

# ***A Local Economic Development Plan for Teller & Mary's Igloo***



## **Workshop Participants**

Millie Keelick	City & Teller Native Corp.
Carlson Tingook	City of Teller
Nick Sherman	Resident
Darryl Foster	Resident
Wayne Topkok	Mary's Igloo Traditional Council
Charlie Lee	City & Mary's Igloo Trad. Council
Nathan Topkok	Mary's Igloo Traditional Council
Sam Komok	Mary's Igloo Traditional Council
Richard Komok	Mary's Igloo Traditional Council
Sig Wein Omiak	City of Teller
Daniel Komok	Mary's Igloo Traditional Council
Sarah Okboak	Teller Native Corp. & Teller IRA
Jon Pushruk	Student
Martin J. Komok	Student
Janis Menadelook	Student
Kenneth A. Hughes III	City of Teller
Joe Garnie	Resident
Elizabeth Topkok	NSHC Village Based Counselor
Jenny M. Lee	Tribal Family Coordinator
Josie Garnie	NSHC Village Based Counselor
Norman Menadelook	Teller Trad. Council & Native Corp.
Isaac Okleasik, Jr.	Teller Trad. Council, City, & Native Corp.
Sally Okpealuk	Teller Traditional Council
Willis Kugzruk	Resident

## **Top Ten Priorities**

1. Water & Sewer
2. Relocate new Teller site to old Teller Site
3. Bigger School
4. New Housing
5. Retain & Maintain Traditional Lifestyles
6. Teach Native Values Education
7. New Clinic
8. Grants
9. Fisheries Development
10. Fire Equipment

# **CREATING LOCAL ECONOMIC DEVELOPMENT PLANS**

Local Economic Development Plans (LEDPS) analyze local conditions, identifies problems and opportunities, sets goals, designs strategies to achieve these goals, coordinates activities to implement the strategies, and evaluates accomplishments. The mission of each Local Economic Development Plan is to:

- Foster a more stable and diversified economy
- Create and sustain employment opportunities
- Strengthen the skills and qualifications of our workforce
- Improve living conditions throughout the Region

The Bering Strait Region has one of the highest unemployment and poverty rates in Alaska, and several non-profit, state and federal agencies are currently attempting to alleviate economic distress in the Region. By creating Local Economic Development Plans for each community in the Bering Strait Region, local governments and entities will possess a tool that identifies community needs and provides development strategies. A LEDP facilitates a consolidated effort to implement economic development strategies that will subsequently decrease unemployment and welfare dependency. Without LEDPS, a duplication of efforts may occur in various projects and programs, and hinder the ability to improve the economic and social well-being of each community.

## **HOW WERE THE LEDPS DEVELOPED?**

To create LEDPS, Kawerak staff adhered to US Department of Commerce's "Guide for Area Overall Economic Development Program," as well as 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 13 communities throughout the Region. Representatives from native corporations, tribal and city councils, local businesses, and interested residents identified community strengths, concerns, goals, and specific projects associated with economic development. The result is a consolidated record of economic needs and activities for our Region. Each LEDP analyzes local conditions; identifies problems and opportunities; sets goals; designs strategies to achieve these goals; coordinates activities to implement the strategies; and evaluates our accomplishments. Because local residents developed it, this document truly represents how each community will improve their economy.

Each workshop began with the distribution of workshop packets and introductions; a description of the Overall Economic Development Plan, the Bering Strait ARDOR Board, and Kawerak's CED program activities; followed by the purpose of the community workshop. Worksheets were given to each participant with instructions to identify the community's most critical economic issues. Once completed, every participant voiced his or her concerns by reviewing his or her list with the other participants, and their thoughts were written on a flip chart. Participants were then asked to approach the flip chart to identify the top three economic issues/concerns in their community. While priorities were tallied, workshop participants determined as many local strengths, weaknesses, opportunities, and threats (SWOTs) as possible.

# **STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS**

SWOT identifies community strengths, weaknesses, opportunities, and threats brought about through economic and social change. Strengths and weaknesses identify current issues, while opportunities and threats focus on those in the future. Strengths represent positive activities in the community, and are the foundation for community and economic development. Weaknesses on the other hand, are challenges the community needs overcome, and paves the way toward improvement. Identifying opportunities offers a chance to brainstorm on activities that will benefit their community, and to determine benchmarks for future development. And finally, identifying threats helps community and economic developers prevent or reduce the negative impacts of continued economic and social change. Discussing community values and concerns provides the opportunity to expand an individual's perspective to ideas never considered before. While one individual may identify an issue as a strength or opportunity, another may perceive the same issue as a weakness or threat. When clarifying these differences is conducted in a positive manner, the process can be a healthy experience for a community and spark the potential for growth.

The organization of SWOT lists and regional priorities are based seven economic foundations developed by the Committee for Economic Development, an independent research and educational organization of over two hundred business executives and educators. The CED believes the important role for state and local governments is to invest in economic foundations that enable the economy to grow, adapt and compete. These foundations include a capable and motivated workforce; sound physical infrastructure; well-managed natural resources; knowledge and technology; enterprise development; an attractive quality of life; and fiscal management. (Committee for Economic Development 1986) Additional categories included in our analysis to reflect the needs of our communities include geography and climate, and community capacity. Basing our analysis on this framework enable us to determine how we should spend our limited resources in the most cost-effective manner.

## **STRENGTHS**

Subsistence

Many local organizations: i.e. 2 IRA's, 2 Corporations, City, etc. Cooperation/working together  
Having two villages next to eachother saves costs: Brevig Mission and Teller (transportation, freight, etc.)

Three stores is good because they offer variety of choices

Local people's desire to learn traditional values

Eskimo dancing

## **WEAKNESSES**

- No jobs
- Diminishing traditional values
- Lack of communication between school & parents
- High cost of services
- Local organizations need more joint meetings
- Lack of community involvement
- Job training is often not related to this area
- School drop-out rate is too high
- Lack of job training available
- Not enough child care services available:
  1. Current child care workers don't get paid enough
  2. Mothers have hard time working if no child care

## **OPPORTUNITIES**

- Native arts & crafts
- Mineral development
- Tourism
- Fisheries
- Subsistence market
- Gravel sales

## **THREATS**

- Mineral development
- Outside interference with grant process (law suits)
- Federal Government, Fish & Game (especially w/subsistence)
- Too many subsistence regulations
- National Park Service: land issues
- Lack of communication/cooperation between State & Federal Govt.'s on Musk Ox regulations
- Introducing foreign animal species to this area (e.g.- Musk Ox, etc.):
  1. Population increases
  2. Overgrazing
- Competition for niches

# **STRATEGIC PLANS FOR TELLER & MARY'S IGLOO**

## **PRIORITY #1: WATER & SEWER**

**Problem:** No water & sewer.

**Cause:** Lack of funding, no introduction, need to relocate new site, lack of communication with outside organizations, lack of disposal site for sewer.

**Need:** Relocate new site. Better lobbyist. Legislatures need to look at feasibility study. More joint organizations coordination within the community. A lobbyist. Better source of drinking water. Site selection.

**Solution:** Resolution from organizations in community. More communication with legislature by teleconference. Locate a better water source. Study other communities that have already done water & sewer. Educate a planner on how water & sewer is done. Educate work-force. Relocate new site. Funding. Site selection.

**Goal:** To reduce the risk of illness to the members and elders of our community by implementing a viable and functional water & sewer system.

**Objectives:**

1. Relocate new site to old site.
2. Locate water source.
3. Evaluate feasibility objectives.
4. Develop communication protocol with representatives regarding feasibility study.
5. Find funding.
6. Train administrator.
7. Continuous support from organization (locally & regionally).

**Person(s)/Agencies Responsible:** City, Department of Community and Regional Affairs, Norton Sound Health Corporation, Teller Native Corporation, Kawerak, Inc., Representatives (State/Federal), Village Safe Water, Public Health Services, (Members (Letters))

**Time Table:** 2004

**Possible Funding Source(s):** Public Health Services, Village Safe Water Norton Sound Health Corporation, Bering Straits Regional Housing Authority, State, Federal, Municipal Assistance, Department of Community and Regional Affairs, Private Foundations

**PRIORITY #2: RELOCATE NEW SITE TO OLD SITE**

**Problem:** High cost of transportation, economic drain on Teller's economy both privately and publicly, blocks water & sewer development, being away from main services.

**Cause:** No land, funding, site selection, equipment and 14c unresolved.

**Need:** Land, heavy equipment, funding, site, and gravel.

**Solution:** Hire consultant, joint meeting with Teller City Municipality/Teller Native Corporation, Community input from new site residents. Funding to relocate housing, site selection.

**Goal:** To relocate new site to reduce the high cost of living and to further the development of the water & sewer, as well as promote unity.

**Objectives:**

1. Hold a joint meeting with Teller City Municipality and Teller Native Corporation.
2. Seek funding to move housing that is owned by individuals.
3. Hire land consultant.
4. Purchase heavy equipment.
5. Meet with Bering Straits Regional Housing Authority.
6. Select land.
7. Move buildings.

**Person(s)/Agencies Responsible:** City, Teller Native Corporation, State Department of Transportation, Federal Department of Transportation, Department of Community and Regional Affairs, Kawerak, Inc.

**Time Table:** 2000

**Possible Funding Source(s):** Municipal Assistance, Bering Straits Regional Housing Authority, Department of Housing and Urban Development (HUD) Home Ownership, National Indian Housing Council, Public Health Services, & Village Safe Water

### **PRIORITY #3: BIGGER SCHOOL**

**Problem:** Existing school is too small and old, over crowded, limited academic classes, buildings being rented. Gym too small, size affects children's morals. Transportation funding for new site is high (bus), lack of equipment, size limits academic opportunities and extra-curricular activities. Size violates health and school codes.

**Cause:** Small gym causes injuries and requires housing rental for classes. Lack of showers, inaccessibility to school facilities (i.e. bathroom, chow hall), no funding, lack of outside involvement.

**Need:** Bigger, new school and facilities, land, funding, equipment, communication Bering Straits School Board.

**Solution:** Document needs identified, volunteer school involvement, student involvement, bigger new school, communicate more effectively with Bering Straits School District, & higher education for the community.

**Goal:** The Community of Teller will have a bigger school that adequately provides for health & safer extra-curricular and higher education.

#### **Objectives:**

1. Notify school board.
2. Provide documentation.
3. Acquire letter of support from school board and student body.
4. Funding identified.
5. Bring proposal to school board.

**Person(s)/Agencies Responsible:** Bering Straits School Board, State, Federal, Adult Education Committee, Teller City Municipality, Teller Traditional Council, Student Council, Teller Native Corporation, School Board Representatives.

**Time Table:** 2001

**Possible Funding Source(s):** State, Federal, Bureau of Indian Affairs, Johnson O'Malley Funding, Bering Straits School District, Teller Native Corporation/Teller City Municipality, In-kind Fund Raising.

### **PRIORITY #4: HOUSING**

**Problem:** Inadequate, deteriorated, poor designed and over-crowded housing, high fuel cost, growing population, site location, land, unsanitary.

**Cause:** Lack of funding, lengthy bureaucratic process.

**Need:** New housing, more housing, upgrade housing.

**Solution:** Better communication with Bering Straits Regional Housing Authority. Seek funding, document need. Renovation of older existing housing.

**Goal:** To achieve a higher standard of living in the community of Teller by providing adequate housing.

**Objectives:**

1. Document existing living conditions.
2. Seek funding.
3. Coordinate with Bering Straits Regional Housing Authority.
4. Site/house selection.
5. Order building material.

**Person(s)/Agencies Responsible:** Bering Straits Regional Housing Authority, Department of Housing & Urban Development, Bureau of Indian Affairs, Teller Traditional Council, BSRHA Representative, Teller City Municipality, Teller Native Corporation

**Time Table:** 2000

**Possible Funding Source(s):** Bering Straits Regional Housing Authority, Department of Housing & Urban Development, Teller Traditional Council, BSRHA Representative, Teller City Municipality, Teller Native Corporation

**PRIORITY #5 & #6: TRADITIONAL LIFESTYLES & VALUES EDUCATION**

**Problem:** Many youth don't know how to hunt & fish on their own, prepare Native foods, do Native arts & crafts, speak their Native language or other traditional activities.

**Cause:** Lack of elder involvement, people began depending on social service programs for money so they no longer feel that they have to sew or carve to make money, general lack of interest, television & video games, gambling (BINGO & pull tabs), drugs & alcohol, and other distractions introduced by Western culture.

**Need:** To get elders involved and encourage the youth to learn the Native traditions and culture.

**Solution:** Apply for grants to encourage cultural lifestyle classes in such areas as tool making, arts & crafts, educate the local Teller School personnel on the local traditional lifestyles, teach relevant cultural issues in the school and abroad, create a local school system based on cultural traditions; involve any local Native resident who knows the traditional lifestyle. Also, need to teach relevant language dialects because there are four or five different Inupiat dialects in Teller. A market for arts & crafts is also needed.

**Goal:** To maintain and retain traditional Native lifestyles and values of the people of Teller and Mary's Igloo.

**Objectives:**

1. By February 28, 1998, Village Based Counseling will organize a local joint meeting between the IRA's, Corporations, the City and the School to discuss recording local elders history and knowledge in Inupiat and translate into English. At the meeting, the joint entities will discuss how to fund the project and which elders to record. At this meeting, other meeting will be scheduled soon to continue this project and to discuss how Teller and Mary's Igloo can best work together to continue teaching traditional Native lifestyles.
2. By September 1998, the joint organizations (IRA's, Corps., & City) will pass a joint resolution and sent it to the Bring Strait School District requesting the Teller School to offer classes teacher local Native languages, Alaska Native Studies on a regular basis, including Native oral history and a class on Knowledge of Native Elders.

3. By 2000, Teller & Mary's Igloo's IRA will have worked together to build a Kazghi in Teller (old site) for community use in teaching traditional knowledge & values

**Person(s)/Agencies Responsible:** Teller & Mary's Igloo IRA's, City of Teller, Teller School, Bering Straits School District, the entire community

**Time Table:** On-going

**Possible Funding Source(s):** Grants, Teller School, BSSD, Educational Organizations, IRA's

#### **PRIORITY #7: HEALTH---A NEW CLINIC**

**Problem:** Current clinic is too old and too small to meet the health needs of Teller. High cost of travel to treatment outside of Teller. Elders who go to the clinic every day for daily medicine need rides to the clinic in old Teller (it's expensive for them to take a taxi). Current clinic is understaffed & over-worked. Village is unsanitary without sewer & water. Norton Sound Hospital is often not accurate in making diagnosis (causing unnecessary deaths) and their village travel/stay is too short (inadequate).

**Cause:** The clinic is old and dilapidated from deferred maintenance, residents need more health education, itinerant health personnel have a high turn-over rate and lack adequate training and experience to meet needs of village residents (they are usually fresh out of school/training).

**Need:** A new clinic at Teller's old site, sewer & water, health education Physician's Assistant, traditional Native medicinal knowledge and use of remedies.

**Solution:** Build a new clinic at Teller's old site and hire a Physician's Assistant to live and work in Teller. Find a way to pay for the elder's taxi fare to their daily visits to the clinic. Supply water & sewer to all resident's homes, and teach, revive and use traditional Native medicinal remedies and methods.

**Goal:** To improve the local health conditions of Teller and to build a new clinic.

#### **Objectives:**

1. By December 1999, Norton Sound Health Corporation and local organizations (IRA's, Corps., City) will build a new clinic at Teller's old site.
2. By April 1998, a Physician's Assistant will be hired in Teller. A joint resolution (IRA's, Corps., City) will be passed by February 1, 1998 and carried to Norton Sound Board by local board members to the next NSHC Board meeting in Nome.
3. By July 1998, the city of Teller will budget money to pay the taxicab fare for elders requiring daily medical care and/or daily medicine at the Teller Clinic. The clinic will provide the list of such elders needing cab fare and will monitor the "clinic fare program."

**Person(s)/Agencies Responsible:** Public Health Services (PHS), Teller IRA, Mary's Igloo IRA, city of Teller, Corporations, Teller Clinic, Norton Sound Health Corporation

**Time Table:** On-going

**Possible Funding Source(s):** Public Health Services (PHS), Norton Sound Health Corporations (NSHC), State & Federal Governments

## **PRIORITY #8: GRANTS (FUNDING & TRAINING)**

**Problem:** Lack of local grant writers, lack freedom to apply for grants.

**Cause:** Lack of local grant writers is primarily due to the lack of education and training. Lack of freedom to apply for grants is due to the fear of many local entities/resident of being sued and harassed for pursuing "outside" money.

**Need:** Community support for grants, local grant writer training (rather than having to travel for training).

**Solution:** Include students in grant writer training and work together as a community in applying for grants.

**Goal:** To train more local residents to be grant writers, thus increasing the grants applied for and received.

### **Objectives:**

1. By February 28, 1998, Kawerak, Inc. will hold a grant writing workshop in Teller with cooperation of local organizations (IRA's, Corporations, City) and the Teller School.
2. By 2000, Teller will have applied for at least 10 grants.
3. By 2000, more local youth will be involved with grant writing.

**Person(s)/Agencies Responsible:** Teller IRA, Mary's Igloo IRA, City of Teller, Corporations, Teller School, Kawerak, Inc., Department of Community & Regional Affairs (DCRA)

**Time Table:** February 28, 1998

**Possible Funding Source(s):** Kawerak, Inc., DCRA, Economic Development Administration (EDA)

## **PRIORITY #9: FISHERIES DEVELOPMENT**

**Problem:** Teller's potential for fisheries development has not been reached.

**Cause:** No market or local processing capabilities.

**Need:** To create a diversified market and develop onshore processing in Teller.

**Solution:** Increase the local fisheries to include halibut and red salmon (not just herring), complete the local reindeer processing plant and eventually use it for fish processing as well.

**Goal:** To create a strong fishery in Teller and to strengthen the local economy and create more jobs.

### **Objectives:**

1. By 2005, the City of Teller should have commercial red salmon and halibut fisheries.
2. By June 1998, Teller's reindeer processing plant should be completed and possibly used for processing fish as well by the year 2000.
3. By 2001, a fish market will have been developed by local organizations (IRA's, Corps., City) which will include local packaging, a local label (sticker), local canning, brochure, etc..

**Person(s)/Agencies Responsible:** Norton Sound Economic Development Council (NSEDC), Kawerak, Inc., Community Development Quota (CDQ), Department of Fish & Game, Teller IRA, May's Igloo IRA, Local Corporations and City of Teller

**Time Table:** On-going

**Possible Funding Source(s):** Norton Sound Economic Development Council (NSEDC), Kawerak, Inc., Community Development Quota (CDQ), Department of Fish & Game, Teller IRA, Mary's Igloo IRA, Local Corporations and City of Teller, Economic Development Administration (EDA)

#### **PRIORITY #10: FIRE EQUIPMENT**

**Problem:** Teller lacks fire-fighting equipment and we have an unorganized fire department/firefighters.

**Cause:** Lack of volunteer involvement, lack of fire fighting equipment and fire hall/station.

**Need:** More volunteers and fire fighting equipment, need more community and organizational support/sponsorship, existing volunteers (firefighters) need more training and need to be more organized.

**Solution:** Write grants for more fire fighting equipment, build a fire hall/station, work with the Teller Public Safety Department: VPSO & VPO to organize the local firefighters & fire fighting response plan.

**Goal:** To provide a 2-3 minute immediate response time to any fire situation in Teller (new and old site).

#### **Objectives:**

1. Local organizations (IRA's, Corps., City) will work with the Teller VPSO & VPO (Teller Public Safety Department) to continue to update and review the local fire response plan and create and update necessary fire fighting equipment.
2. Teller Emergency Services will continue writing grants for new equipment and for a new fire hall/station.
3. By January 1, 1999, Teller will have developed a connection from the current ready supply of water tank system to the fire fighting pump (there is currently no connection and drastically increases response time and poses numerous safety concerns).

**Person(s)/Agencies Responsible:** Teller Emergency Services, Public Health Services (PHS), Bering Straits Regional Housing Authority, Bering Straits School District, Teller IRA, Mary's Igloo IRA, Local Corporations, City of Teller, the Nome Volunteer Fire Department

**Time Table:** On-going

**Possible Funding Source(s):** Teller Emergency Services, Public Health Services (PHS), Bering Straits Regional Housing Authority, Bering Straits School District, Teller IRA, Mary's Igloo IRA, Local Corporations, City of Teller, Economic Development Administration (EDA).

## **ADDITIONAL ISSUES FOR FUTURE CONSIDERATION**

Water & Sewer Improvements/Upgrades  
Snow Machine Shop  
Teen Center  
Cultural Center  
Small Boat Dock/Harbor  
Road/Street Construction/Upgrade  
Disposal of Hazardous Waste  
Fire Hall  
Purchase of Heavy Equipment  
Power Poles for Cable  
New Health Clinic  
School Sewage Lagoon Protection  
School Renovation/Planning  
Expand City Office Building  
Public Safety Building  
Fire Truck  
Piped Water & Sewer  
Lakeside Avenue  
Front Ave./Grantley Ave. Improvement  
Airport Road Reconstruction  
Restaurant/Lodging Feasibility  
New Dump Truck  
Education & Training Programs  
Alternative Source of Electricity

Natural Gas Development  
Coal Development  
Port Facilities  
Tourism Development  
Regional High School  
Flush Toilets  
Child Care Facility  
Housing Upgrades  
Finish Reindeer Processing Plant  
More Jobs  
New Water Fill Site  
Fuel Co-operative  
Sovereignty  
Better Transportation  
Better Economic Base  
Drop-out Rate Reduction  
Traditional Language Education  
Working Together More Effectively  
More Youth Activities  
Community Building/Center  
Higher Education Offered  
Free Attorney Services  
Public Safety