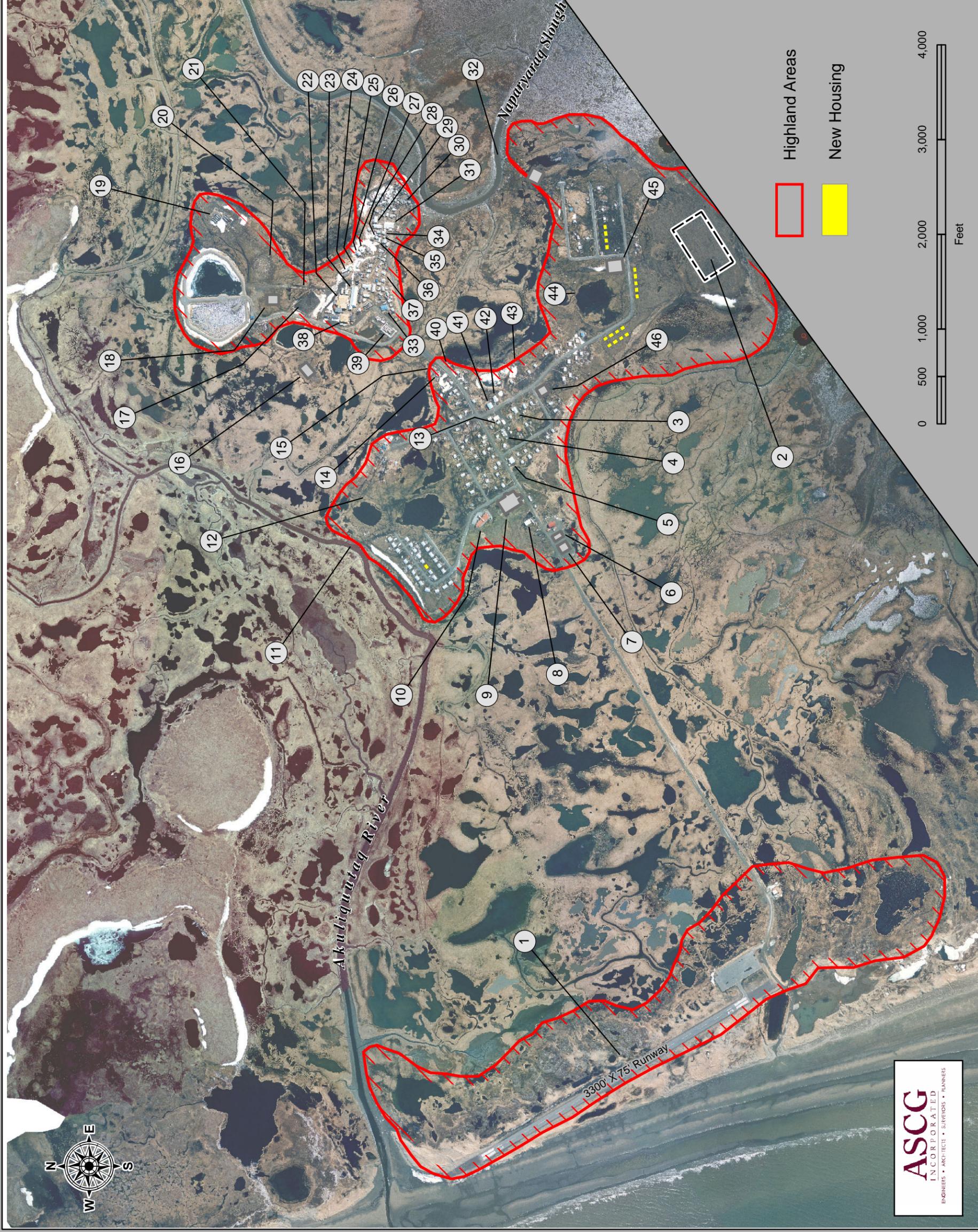
Figure 1 Land Use Map

Hooper Bay, Alaska

Existing Land Use (2004)

1. Airport
2. New School Area*
3. Health Clinic
4. Hills & Joe Store
5. AC Sea Lion Store
6. Fishermen's Support Center*
7. Fish Plant
8. Qavartarvik Hotel
9. YKHC Subregional Housing & Clinic*
10. Sea Lion Corporation Offices / Post Office
11. Boat Pullouts
12. Boat Storage
13. PHS Water Treatment & Washeteria
14. Covenant Church Parsonage
15. Bunyan Store
16. New Water Treatment Plant
17. Old Sewage Lagoon
18. New Fuel Plant
19. Old Fuel Storage Tanks (likely to be removed)
20. Graveyard
21. Water/Sewer Line from School to Sewage Lagoon
22. LYSD High School
23. LYSD Elementary School
24. Armory
25. Teen Center
26. Substance Abuse Program Offices/ Search & Rescue/Fire Hall
27. Community Center
28. Naneng Store
29. Church Complex
30. Warehouses
31. AC Store
32. Boat Pullouts
33. ANICA Store
34. PHS Wellhouse
35. City Office
36. Public Safety
37. Covenant Church
38. LYSD Teacher Housing
39. AVEC Electric Plant & Fuel Storage
40. United Utilities Telephone
41. NVHB Administration Building
42. Traditional Council Building
43. Fuel Storage
44. Boat Storage
45. Youth/Elder Center
46. New Headstart Preschool

* Not built as of June, 2004



Land Ownership

Ownership of lands in Hooper Bay is generally divided between private individuals or businesses, Native Corporation, and government entities. 14(c)(3) selection has not been made.¹ The area surrounding Hooper Bay is designated as the Yukon Delta National Wildlife Refuge, and is primarily wetlands. There are numerous Native Land Allotments within the Refuge and Corporation lands. A complete title search should be conducted for properties which may need to be acquired in conjunction with projects. The title search will indicate current ownership, provide descriptions of any easements which may exist, and provide an indication of problems which may have been associated with a particular piece of property in the past.

Infrastructure

Housing

Housing continues to run in short supply due to the growing population and limited nearby developable land. One potential housing site has been discussed northeast of the village. Currently there is no access to this area. If the airport is located in this direction, an access road would need to be developed which could serve to assist development of housing in this area.

Hooper Bay Sanitation Facilities and Utilities

Sewer and water

Residents currently haul treated water from the washeteria or other watering points. Three wells were drilled in 1997, three miles northeast of town. The school uses its own water system. Homes are not plumbed. The City is undergoing major improvements for a piped water and vacuum sewer system. A new water treatment/washeteria facility is under construction. Access roads and construction pads are completed. The landfill was expanded in 1997, and includes a new sewage lagoon; the combined site is nearly 20 acres in size.

Electricity

Electricity is provided by AVEC. Residential service costs 32 cents per kilowatt hour plus fuel costs of about 9 cents per kilowatt hour. Power cost equalization subsidizes the first 500 kilowatt hours per month down to 13 cents per kilowatt hour in mid 2004. AVEC recently upgraded their largest unit in Hooper Bay from 557 kW to 824 kW and has the capacity to accommodate growth. Other units are 557 kW, 350 kW and 350 kW for a total installed capacity of 2081 kW in four units.

According to AVEC, which serves 51 villages in Alaska, when piped water and sewer systems are introduced into a village, residents begin to buy and use washers and dryers in

¹ The Alaska Native Claims Settlement Act, passed in 1971, established the right of the village corporations to lands in and around their villages. The 14(c)(3) provision refers to lands needed by the city for present and future land uses.

their homes instead of relying on the washeteria. In addition, the water and sewer systems typically include electric heat trace systems to prevent freezing of pipes. AVEC records indicate these practices results in increases of village electrical and fuel usages by approximately 20%.

AVEC is considering utility-grade wind generation as an option to reduce fuel use for power generation. A site for wind generation has not been finalized. An area near the old Yukon Fuel Company tank farm has been suggested as a good wind site. They are also considering a further application to set up a small wind generator to provide electric heat to the water system at the water treatment plant.

Fuel

The village currently has a holding capacity to safely fill around 800,000 gallons of fuel. AVEC reports that given the anticipated increase in fuel consumption associated with the new sewer and water system, the fuel storage system will be inadequate in the near future.

Currently there are several entities in Hooper Bay that own fuel tanks as indicated below.

Hooper Bay Fuel Tank Shell Capacity in Gallons*

<u>Owner</u>	<u>Diesel/ Fuel Oil</u>	<u>Unleaded Gasoline</u>
Yukon Fuel	220,000	170,000
AVEC	170,600	
LYSD	145,500	
City Of Hooper Bay	20,000	
National Guard	8,200	
	564,300	170,000

*Usable fuel storage will be slightly less than the shell capacity of each tank.

Roads and Trails



In 2002, Native Village of Hooper Bay completed a Draft Transportation Plan for the community. The plan indicated that most transportation within the community is via four-wheelers in the summer and snowmachines in the winter. Winter travel to neighboring villages by snow machines is common. No permanent winter trail markings exist to guide the way. The many small lakes and low-lying wet areas limit summer surface access. A default of 50 was used for the average daily traffic on all roads. No actual counts were conducted.

The estimated number of vehicles in the community includes eight trucks, 300 snowmachines, and 250 four-wheelers. In addition, there are an estimated 300 skiffs. Although no

formal boat landing area exists, there are several shallow areas near the village where boats are hauled up on shore and stored for the winter.

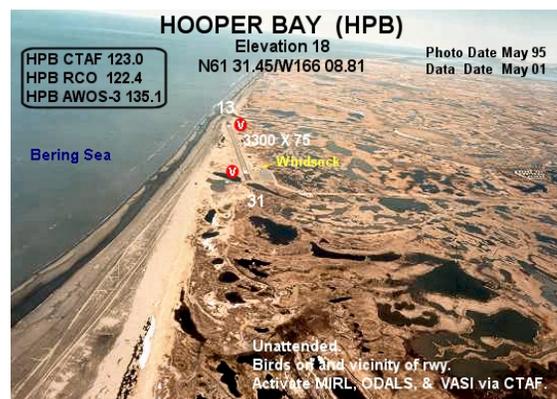
The proposed transportation projects in the 2002 transportation plan included the following:

Short Range Projects		
Project Name	Cost Estimate	Project description
Bridge Road	\$1,600,000	Road provides access to residential expansion area to the north side of village and potential to new airport location
New School Road	\$750,000	Provides access to new school.
Beach Trail with Bridges 1, 2, 3	\$2,000,000	Provides access to important fishing and other subsistence areas.
Downtown Streets Reconstruction, drainage and surfacing	\$2,500,000	Project would include most existing downtown streets and would include drainage improvements and surfacing to reduce dust.
Winter Trails Marking	\$250,000	Provide trail markings between Hooper Bay, Scammon Bay and Chevak and Paimiut.
Mid-Range Projects		
Project Name	Project Description	
Tomaganuk Road, Dock and Bridge 7	This road connects Nunakak Street to Hooper Street and to a proposed dock, parking area and bridge.	
Long Range Projects		
Downtown Roads	Construct the following: Salmon Street, Northern Light Blvd. Church Street, New Cemetery Road, Bridge 6, and Village Road Boat Dock/Launch.	

Village Safe Water is in the process of completing design and construction of Salmon and Northern Lights Roads as part of a sewer and water upgrade project. The estimated cost of the road project is \$1.5 million. Construction is expected to take place in the summer of 2005 (mobilization may begin in fall, 2004).

Airport

The Hooper Bay airport is currently classified as a Community Airport in the Alaska Department of Transportation and Public Facilities' Alaska Aviation System Plan. Snow removal/ice removal and hazardous reporting are performed only during duty hours unless by prior arrangement in writing with airport management.



The airport has a 3,300-foot by 75-foot asphalt runway with medium intensity runway edge lighting. There is a 300-foot runway safety area at each end. There are no aircraft based at Hooper Bay Airport although a hanger has recently been built by a local pilot with the intent of starting a flight school.

Known concerns regarding the airport include:

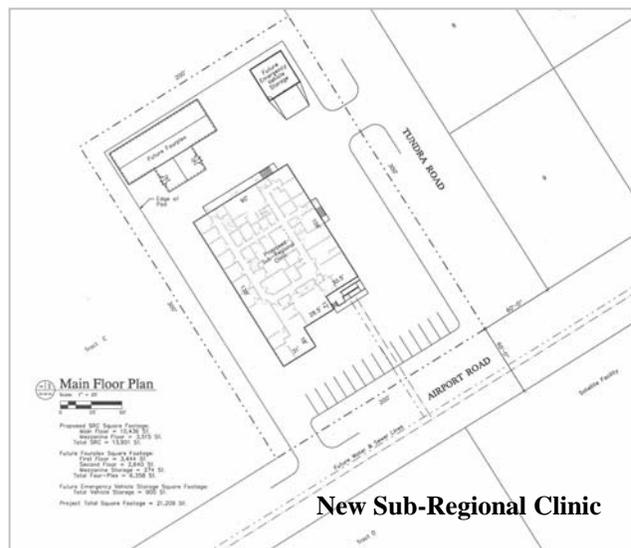
1. Impact of adjacent shore erosion on the integrity of the airport;
2. Present and projected demand (per the Yukon-Kuskokwim (Y-K) Delta Transportation Plan) for a longer runway to support Sub-Regional growth and a possible postal hub; and
3. Seasonal flooding of the access road.

The USPS prepared a study in the early 1990s that recommended approximately 14 new sub-regional postal hubs in Alaska. Hooper Bay was one of the recommended hubs. The study, prepared by the Parcel Post Task Force, concluded that developing Hooper Bay as a hub could reduce postal service costs. This assessment was supported by the March 2002, Y-K Delta Transportation Plan completed by the Alaska Department of Transportation and Public Facilities. The Y-K Delta Transportation Plan indicated that as the number of hubs increases, the bush delivery costs decrease. Further, it stated, that using the year 2020 demand for mail, if the Hooper Bay airport served as a postal hub it could save an estimated \$2.75 million a year. Both the Parcel Post Task Force Study and the Y-K Transportation Plan recognized that improvements to the airport at Hooper Bay were needed to make the hub plan viable. The USPS indicated that although they have no immediate plans to change the mail routing system, they still intend to implement the hub recommendations.

The State of Alaska Department of Transportation and Public Facilities has begun to prepare a reconnaissance study to recommend actions to correct Hooper Bay Airport's safety and capacity deficiencies; identify facilities required to serve existing and future air traffic demand; and develop a phased implementation plan for improving the airport to meet forecasted needs for the next 20 years. Alternative development concepts shall be evaluated and presented to community leaders, airport users and local residents to identify the preferred development alternative. The study is expected to take one to three years.

Clinic

Yukon-Kuskokwim Health Corporation (YKHC) received funding from various sources to build a new Sub-Regional Health Clinic in Hooper Bay. Eighty



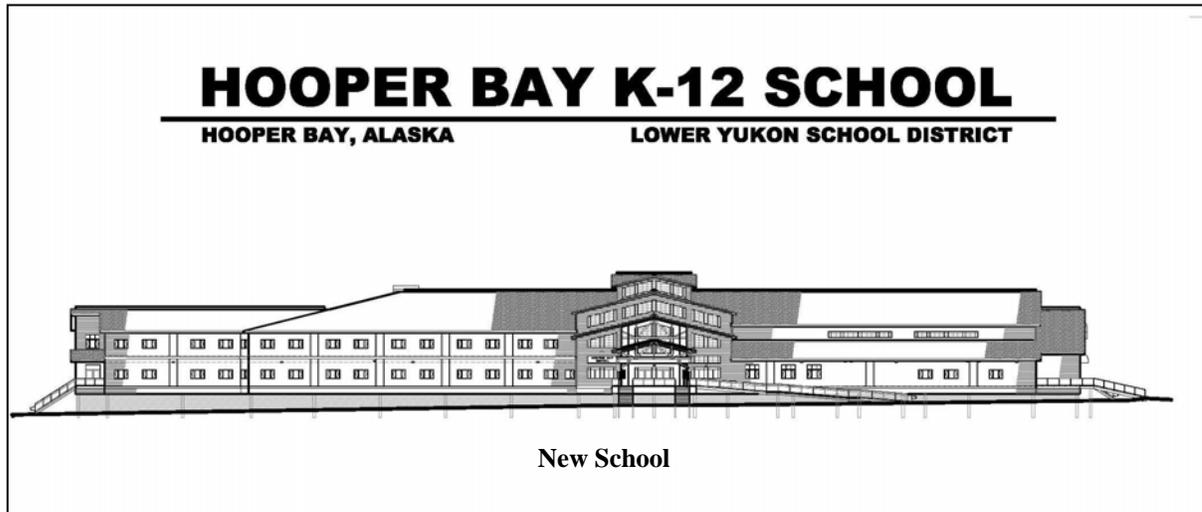
percent of the funding came from Denial Commission and the other twenty percent came from State of Alaska, Department of Housing and Urban Development, and grant funds Indian Health Services. The size of the Health Clinic is 14,000 square feet. A planned 6,400 square foot 4-plex with garage is intended to house employees from outside the village. The estimated cost is \$7,232,000. Construction is expected to begin in 2005.



School

Hooper Bay School is one of eleven schools in the Lower Yukon School District (LYSD). The school has 384 students K-12, most of whom are Yup'ik Eskimo. Hooper Bay School boasts the largest student body of the LYSD. The school employs 33 certificated staff members and 25 classified staff members.

Elementary students take all their subjects in self contained classrooms and share the gym and well-stocked library with the high school. The high school has a shop, a science lab, and a computer lab. The school curriculum provides college preparatory classes such as advanced algebra, geometry, biology, language arts, and journalism. There are also vocational classes such as subsistence, typing, business and woodworking.



High school students participate in many athletic competitions such as cross-country running, co-ed volleyball, basketball, and Native Youth Olympics. Elementary students compete in cross-country running, basketball, and Native Youth Olympics.

There is a strong high school academic decathlon team and an elementary academic pentathlon team. The Student Council is very dynamic. They support activities such as the athletic events as well as speech contests, spelling bees and the school prom.

The school is frequently used by the community for recreational activities such as city league basketball games, local celebrations, and funerals.

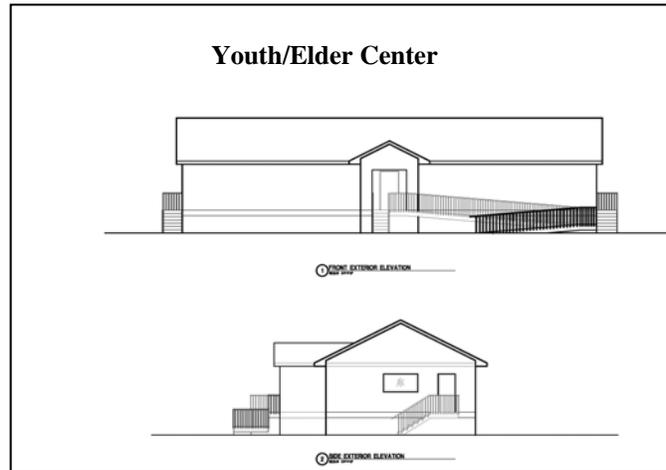
A new 74,000 square foot school is going to be constructed beginning in 2005 at a cost of \$24 million. The opening date of the school is scheduled for 2006.

The City of Hooper Bay also received funds to construct a Youth/Elder Center. This center will contain areas for craftspeople to teach younger people their knowledge of making grass baskets, masks and other crafts. The City intends to construct the approximately 1,800 square feet building this summer with local labor.

Miscellaneous Funded Projects

In addition to the school, the Sub-Regional clinic and water and sewer improvements, there are other funded projects including a Fishermen’s Support Center, a youth/elder center and wind generators.

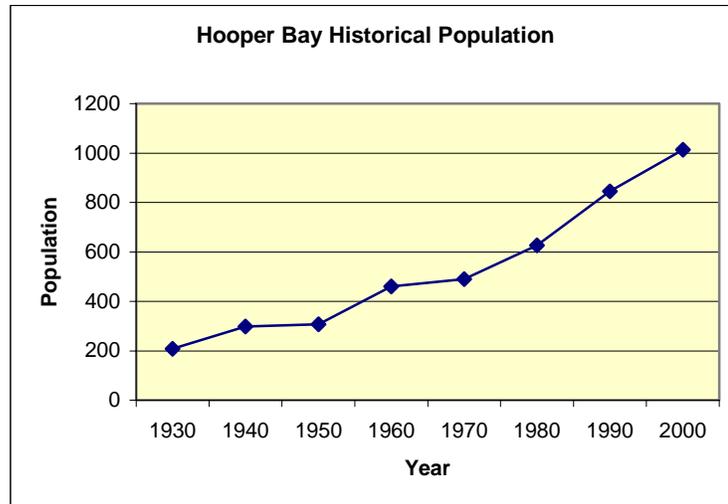
The following chart shows a list of known infrastructure projects, their estimated costs and their construction schedule.



PROJECT NAME	PROJECT DESCRIPTION	FUNDING SOURCE(S)	AMOUNT	CONSTRUCTION SCHEDULE
Sub-Regional Clinic	14, 0000 sq. foot with 6,400 sq. ft. 4-plex and garage	Denali Commission, HUD, DCED, IHS	\$7,232,000 million including 4-plex for employees	2005
New School	To construct approximately 74,000 sq. foot 2-story school.	Bond Funded	\$24 million	Construction start date 05/05, and completion date 12/06
Fisherman's Support Center	1,700 sq. foot Fishermen's Support Center Facility	Coastal Village Region Fund		Summer 2005
Water & Sewer	Water tank, well, water treatment, water transmission line, sewer	EPA, VSW	\$2.9 million	Fall 2004
Water & Sewer	Mechanical System in Main Utility bldg	IHS	\$1.06 million	Winter 2005
Water & Sewer	Mechanical systems, pipelines, collection point, boardwalk, Satellite bldg	RD, VSW	\$2.75 million	Fall 2005
Water & Sewer	Satellite bldg mechanical system	RD, VSW	\$2.35 million	Summer 2006
Airport Reconnaissance Study	Very early stage in planning. Possibly a 5000-foot airstrip	FAA, DOT&PF	Approximately \$100,000 (\$10-\$20 million project could follow)	Unknown
Youth Elder Cultural Center	26 x 72 foot building for Youth/Elder Arts and crafts	Capital Match Grant	\$123,297	Summer 2004
Wind Generators	2-3 100 kWh wind generators NE of community	AVEC, Rural Utilities	\$1.3 million	2004/2005

Population

The population of Hooper Bay has been steadily increasing and is expected to continue to do so in the future. The State Demographer's 2003 population for Hooper Bay is 1,115. Hooper Bay is located within the Wade Hampton Census Area which is increasing at a rate of 1.95 percent annually. Hooper Bay has an annual growth rate of approximately 2 percent. If this trend continues there will be approximately 1,700 people living in Hooper Bay in 2025. With improvements like the regional clinic, this number could increase.



Source: U.S. Census

The following population and housing data is from the 2000 U.S. Census. The Census indicated that approximately 95 percent of the population in Hooper Bay is Alaska Native as shown in the following table.

Population by Race	
White:	43
Alaska Native or American Indian	950
Two or More Races	21
Total Population in 2000	1014

Age Distribution

Age distribution gives an indication of whether the population of a community is generally young or old, growing or declining. It is a predictor of future school enrollments, an indicator of what sorts of resources and programs the community may need for specific age groups, and one source of information about the available labor force. A notable demographic attribute of Hooper Bay and the surrounding census areas is the young median age of the population. The following table shows the age distribution of residents of Hooper Bay.

Population by Age:

Age 4 and under:	89
Age 5 - 9:	145
Age 10 - 14:	178
Age 15 - 19:	124
Age 20 - 24:	54
Age 25 - 34:	103
Age 35 - 44:	145
Age 45 - 54:	69
Age 55 - 59:	31
Age 60 - 64:	17
Age 65 - 74:	32
Age 75 - 84:	22
Age 85 and over:	5
<hr/>	
Median Age:	18.4
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Pop. Age 18 and over:	515
Pop. Age 21 and over:	461
Pop. Age 62 and over:	73

Hooper Bay has slightly more women than men in its population. In 2000, there were 510 females and 504 males.

Population by Gender

Place	Male	Female
Hooper Bay	504	510
Wade Hampton Census Area	3,666	3,362

Housing Characteristics

Housing needs are growing in Hooper Bay. Since 1990, approximately 30 new houses have been built. There is limited available land suitable for housing. Currently, there are about 240 housing units with an average of five people per household.

Housing Statistics

Total Housing Units:	239
Occupied Housing (Households):	227
Vacant Housing:	12
Vacant Due to Seasonal Use:	1
Owner-Occupied Housing:	178
Median Value Owned Homes:	\$32,700
Renter-Occupied Housing:	49
Median Rent Paid:	\$488
Total Households:	227
Avg. Household Size:	4.47
Family Households:	187
Avg. Family Household Size:	4.97
Non-Family Households:	40
Pop. Living in Households:	1,014
Pop. Living in Group Quarters:	0

4.0 Economic Analysis: Where are we now?

Summary of Hooper Bay's Economy

Hooper Bay has a traditional mixed economy with many residents relying heavily on subsistence along with transfer payments and a cash economy as described below.



Subsistence - Hooper Bay's economy is tied to the sea and to the land. Subsistence activities occur every day of the year. Wild-food harvests are extremely important for maintaining cultural traditions and as a primary source of sustenance. Based on Alaska Department of Fish and Game surveys, the annual

harvest of wild foods in the Wade Hampton Census Area, which includes Hooper Bay, about 4.9 million pounds, or about 698 pound per person is harvested annually. Most of the wild food harvested is composed of fish (74% by weight), along with land mammals (9%) and marine mammals (13%). Birds make up 4% of the harvest by weight while plants contribute less than 1%. Major fish varieties include salmon, herring, whitefish and halibut. Marine mammals harvested include three seal species (bearded, ringed, and spotted), beluga whale and sea lion. Land mammals harvested include caribou, moose, beaver and musk oxen. Wild foods, furs, and other products are commonly shared among families and friends.



Government Funding

Transfer payments, which include all payments in cash or in-kind from government sources contributes to the Hooper Bay economy. Government funding includes maintenance payments such as family assistance, security income payments, general relief, foster care, adoption assistance and heating assistance. Hooper Bay also enjoys the benefits of the Alaska Permanent Fund Dividend (PFD) distributions.

Employment

There are numerous full and part-time jobs as well as some seasonal employment in Hooper Bay.

Hooper Bay has three fire crews (16 people in each). These crews sometimes fight fires in Oregon, Washington, California, Montana, and Wyoming. National Guard employs Hooper Bay residents that get paid per drill and other activities.



Often temporary construction positions become available. Some of these construction jobs

have included housing projects, water and sewer projects and utility construction. Workers have been needed for both private and government construction jobs.

The main federal employer is the Post Office. Other employers include the Head Start program, local grocery stores, and the City. The City of Hooper Bay is the 8th largest employer in the region, employing an estimated 44 people. Employees include seven village police officers and three dispatchers. The Tribe employs approximately 20 people. Sea Lion Corporation has six full-time and six part-time employees as well as three on-call workers. In addition, they have a summer internship program that includes two temporary employees.

Several private air carriers hire local agents to assist passengers and deliver mail to the post office. Several airlines provide transportation such as Yute Air, ERA, Grant Aviation, and Penn Air. All of these airlines have at least one full time agent in Hooper Bay.

Next to the City, the biggest employer in Hooper Bay is the Lower Yukon School District. About 25 classified employees work full time. There are a few local classroom teachers in Hooper Bay School. Currently, a government program designed to increase the number of certificated local teachers is being implemented. Four school aides involved in this program will soon be teaching.

Alaska Village Electric Company provides power to the village. The two AVEC jobs are permanent and year round.

YKHC is another employer in the village. Visiting doctor(s) and dentist(s) come to the village once or twice a year. A public health nurse comes to Hooper Bay about eight times a year. Seven residents are employed by the clinic. When the full-time health practitioners arrive to staff the Sub-Regional health clinic more locals will likely be employed. YKHC Human Resources Department lists 26 employees in Hooper Bay employed in a variety of programs.

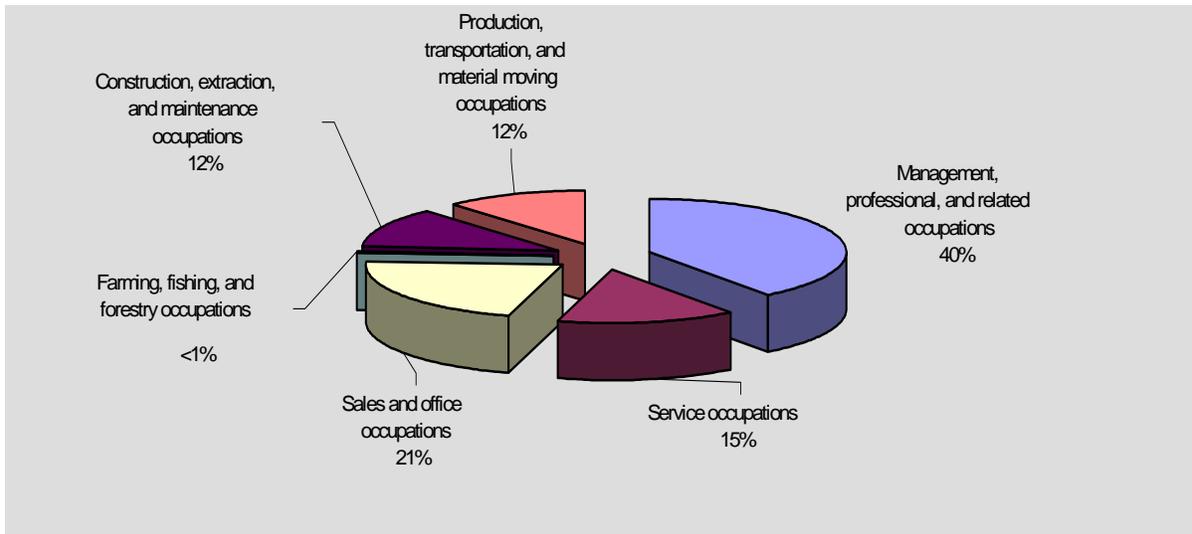
Hooper Bay has several entrepreneurs. Hill and Joe were two local families that started a grocery store. Local stores account for approximately 20 full or part-time jobs. There is also a multitude of craftspeople that make dolls, ivory carvings, baskets from local grass, and traditional Eskimo dance masks. The village is very well known for its highly prized baskets and dolls.

Main Employers in Hooper Bay

Employer	Number of Employees*
Airlines	4
Alaska Village Electric Company	2
Alaska Commercial Company	13
City of Hooper Bay	44
CVR/Coastal Villages Seafoods, Inc.	1
Hills Store	4
Lower Yukon School District	25
Native Village of Hooper Bay	20
Sea Lion Corporation	14
U.S. Post Office	3
Hooper Bay Clinic	8

*may not include all part-time or on-call workers

The following figure and table report employment figures from the 2000 U.S. Census. They do not however, report the significant contribution of subsistence “employment”, particularly with regard to fishing.



Source: U.S. Census, 2000

Employment in Hooper Bay
2000 U. S. Census

Employment:	
Total Potential Work Force (Age 16+):	593
Total Employment:	202
Civilian Employment:	202
Military Employment:	0
Civilian Unemployed (And Seeking Work):	120
Percent Unemployed:	37.3%
Adults Not in Labor Force (Not Seeking Work):	271
Percent of All 16+ Not Working (Unemployed + Not Seeking):	65.9%
Private Wage & Salary Workers:	91
Self-Employed Workers (in own not incorporated business):	2
Government Workers (City, Borough, State, Federal):	107
Unpaid Family Workers:	2
Employment by Occupation:	
Management, Professional & Related:	82
Service:	59
Sales & Office:	38
Farming, Fishing & Forestry:	0
Construction, Extraction & Maintenance:	6
Production, Transportation & Material Moving:	17
Employment by Industry:	
Agriculture, Forestry, Fishing & Hunting, Mining:	0
Construction:	0
Manufacturing:	5
Retail Trade:	20
Transportation, Warehousing & Utilities:	8
Information:	2
Finance, Insurance, Real Estate, Rental & Leasing:	7
Professional, Scientific, Management, Administrative & Waste Mgmt:	0
Education, Health & Social Services:	102
Arts, Entertainment, Recreation, Accommodation & Food Services:	11
Other Services (Except Public Admin):	10
Public Administration:	37

Business Licenses

Licensed businesses that currently operate in Hooper Bay include:

Business Name
Airlines
ANICA Store
CVRF Halibut Plant
Freedom Flyers Flight School
GCI
George E Nanuk
Hill & Joe's Store
Hooper Bay Native Store
Igt Lock & Key
Naparyarmiut Ayagyugait
Sea Lion Corporation
Sea Lion Hotel
Sea Lion Repair Shop
Unicom
United Utilities
Yukon Fuel

City of Hooper Bay Expenditures and Revenues

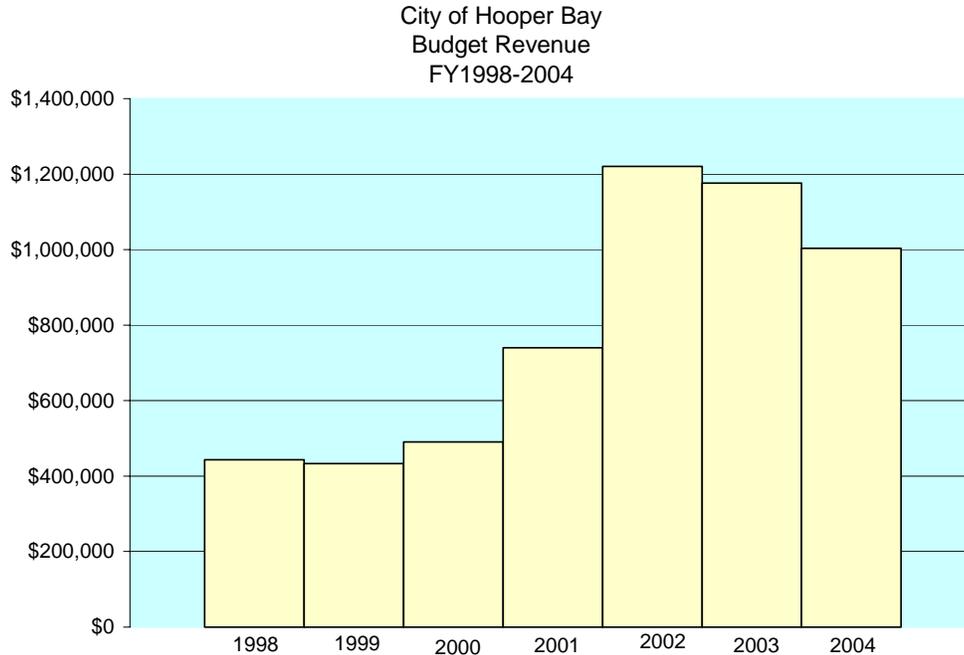
An analysis of the historical local revenues and expenditures also shows a growing economy in Hooper Bay. This section examines expenditure and revenue data for 1998 through 2004 provided by the City of Hooper Bay.

City of Hooper Bay Fiscal 2004 Budget – Expenditures

Council	\$14,548.00
Administration	\$148,780.00
Police	\$328,148.00
Washeteria	\$101,703.00
Sanitation & Roads	\$24,428.00
Bingo	\$178,169.00
Leased Bldg	\$2,348.00
Clinic	\$54,908.00
AVEC	\$40,000.00
Loan Payment	\$41,486.00
Debt Retirement	\$40,000.00
Insurance Deductible	\$10,000.00
Library	\$2,000.00
Contingency	\$16,747.00
TOTAL	\$1,003,265.00

City of Hooper Bay Fiscal Budget Revenues

Bingo Net	\$275,000.00
Clinic Lease	\$54,908.00
Washeteria	\$114,296.00
Sales Tax	\$145,694.00
Equipment Rental	\$9,500.00
Library Lease to YKHC	\$6,600.00
GCI Lease	\$3,600.00
YFC Land Lease	\$10,500.00
Electric/Telephone Tax	\$2,280.00
PILT	\$83,772.00
Safe Communities	\$16,250.00
SRS	\$23,750.00
Denali Grant	\$8,295.00
Comm. Equip. Grant	\$2,066.00
Water & Sewer Tariff	\$135,000.00
Capital Credit Retirement	\$2,500.00
NSF Collections	\$500.00
Loan Collection	\$500.00
Reimbursements	\$9,000.00
AVEC	\$50,000.00
Fish Tax	\$2,859.00
Admin. Fee	\$9,222.00
Training Grant	\$1,554.00
Equipment Sales	\$500.00
Road Project	\$20,119.00
W&S Interest	<u>\$15,000.00</u>
TOTAL	\$1,003,265.00



Examination of the community economy over a seven year period indicates that revenues have steadily increased since 1998. However, the revenues for the past two years have declined. The City reports that this decrease is primarily because of the elimination of the State Revenue Sharing and Safe Communities programs. The City received \$40,000 from the Revenue Sharing program last year.

Labor and Workforce Development

A community's labor force provides a measure of how much employment and economic activity a community may have. Labor force is defined as the number of persons 16 years of age or older who is either working or actively seeking employment. Unemployment levels are based on the number of people in the labor force that are unemployed and looking for employment. In 2000, the labor force in Hooper Bay was 593.

A Department of Community and Economic Development (DCED) report indicates that the normal measure of unemployment (people unemployed and actively seeking work) is misleading in rural Alaska because it does not reflect the high dependence of its rural residents on subsistence activities.

Over the course of a year, there is a large variation in unemployment rates in the Wade Hampton Census Area. This fluctuation reflects the seasonal nature of an economy based on natural resources and the limited opportunities to generate cash.

Income

In 1999, the median household income for Hooper Bay residents was \$27,500 and per capita income was \$26,667.

Strengths, Weaknesses, Opportunities, & Threats (SWOT) Analysis

In this step of the Hooper Bay economic development strategic planning process, the community's internal strengths and weaknesses were identified, along with the external opportunities and threats. The analysis of these four elements is known as the SWOT analysis. It is a useful tool for clarifying conditions within which the community operates. While the community visioning step provided very useful information about the values of the community, the SWOT analysis supplies an overall view of the community and the economic factors that affect it. The SWOT analysis provides clues as to how to frame the strategies needed to take advantage of the opportunities facing Hooper Bay in the near future as well as in the long term.

Strengths are resources or capabilities that help the community accomplish its mission. **Weaknesses** are the deficiencies in resources or capabilities that hinder the community's ability to accomplish its mission.

Strengths	Weaknesses
<ul style="list-style-type: none">• Hooper Bay is known for its artists• Strong Yup'ik culture and rich subsistence tradition provide an important economic and cultural contribution.• Young, growing population.• CVRF and Sea Lion Corporation.• Location for Sub-Regional hub.• Fishermen.• Internet service available.• Potential Tourism.	<ul style="list-style-type: none">• Cost of living diminishes purchasing power of personal income.• Insufficient housing available.• Environmental conditions (permafrost, wetlands, flooding, drainage, dust, etc.) constrain land development.• Weather and isolation can contribute to social problems related to substance abuse.• Lack of workforce with higher education, skills.• Distance to market.• Limited developable lands.• Lack of vital infrastructure.• Lack of gravel.• Internet service not yet up to industry standards.• Lack of sustainable cash economy.• Lack of complete inventory of potential fishery resources.

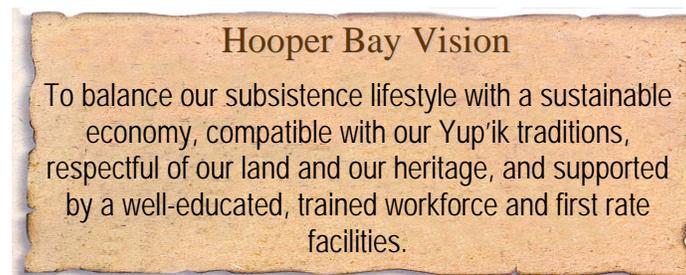
Opportunities are the outside factors that affect the community in a favorable way. **Threats** are the outside factors or situations that could have a negative affect on the community.

Opportunities	Threats
<ul style="list-style-type: none">• Grants.• Small business training.• Outside interest in cultural crafts.• Upcoming projects – school, clinic, airport, youth/elder center – provide employment opportunities.• Expansion of airport facilities will benefit existing as well as future economic prospects.• Growing local and regional demand for development of health care services.• Growing market for local arts and crafts.	<ul style="list-style-type: none">• Need to be prepared in the event of reductions in traditional state and federal funds.• Lack of marketing capacity/capabilities locally.• Fishing declines.• Collapse of Herring Fishing.

5.0 Vision, Goals & Objectives: Where Do We Want To Be?

Vision

The community's vision reflects the region's rich culture and promising future and is based on the 2004 community survey and community input. The vision statement describes the qualities and principles in which the community believes:



Goals and Objectives

The key elements of a comprehensive plan are its goals, objectives and actions. Goals are general achievements that the community wishes to accomplish in the future. Objectives are specific and achievable statements in support of a goal. The goals and objectives relate to what people value in their community and what they would like to see changed.

The public input clearly demonstrated that the citizens who live in Hooper Bay value a subsistence lifestyle and their strong Yup'ik roots. They also have a powerful respect for their land and heritage and desire a sustainable economy and a quality education. The following goals and objectives were created after a thorough analysis of community input, survey data and outreach.

Goal 1: To develop, expand, diversify and improve the local fisheries.

Objective 1.1 Work with the Coastal Village Region Fund (CVRF) to develop a Fishermen's Support Center and other fisheries-related projects.

Objective 1.2 Advocate for local school district to emphasize fisheries education in their curricula, in response to industry job opportunities.

Goal 2: To promote local small business opportunities.

Objective 2.1 Establish and expand local and regional arts and crafts marketing and sales to capitalize on the outstanding crafts produced by local artisans.

Objective 2.2 Increase educational opportunities for local residents to learn about ways to successfully establish a business.

Goal 3: To identify and pursue Sub-Regional hub opportunities.

Objective 3.1 Work with the USPS and DOT&PF to establish a Sub-Regional postal hub in Hooper Bay.

Objective 3.2 Support the Sub-Regional clinic to improve local and Sub-Regional health and establish additional healthcare jobs.

Objective 3.3 Examine the feasibility of becoming a Sub-Regional fuel distribution center to provide local employment and reduce fuel costs.

Objective 3.4 Open dialogue with the University of Alaska about opening a Sub-Regional college to provide high quality education within the area.

Goal 4: To meet the current and future infrastructure needs.

Objective 4.1 Provide safe and adequate public facilities and utilities to support the existing population's needs and to provide opportunities for community growth.

Objective 4.2 Improve existing transportation facilities to improve circulation within the community and possibly to other communities.

Goal: 5: To expand educational opportunities.

Objective 5.1 Provide educational opportunities including language and cultural preservation classes to assist in job development.

Objective 5.2 Bring computer and other educational and career development modules to Hooper Bay to increase the skill level of local workers.

Objective 5.3 Provide a public access point (PAP) with trained staffing that can offer support to the general public with their computers and the Internet.

Objective 5.4 Explore the feasibility of developing a high tech learning center in Hooper Bay.

Objective 5.5 Provide training for unemployed workers to equip them with the skills to match available jobs.

Goal 6: To promote and secure maximum local hire for upcoming construction jobs.

Objective 6.1 Contact LYSD, YKHC, DOT&PF to identify the number and kind of construction positions required to complete upcoming projects.

Objective 6.2 Talk to potential contractors to estimate the number of skilled and unskilled workers required for that size job.

Objective 6.3 Review potential training timelines to determine the feasibility of training additional workers to successfully compete for these jobs.

Objective 6.4 Conduct an inventory of local skilled workers, e.g. carpenters, electricians, plumbers.

6.0 Action Plan: How Do We Get There?

To reach their goals, the community established benchmarks and timelines to take advantage of the local and regional trends influencing land use, infrastructure development, and services. In addition to local input, existing plans were carefully analyzed in order to assist the community in the preparation of the action plan. The action plan is organized into three concrete strategies with flexible planning activities that build on the community's current strengths. It is intended to provide clear, realistic results using the vision as an overall guide.

Economic Development Committee

Once the Hooper Bay CEDSP is adopted, an Economic Development Committee should be formed to help implement the CEDSP. Additionally, several subcommittees may be needed to ensure the action plan is implemented and an appropriate evaluation process is in place. Regardless of the approach taken, a coordinating entity will be needed to ensure proper reporting (within and external to the community) and communication.

"Keep the planning process moving forward."
Fred Smith, AVCP

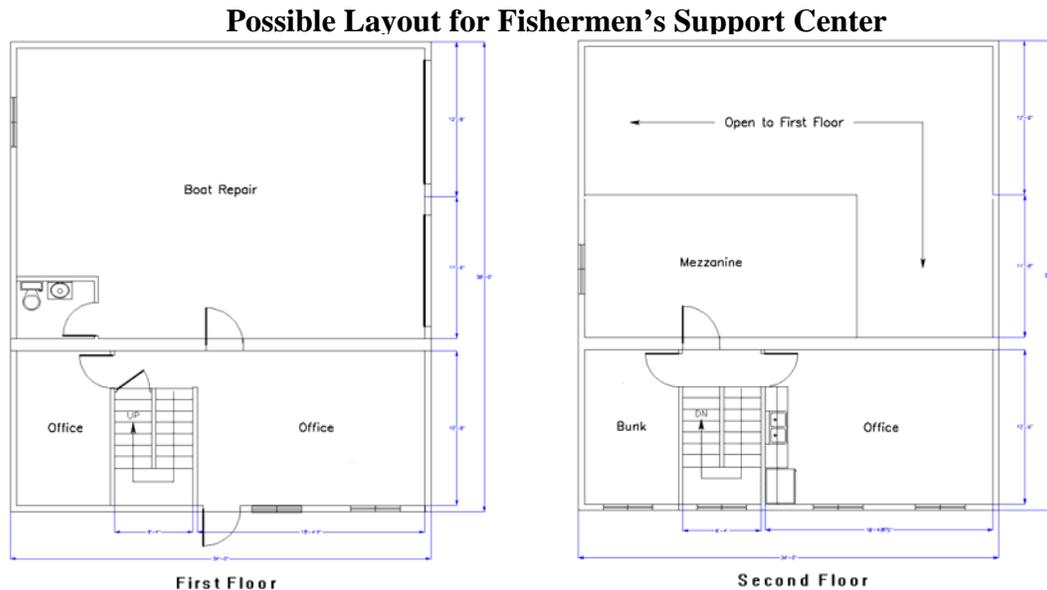
Project Review

To reach their goals, the community identified numerous development projects, some of which have received funding while others have not. They are listed below in no particular order.

Unfunded Projects

- Sub-Regional College
- Natural History Museum
- Language Preservation Center
- Learning Center
- Family Center
- Teen Center
- New Jail
- Wind generator at water treatment plant
- New Public Safety Building
- Day Care Center
- Fuel Distribution Center
- Arts & Crafts Center
- USPS Distribution Center
- Land Use Plan
- Power Plant

A possible layout for the Fishermen's Support Center is shown in the following figure.



Several projects have already received or will receive funding in the near future.

Funded Projects

- Sub-Regional Clinic
- New School
- School Fuel Tanks
- Fishermen's Support Center
- Water & Sewer
- Airport Reconnaissance Study
- Internet Technology
- Youth/Elder Cultural Center
- Wind Generators

While all of these projects are important for the community, have received local support, and may act as prerequisites for economic development, not all of these projects will provide sustainable jobs. To further their goals, the community chose three realistic economic development strategies and prepared benchmarks and timelines to help make them a reality. These three strategies ensure proper and realistic implementation of the projects proposed by the community.



Economic Summit

To kick off the implementation of these three strategies and to fully develop specifics about them, an Economic Summit is recommended. The Economic Summit, to be held in Hooper Bay, could span three days, with each day devoted to a different strategy. As many stakeholders as possible, as well as experts in the field, should be invited to participate in the Summit. Information from the Summit should be incorporated into the Action Plan to expand it and indicate who will perform specific tasks.



At the public meeting in June, there was support for the Summit. Meeting participants suggested at a minimum, inviting the following organizations to participate.

- Neighboring Communities
- Bethel Workforce Development
- YKHC
- School Contractor
- Bethel Native Corporation
- Calista
- Uni-Com
- Small Business Development Center
- CVRF
- Anchorage Economic Development Corporation
- LYSD
- AVCP
- The Youth
- All those associated with upcoming projects
- Job Corp
- Department of Labor
- Department of Natural Resources

Economic Development Strategies



Small Business Development Strategy

The community identified several small businesses that they would like to have pursued in Hooper Bay including arts and crafts, a fuel distribution center and a small boat engine repair service. There may also be opportunities for businesses that cater to the business traveler, or import substitution businesses that could include items made and sold locally to replace more expensive items currently purchased from outside the community.

Business ventures are inherently risky, however, and they should be further analyzed by interested individuals and the CEDSP Implementation Steering Committee. It is important that a financial analysis be completed to insure success. It should include the following:

- Further definition of the project scope;
- Identification of financial assumptions;
- Construction of a financial model;

- Development of a pro forma* statement, market research;
- Calculation of capital investment; and
- Analysis of expected market growth.

**a pro forma statement is one provided in advance in order to supply a description or to serve as a model*

Once the financial analysis is complete a business plan must be developed. A business plan precisely defines the business, identifies goals, and serves as the firm's résumé. The basic components include a current and pro forma balance sheet, an income statement, and a cash flow analysis. It helps the potential business owner properly allocate resources, handle unforeseen complications, and make good, sound business decisions. Because it provides specific, organized information about the company and how it will repay borrowed money, a good business plan is a crucial part of any loan application. Additionally, it informs sales personnel, suppliers, and others about the business operations and goals.

To learn more about writing a business plan and starting up a small business in Hooper Bay, consult the following websites:

- http://www.sba.gov/starting_business/
- <http://www.dced.state.ak.us/dca/smallbus/home.htm>
- <http://www.aksbdc.org/>

Information from these sites includes on-line courses that range in topics from how to start your own business, specifics on how to write a business plan, to tax and accounting basics. They also outline business opportunities specifically for women and veterans.

The University of Alaska, Fairbanks provides an excellent source of information for starting a business. They offer free, confidential, one-on-one counseling, designed to provide practical, useful information to small business owners and individuals interested in starting a business. Additional information about starting a business and arranging on-site small business classes can be found by contacting:

UAF Small Business Development Center, Scott Swingle, Director
613 Cushman Street, Suite 209
Fairbanks, Alaska 99701
Phone: 456-7232

Major Actions:

- Organize small business training class,
- Analyze potential markets,
- Prepare business plans for feasible small businesses,
- Seek funding as needed for start-up businesses.

Lead Organization: AVEC, Sea Lion Corporation, interested small businesses.

Performance Measures: Fully operational small businesses.

Fishery Enhancement Strategy



Fishing in Hooper Bay is an important subsistence and commercial resource. However, a relatively low share of the resident population works in the industries and occupations associated with fishing. Several

fisheries-related improvements have been discussed for Hooper Bay and several more need to be explored including more efficient harvesting methods, value added processing, marketing policies, fishing related small businesses such as aluminum welding, fishery diversification and others.

CVRF is a good source of capital funding for fisheries-related capital projects and training. In 2002, CVRF constructed a fish processing plant. The plant is in its first year of operation. Its initial use is to process halibut for market. There may be opportunities to expand this use.

In 2005, CVRF plans to construct an approximately 1,700 square foot building in Hooper Bay for use as a Fishermen's Support Center. Planners have discussed various activities to take place in the Fishermen's Support Center including space for fisheries-related sustainable economic development activities such as a small boat engine repair business.

CVRF needs several supporting documents to proceed with projects such as the Fishermen's Support Center including the following:

- Letter of Commitment,
- Letter(s) of support from interested parties (city, village council, and corporation),
- An operational plan that addresses the maintenance and utility cost of the facility.

CVRF staff members have expressed enthusiasm about meeting with local government and business leaders to further discuss ways that the fisheries can be enhanced in Hooper Bay and fisheries-related employment increased.

Major Actions:

- Formulate a Fisheries Enhancement Committee that can meet to discuss future projects with CVRF and other potential funding sources.
- Meet to discuss potential projects within the Fishermen's Support Center and other fisheries enhancement activities.
- Recruit potential small business partners to attend business planning workshop to brainstorm potential projects that will provide sustainable fisheries-related development that can occur within the Fishermen's Support Center and elsewhere.



- Develop a business plan for the proposed economic development activity identified in the planning workshop.
- Develop an operational plan for the annual upkeep of the Fishermen's Support Center building.
- Hire a business manager and staff as proposed in the business plan for the Fishermen's Support Center and other fisheries-related businesses.

Lead Organizations: CVRF, Native Village of Hooper Bay, City of Hooper Bay, Sea Lion Corporation.

Performance Measures: Fishermen's Support Center constructed and sustainable jobs established within the center. Other fisheries related projects completed.

Workforce Development

Description

Within the next five years, approximately ten construction projects, worth over \$50 million are projected to be built in Hooper Bay. The projects include construction of a new school, water and sewer, a new airport, a Youth and Elder Center and a Sub-Regional clinic. This represents a substantial investment in the community and the potential for many local construction and support jobs.



In the past, capital projects of this kind have provided only limited opportunities for local employment, but with increased efforts in local workforce development, Hooper Bay could maximize the economic benefit it receives from future capital construction projects. While these jobs will not be sustainable, skills that workers obtain from these projects could be transferred to other construction jobs within the region.

Participants at the June 2004 meeting spoke out in favor of bringing trainers to Hooper Bay. They also recommended that training be set up specifically for the community's youth to help them to develop their job skills. They supported job fairs in Hooper Bay and suggested that all construction contracts stipulate that there be on-the-job training opportunities made available and that local hire be used to the maximum extent possible.

Major Actions

- Form a Workforce Development Action Committee.

- Contact LYSD, YKHC, DOT&PF to identify the number and kind of construction positions required to complete upcoming projects.
- Talk to potential contractors to estimate the number of skilled and unskilled workers required for that size job.
- Review potential training timelines to assess the feasibility of training additional workers to compete for these jobs.
- Conduct an inventory of local skilled workers, e.g. carpenters, electricians, plumbers.

Lead Organizations: AVCP, DCED, Sea Lion Corporation

Performance Measures: Local hire for construction jobs

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Appendix A – Community Contacts

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City of Hooper Bay

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Raphael Murran
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Fax: 907-758-4761
E-mail: cityhpb@yahoo.com

Village Corporation - Sea Lion Corporation

P.O. Box 87
Hooper Bay, AK 99604
William Naneng, General Manager
Phone: 907-758-4015
Fax: 907-758-4815

School District - Lower Yukon Schools

P.O. Box 32089
Mountain Village, AK 99632-0089,
Phone 907-591-2411 Fax 907-591-2449
E-mail: brobertson@do.lysd.k12.ak.us,
Web: www.lysd.gcisa.net/lysd/default.htm

Regional Native Corporation - Calista Corporation

301 Calista Court, Suite A,
Anchorage, AK 99518-3028,
Phone 907-279-5516
Fax 907-272-5060
E-mail: calista@calistacorp.com
Web: www.calistacorp.com/

Native Housing Authority - AVCP Regional Housing Authority

P.O. Box 767
Bethel, AK 99559
Phone 907-543-3121
Fax 907-543-3933
E-mail: ron@avcphousing.org

CDQ Group - Coastal Villages Region Fund

711 H Street, Suite 200
Anchorage, AK 99501
Phone 907-278-5151
Fax 907-278-5150