

Hoonah Indian Association
Tribal Economic Development Strategy

APPENDICES

A - Hoonah Economic Conditions and Trends

B - SWOT and Resilience Survey Questions

C - SWOT and Resilience Survey Results

Appendix A - Hoonah Economic Conditions and Trends

Hoonah Indian Association TRIBAL ECONOMIC DEVELOPMENT PLAN *Woosh.Ji.een for Prosperity* June 2019

Table of Contents

Introduction to Hoonah Indian Association and Tribal Economic Development Strategy Plan.....	1
Cultural Renaissance.....	2
Assets, Competitive Advantages, and Challenges.....	4
Overview of Hoonah and the Region’s Economy.....	9
Southeast Alaska - Regional Overview.....	9
Comparing Regional and Hoonah Economic Conditions.....	10
Hoonah’s Economy.....	12
Wages, Employment, Businesses.....	14
Population.....	17
Housing.....	18
Community Income.....	21
Electricity, Heating, and Fuel.....	22
Visitor Industry in Hoonah.....	24
Maritime Industries in Hoonah.....	28
Forest Resources and Products in Hoonah.....	31
Food Security and Local Food Resources in Hoonah.....	33
Trade, Transportation, and Utilities.....	34
Health Care Services and Work in Hoonah.....	35

Introduction to Hoonah Indian Association and Tribal Economic Development Strategy Plan

The Hoonah Indian Association was chartered in 1939 as a federally recognized Tribe in accordance with and by authority of the Indian Reorganization Act of June 18, 1934 and May 1, 1936. As such, Hoonah Indian Association (HIA) is the federally recognized tribal government of the Hoonah people.



Today, the Hoonah Indian Association is deeply engaged in cultural, community development, environmental, and social service work in Hoonah. To accomplish this, HIA employs approximately 16 full-time year-round workers and a summer seasonal workforce of about 20 workers.

To further its work and the welfare of Hoonah and its tribal members, HIA is working together – Woosh Ji.een – for Prosperity. This inspires the Hoonah Indian Association to prepare a Tribal Economic Development Strategic (TEDS) Plan. The TEDS Plan will allow HIA to systematically analyze opportunities, gain tribal and community support, and develop a concrete action plan to implement priorities. This will allow HIA to strength its cultural, environmental, housing, social service, and other work on behalf of both Hoonah and HIA’s tribal members.

This Tribal Economic Development Strategy (TEDS) Plan is HIA’s vision and reflects Tribal Council, citizen, and community priorities.

The HIA TEDS builds upon the Southeast Conference’s September 2018 updated Comprehensive Economic Development (CEDS) and the City of Hoonah’s October 2016 Economic Development Plan.

HIA received a U.S. Economic Development Administration Planning Program and Technical Assistance Program grant to fund this planning effort.

This Economic Conditions appendix to the HIA TEDS Plan analyzes current economic development conditions and trends in Hoonah and the region.

This provides context needed for HIA and its partners to build upon economic strengths and tackle weaknesses so that the Tribe and Hoonah can build a resilient and sustainable economic future.

Cultural Renaissance



Celebration inside Xunaa Shuka Hit dedication, Photo by Ian Johnson for Hoonah Indian Association

Huna Tlingit have been in the area for many thousands of years. Originally living in places in Glacier Bay, Lituya Bay, and many other coastal areas, residents were forced to leave in the early 1700's when Sit'k'i T'ooch' ("Little Black Glacier") in Glacier Bay National Park surged forward and pushed the Huna Tlingit from their homeland by destroying their settlements, including L'eiwshaa Shakee Aan. They chose to settle 20 miles to the south where they subsistence-harvested each summer. The new settlement was referred to as Gaawt'ak.aan, or "village by the cliff." Later, the name was changed to Xu.naa (Hoonah), "place protected from the north wind."

Several traditional cultural activities and enterprises are occurring in Hoonah.

These projects strengthen cultural identity and pride for all involved, which in turn creates a healthier more resilient community and workforce.

Some recent activities are:

- A 2,500 sf Xunaa Shuka Hit (Huna Ancestor's House) with four clan house posts, two totems, and several large house screens was created in Hoonah and installed in Bartlett Cove at Glacier Bay in August 2016. Lead carvers were Gordon Greenwald, Owen James, and Herb Sheakley. Many others helped. It is a permanent clan house and place for Huna Tlingit in Glacier Bay and a place to connect tribal members with their ancestral knowledge and home. This project was sponsored by Hoonah Indian Association (HIA) with funding by the National Park Service (NPS) and was the

culmination of nearly two decades of collaboration between HIA and NPS with a team of clan leaders, craftsmen, planners, architects, and cultural resource specialists to design a building that reflects traditional styles but meets the needs of contemporary tribal members as well as park visitors. The clan house will help heal the past and prepare for the future. Arrival by dugout canoe for the dedication of the Huna Shuka Hit and the celebration that ensued was an extremely powerful and deeply spiritual event (see photo above).

- Two very large (40-foot) dugout canoes were adzed for 20 tribal pullers to travel to and from the Huna Shuka Hit in Glacier Bay, and for other cultural purposes. This work was led by master carver Wayne Price, with up to five others working on this project, some paid and some as unpaid interns that received housing. Many others helped. The project was sponsored by HIA, with funding by the Federal Highways Administration Tribal Transportation Program.
- Healing Totems to help heal the relationship between Hoonah people and Glacier Bay National Park were created and installed in GBNP in May 2018. This was a cooperative venture between NPS and HIA. Hoonah City Schools students and community members were involved as well. Work on the tribal house, dugout canoe, and healing totem projects just mentioned were very visible in the middle of town and became community gathering places during the day.
- Tlingit language classes happen regularly now at the Hoonah Senior Center.
- Efforts are underway to restore the Hoonah ANB/ANS Memorial Hall, though challenging economic times make fundraising for this estimated \$3-5 million project difficult. ANB/ANS Camp 12, the Hoonah Tlingit and Haida Community Council, and Huna Totem Corporation are helping with this project.
- Huna Heritage Foundation (HHF) is currently focused on three core areas: Youth Leadership, Educational Assistance, and Library/Archives. One ongoing program is partnering with several entities to coordinate trips into Glacier Bay National Park with students from the Hoonah City Schools, clan elders, and leaders. Students learn about the Tlingit history in Glacier Bay through interacting with elders, seeing first-hand some of the Hoonah Tlingit traditional territory and by participating in structured cultural learning activities. Partners are HHF, the NPS, Allen Marine Tours, and the Hoonah City Schools.

Are there additional job-creating and income producing opportunities linked to Hoonah's culture?

This is complicated - careful balance is needed to recognize and achieve if one is to offer cultural information to those from outside the culture. Doing so, one is representing more than oneself, you are representing your clan. Information and activities must be done with respect and dignity.

One example of a business walking this line well is Alaska Native Voices Educational Institute (ANVEI).

For almost 20 years, they have been training and preparing Cultural Heritage Guides for work on cruise ships and in Glacier Bay to share traditional knowledge and personal perspectives on balancing contemporary life while embracing culture and tradition. Alaska Native Voices partners with Hoonah Schools to showcase opportunities for graduates in their own and other cultural tourism work. They have a nonprofit arm that works with visitors at Glacier Bay Lodge to provide an historical and cultural view of the ties the Huna people have to *Sit' Eeti Gheeyi* (Glacier Bay). Alaska Native Voices is a subsidiary of Huna Totem Corporation; Hoonah Indian Association is a partner and Hoonah tribal members and other Alaska Natives work for them.



Assets, Competitive Advantages, and Challenges

There were 72 responses to the HIA TEDS community survey in May 2019, which generated 370 individual comments. Responses on Strengths-Weaknesses-Opportunities-Threats are summarized below.

Community Strengths and Contributors to Economic Resilience

- **Our People and Community** (39 responses) - There is a strong belief in the capacity and strength of the people and community of Hoonah.
- **Tlingit Culture** (19) - The Tlingit culture forms a foundation of the community, and the celebration of traditional culture is a strength.
- **Place and Natural Resources** (17) - The location of the community and the abundance of local natural resources is a strength.

Weaknesses and Challenges to Economic Resilience

- **Limited Housing, Infrastructure, and Public Services** (30) – The lack of affordable housing options, and housing options for families and elders and both year-round residents and seasonal workers.
- **Lack of Planning, Cooperation, and Leadership Skills** (23) - The lack of cooperation across agencies and lack of community-focused leadership is a weaknesses.
- **Lack of Capacity Building and Development Opportunities** (17) - Hoonah lacks opportunities for workforce development and education. There is a lack of healthy recreational opportunities, and opportunities to support traditional activities through culture camps or community subsistence. There is a high rate of substance abuse.
- **Seasonal Economy** (17) - There is a relative lack of year-round jobs, which contributes to economic disparities among community members.
- **High Cost of Living** (13) - The high cost of living, and specifically the high cost of energy and freight transportation, were identified as weaknesses.

Opportunities to Grow the Economy

- **Capacity Development** (26) - Educational programming, workforce development, and opportunities to strengthen partnerships, planning, and collaboration among local organizations are opportunities.
- **Locally-Based Economy** (25) - Hoonah can capitalize on the success of the tourism industry to support locally-based businesses, including cultural tourism operations. Furthermore, the survey demonstrated that a diversified economy with year round employment is a top opportunity that should be harnessed.
- **Sustainable Resource Development** (16) - Revenue generating opportunities from natural resources may serve the needs of the community. Hydropower and lower energy costs are initiatives that will catalyze further economic development and lower the cost of living.
- **Arts and Culture Enhancement** (9) - Develop the arts economy to support local artisans and capitalize on current tourism operations.

Threats to Hoonah's Economic Future

- *High Cost of Living and Remote Location* (37) - The high cost of living; lack of affordable, reliable transportation (AMHS); lack of housing; and lack of job opportunities are threats to Hoonah's economic future.
- *Economic Status Quo* (33) - The dependence of Hoonah's economy on the large-scale tourism industry is a concern, especially the lack of local influence on industry changes and potential loss of community identity. There is also a noticeable lack of business and work opportunities.
- *Lack of Organizational Capacity, Cooperation, and Opportunities for Growth* (23) - Community segmentation, lack of planning and collaboration across sectors and opportunities for growth are potential threats to Hoonah's economic prosperity.

Resiliency

This HIA Tribal Economic Development Strategy is focused on resilience - the ability to bounce back from and withstand challenging circumstances - whether economic, environmental, or cultural. Economic resilience helps Hoonah avoid, withstand, and recover from economic shifts, natural disasters, the impacts of climate change, etcetera. The following five *Economic Resiliency Themes* to increase Hoonah's resilience are drawn from the public SWOT and Resiliency survey comments.

Job and Skill Training for Young People

Have strong and consistent job and economic training and apprenticeship programs for Hoonah's young people so they see and understand the economic opportunities available in Hoonah and are prepared to enter the local job market (after high school or college). Getting young people invested in the community is so important.

Remove Barriers to Entering the Workforce

This includes providing vocational technical and career education, training, and apprenticeships (see above), having reliable local child care, having reliable services and activities for elders, reducing the cost of living (power, freight, and housing), and maintaining ferry service to and from Hoonah.

Diversify Hoonah's Economy and More Year-Round Work

Hoonah's strongest economic sectors are tourism and local government. Maintain and strengthen these, but also expand realistic opportunities such as those in marine repair, forest management and science, small business services, home and elder health care and services, and construction. Focus on opportunities that will help turn seasonal or part time jobs into year round work.

Protect and Promote our Culture and Community

Take steps to retain a strong and authentic culture, village, and community life as the visitor industry grows. Develop a solid plan with the assistance of experts on how we can grow and not lose our cultural identity.

More Communication, Partnerships, and Trust among Entities

Hoonah's major community partners, Native organizations, local and tribal governments need to work together better for us all. We need to focus on and find our similarities or commonalities rather than focusing on our differences in order to support Hoonah town. Where there is collaboration, all benefit.

Economic Opportunities

An analysis of Southeast Alaska and Hoonah economic conditions offers the following economic development opportunities, at a minimum (order listed is random, does not represent priorities). There is a strong cruise ship visitor industry in Hoonah with significant growth projected. This creates many business and job opportunities, including those directly linked to celebrating and interpreting Hoonah's Tlingit culture. Success must address the balance between community needs and visitor's experiences. Hoonah can learn from the experience of other Southeast ports, and take proactive steps to avoid and mitigate negative impacts, maximize economic benefits, and build infrastructure that provides a quality experience for both residents and visitors. See the Visitor Industry section in Appendix A-Economic Conditions, for several ideas to accomplish this.

Converting cruise tourists to returning independent tourists, who spend more money and have a deeper appreciation for local culture and experiences, is another opportunity. Teaming with neighboring communities to develop and market multi-day itineraries through Southeast Alaska could assist in economic success.

There is a shortage of housing for sale and rent to seasonal workers, young families, elders, and essential workers such as school teachers, police officers, and fire fighters. Lack of access to affordable housing can prevent young people from staying in town and hurt efforts to attract seasonal workers. There is growing competition for summer seasonal workers in Southeast and the ability to offer comfortable accommodations can give employers a leg-up on the competition.

Fulfilling this need will create a demand for construction work. Workforce development, wood shop classes, and apprenticeships in carpentry will ensure more work goes to tribal members and local businesses. In addition to building market-rate housing, explore techniques and programs (such as Community Land Trusts) to develop affordable housing and promote building of accessory apartments.

Competition for workers will lead to higher wages and place a priority on making quality of life oriented investments.

Hoonah is surrounded by forest lands. Use of forest resources by Hoonah residents, Native Corporations, businesses, and residents has been a pillar of the Hoonah culture and economy for decades, though the nature of that use is changing and evolving. Hoonah has an active sawmill that adds value to every log and provides year round employment. The Hoonah Native Forest Partnership is a model forest management program in the region. Many opportunities linked to forest resources exist. Apprenticeships and training the next generation of local forest and wood workers will help perpetuate forest-related opportunities.

Hoonah has a very entrepreneurial culture, which is a distinct advantage. Over the last six years, three of the 13 Southeast Alaska Path to Prosperity business competition winners were local residents. Hoonah business people developed the only privately owned cruise port in the US. Workforce training and career technical education will maximize resident's successes and train the next generation of local business entrepreneurs.

IPEC, HIA, the City are interested in working together and supporting one another's efforts to lower electricity and heating costs, which will reduce the cost of living and doing business in town.

Hoonah is home to Northern Southeast Alaska's most successful Marine Industrial facility. Growth is in occurring in the number of marine service businesses. Fulfilling the vision to add a freight dock, providing

space for grow maritime businesses, marketing, and an apprentice program will all help continue and expand related economic opportunities. Could a freight dock and collaboration provide opportunities for Hoonah, Gustavus, and neighboring communities to lower costs by creating a regional freight and transportation service?

The number and percent of Hoonah residents age 65 and older is rising dramatically, as is true in most of the region. Providing health care, housing, transportation, meals, educational, and other services so residents can age in their homes and in Hoonah, is a major challenge and opportunity.

The stronger the year round economy, the more support there is for retail and support services that keep money circulating within town rather than it leaking outside.

There is significant revenue running through the community, especially in the summer. Hoonah needs a bank not to facilitate businesses' financial transactions and also keep money invested locally.

Hoonah has multi-generational commercial fishing families, one of only a few communities in Alaska that participate in the federal Alaska Community Quota Entity (CQE) via the Hoonah Community Fisheries Corporation, active commercial and sports seafood packing plants, and new businesses in seafood and land-based food growing and harvesting. What opportunities can collaboration among businesses and growth of direct marketing create?

Somewhere between 25-40% of people working in Hoonah during the year are not Hoonah residents. Many are from other places in Southeast Alaska or have Hoonah roots. What actions or improvements could cause some of them to choose to make Hoonah their permanent home?

Regional and Hoonah Alignment

Consideration of regional and local economic strengths, weaknesses, opportunities, threats, and resiliency, as well as the deliberation of the HIA TEDS steering committee, Tribal Council, and community resulted in alignment among the HIA Tribal Economic Development Strategy priorities, the City of Hoonah Economic Development Plan priorities (2016) and Southeast Conference Comprehensive Economic Development Strategy priorities (2018 update).

Each of these three economic strategic plans have many objectives, the table below only shows alignment among *priority* objectives (if all objectives were included there would be Xs in almost all cells).

Priority Economic Development Objectives

	Hoonah Indian Association TEDS (Tribal Economic Development Strategy)	Southeast Alaska CEDS (Comprehensive Economic Development Strategy)	City of Hoonah Economic Development Plan
Career Technical Training, Workforce Development	X		X
Child Care	X		
Huna Cultural and Heritage Center	X		
Energy	X	X	X
Elder/Senior Care	X		
Forest Resources and Products	X	X	
Housing	X		X
Infrastructure (Wastewater Treatment)			X
Land Planning (waterfront, comm./ind.)			X
Library			X
Maritime Industrial Support, Transportation and Freight		X	X
Seafood + Ocean Products	X	X	X
Visitor Industry		X	X

Overview of Hoonah and the Region's Economy

Southeast Alaska - Regional Overview¹

The Region

The Southeast Alaska panhandle extends 500 miles along the coast from Metlakatla to Yakutat, encompassing approximately 33,500 square miles of land and water. The saltwater shoreline of Southeast Alaska totals approximately 18,500 miles. More than 1,000 islands make up 40 percent of the total land area. The region is home to 34 communities. The three largest communities—Juneau, Ketchikan, and Sitka— together are home to 75 percent of the regional population.

Culture

The dominant culture in the region is indigenous. Alaska Natives—Tlingit, Haida, and Tsimshian— make up nearly a quarter (22%) of the region's population. The Tlingit have resided in the region for many thousands of years. The region's mild climate, abundant food and raw materials supported the development of highly organized and culturally advanced societies with extensive trade routes. The hospitable climate also allowed time for the development of rich artwork.

Land Ownership

A lack of privately owned land and land available for development is unique to Southeast Alaska and impacts the ability of the region to nurture the private sector. Southeast Alaska's land ownership is dominated by the federal government, which manages 94% of the land base. Most of this (78%, or 16.75 million acres) is the Tongass National Forest. The remaining federal lands are mostly in Glacier Bay National Park. The State manages 2.5% of the total land base (511,500 acres), including the Alaska Mental Health Trust Authority and University of Alaska lands. Boroughs and communities own 53,000 acres—a quarter of one percent of the regional land base. Alaska Native organizations, including village, urban, and regional corporations and the Annette Island Reservation, own 3.4% (728,100 acres) of the land base. Other private land holdings account for 0.05 percent of the land base. In 2017, communities received nearly \$19 million in federal Payment In Lieu of Taxes and Secure Rural Schools funding to Southeast Alaska to compensate for federal ownership of the regional land and tax base.

Regional Economy - Trends and Today

Starting in the 1880s, the economy of Southeast Alaska experienced a century of growth that intensified after statehood in 1959. From statehood into the 1990s, population and employment levels in Southeast more than doubled as the workforce expanded in the areas of mining, government, fishing, tourism, and timber. In the beginning of the 1990's seafood and timber directly accounted for a fifth of the regional economy. However, over that next decade pulp mills and sawmills in the region closed, laying off 3,200 workers. During the same period, the value of salmon declined and catch levels fell. Total Southeast Alaska wages hit bottom in 1997. The population continued to decline through 2007.

Between 2008 and 2015 the region experienced a significant economic recovery, rebounding to record numbers of jobs, wages, and residents. This is coincident with a period of significant growth in visitation to Southeast Alaska, increased mining, and some high salmon run years. However, the state budget crisis and the loss of 850 State of Alaska jobs beginning in 2014-2015 changed the economic trajectory of the region.

¹ Some of this section is excerpted from: Southeast Alaska 2020 Economic Plan, Southeast Conference's Comprehensive Economic Development Strategy, September 2018 update

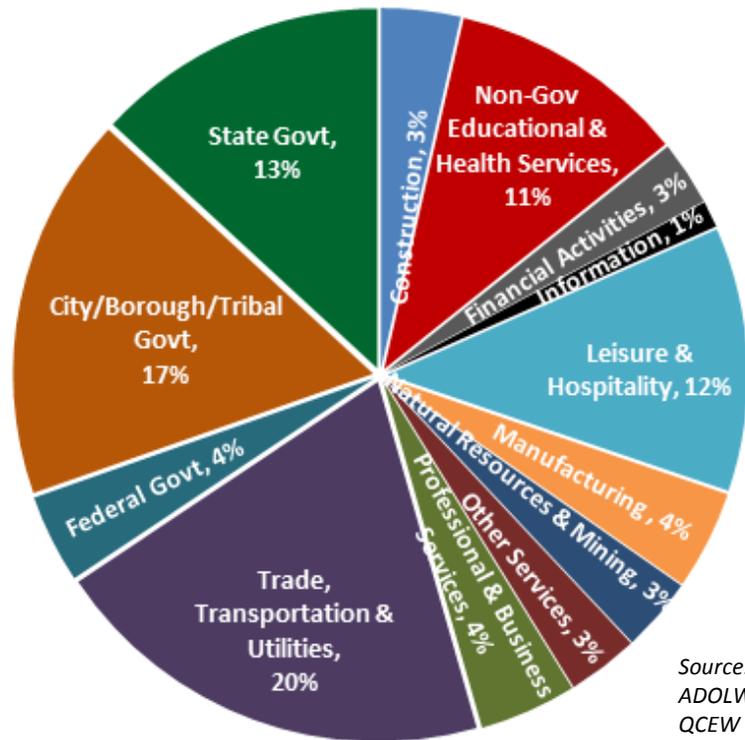
There has been significant diversification of the Southeast Alaska economy over the last few decades. Today, two-thirds of the region’s employment (66%) is by private sector businesses, and one-third (34%) of the region’s jobs are public sector.

In the private sector workforce, highest employment today is in:

- Retail and wholesale trade of goods, and the transportation of those goods and of people
- Tourism-related leisure and hospitality businesses and services
- Non-government health care providers, businesses, and services
- When small business owners with no employees – such as many commercial fishermen - are added in, natural resource extraction, processing, and adding value is significant. This includes fish, other seafood and mariculture, and minerals and mining
- Companies offering a diverse set of professional, business, information and financial services

Source: ADOLWD, QCEW

Slices of 2018 Southeast Alaska Employment Pie



Source: 2018 ADOLWD QCEW

The highest average wages in Southeast Alaska are paid to government employees. In the private sector, highest wages are to those working in construction, transportation, private utilities, and mining.

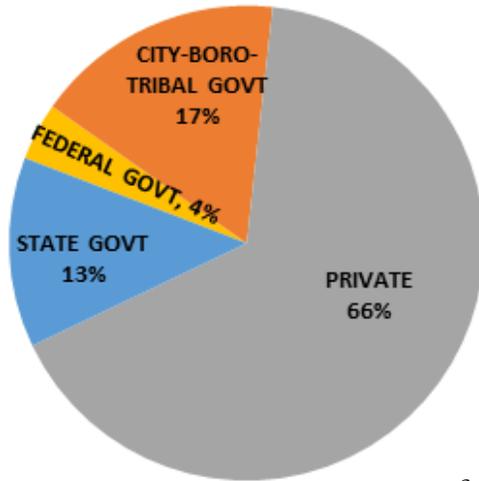
Comparing Regional and Hoonah Economic Conditions

Like Southeast Alaska’s economy as a whole, private sector work dominates in Hoonah. In the Hoonah Statistical Sub Area (SSA)², there is a larger percentage of local government employment and less state government employment than in Southeast Alaska as a whole.

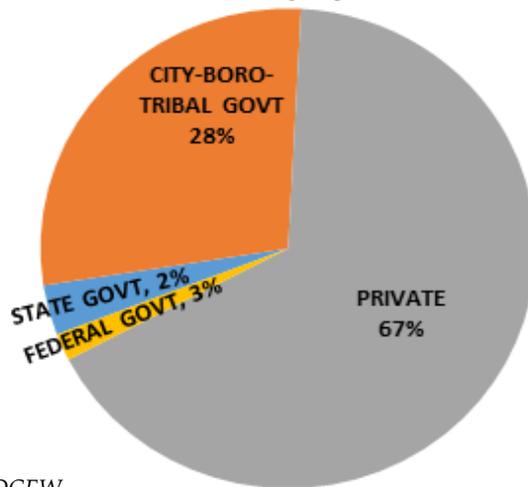
² Hoonah SSA: QCEW employment data are released quarterly for all of the Alaska’s boroughs and census areas. To support the HIA TEDS, the ADOLWD segregated Hoonah Statistical Subarea (SSA) QCEW data from the Hoonah-Angoon Census Area. The Hoonah SSA includes Hoonah, Elfin Cove, Pelican, Gull Cove, Idaho Inlet, Lisianski, Port Althorp, Port Frederick, and Yakobi Island. While it is not exclusively Hoonah data, Hoonah is by far the largest community with the most robust economy and workforce in this SSA. SSA data is not scrutinized as carefully as borough-level data by ADOLWD; nonetheless, it provides good information that is usually not available.

Looking just at the private sector, in the Hoonah SSA this work is dominated by tourism-related work, which accounts for just over half (51%) of all private sector employment in town. By contrast, for private sector jobs in Southeast Alaska, tourism-related work is about 18% of the total.

Southeast Alaska Employment 2018



Hoonah SSA Employment 2018



Source: ADOLWD, QCEW

Like Southeast Alaska’s economy as a whole, private sector work dominates in Hoonah.

In the Hoonah Statistical Sub Area (SSA), there is a larger percentage of local government employment and less state government employment than in Southeast Alaska as a whole.

After the 28% local government work in Hoonah (which includes the city, school district, and tribal government), the largest categories of employment in Hoonah are in:

- 20% - Tourism-related Arts-Entertainment-Recreation
- 14% - Tourism-related (primarily) Accommodations-Food Services
- 10% - Manufacturing (seafood and wood processing)
- 8% - Retail Trade (stores), *part of Trade Transportation, and Utilities on pie chart below*
- 6% - Transportation-Warehousing-Wholesale Trade-Utilities (air and marine travel businesses, warehousing/storage, wholesale, private utilities)
- 6% - Health Care

Hoonah's Economy

In general, growth and economic gain characterizes the last decade in Hoonah. Sectors that struggled are fishing and transportation. Key metrics and trends are summarized on the table below.

Hoonah Economy – Key Indicators						
DEMOGRAPHICS	2010	2017	2018	Change '17–'18	Change '10–'18	
Population[i]	760	776	789	2%	4%	
Number of persons age 65 or older	42	124	142	18	100	
% of total population age 65 or older	6%	16%	18%	2%	12%	
Percent Alaska Native (one or more races)[ii]	64%	54% ('16)	62% ('17)	8%	-2%	
PK-12 School District Enrollment[iii]	124	118	118	0%	-5%	
Total Number PFD Applications [iv]	820	793	825	4%	1%	
Number Child PFD Applications	166	186	195	5%	17%	
HOUSING	2010	2018	2019	Change '18–'19	Change '10–'19	
Number of Dwelling Units[v]	399	418	420	0%	5%	
2019 Monthly Rental Costs, (median rent + utilities)[vi]						
Studio			\$879			
1 BR			\$1,055			
2 BR			\$1,203			
3+ BR			\$1,608			
Median Value, Owner-Occupied Homes, Hoonah-Angoon Census Area			\$226,800 ('17)			
WORK - HOONAH SSA	2010	2017	2018	Change '17–'18	Change '10–'18	
Total Employment, Hoonah SSA [vii]	335	378	385	2%	15%	
Total Wages, Hoonah SSA[viii]	\$10.7 million	\$14.0 million	\$14.6 million	4%	36%	
Average Annual Wage, Hoonah[ix]	\$31,934	\$37,143	\$37,880	2%	19%	
Percent Private Sector Jobs[x]	59%	63%	60%	-3%	1%	
Number of Businesses in Hoonah[xi]	88	108 ('18)	117 ('19)	8%	33%	
Unemployment Rate[xii]	14.0%	12.3%	12.6%	0.3%	-1.4%	
Free/Reduced Price Lunch Eligibility (% of students)	58%	86%	86%	0%	48%	
RESIDENT INCOME[xiii]	2010	2016	2017	Change '16–'17	Change '10–'17	
Per Capita Income	\$24,426	\$26,848	\$28,857	7%	18%	
Median Household Income	\$50,511	\$59,167	\$60,625	2%	20%	
Median Family Income	\$54,792	\$65,000	\$68,750	6%	25%	
VISITOR TRENDS	2010	2018	2019	2020	Change '19–'20	Change '10–'20
Cruise Ship Port Calls[xxii]	63	107	138	192	39%	205%

Hoonah Economy – Key Indicators						
Cruise Ship Passengers[xxiii]	122,974	185,224	268,918	408,000	52%	232%
VISITOR TRENDS	2010	2017	2018		Change '17–'18	Change '10–'18
State Commercial Passenger Vessel Excise Tax to City[xiv]	\$640,015	\$771,595	\$788,005		2%	23%
Sales Tax Paid by ISP to City	\$326,581	\$606,025	\$704,563		16%	116%
COMMERCIAL FISHING and MARINE INDUSTRY	2010	2017	2018		Change '17–'18	Change '10–'18
Number Haul-Outs at HMIC	122	118	134		14%	10%
Percent Haul-outs that are Not Hoonah Residents	-	59%	56%		-3%	
Revenue to City from Haul-Outs	\$173,750	\$159,954	\$206,370		29%	19%
Number of Comm. Fishing Permits Issued[xv]	129	124	124		0%	-4%
Pounds Comm. Fish Landed by Hoonah Residents [xviii]	2,533,594	3,210,110	1,336,986		-58%	-47%
Estm. Gross Earnings Comm. Fishing to Hoonah Residents (Ex-Vessel Value)[xix]	\$2,695,176	\$3,050,852	\$1,767,043		-42%	-34%
State Fisheries Business Tax to City [xx]	\$108,022	\$76,350	\$95,089		25%	-12%
Number Comm. Vessels Homeported in Hoonah[xvi]	88	72	69		-4%	-22%
PASSENGERS and FREIGHT	2010	2017	2018		Change '17–'18	Change '10–'18
Airport Passenger Arrivals[xvii]	10,189	7,158	7,028		-2%	-31%
AMHS Passenger Arrivals[xviii]	6,030	4,110	4,128		0.4%	-32%
AMHS Arriving Vehicles	2,089	1,479	1,396		-6%	-33%
AMHS Port Stops	203	142	134		-6%	-34%
Air Freight Arrivals (pounds)[xix]	228,297	339,917	368,777		9%	62%
Marine Freight, in and out (pounds)[xx]	6,915,496	6,153,038	4,785,568		-22%	-31%
COST OF LIVING	2010	2018	2019		Change '18–'19	Change '10–'19
Residential Electric Bill in April, 400kWh (w/ PCE) [xxi]	\$88.96	\$97.36	\$108.88		12%	22%
Small Commercial Monthly Electric Bill for 1,000 kWh (no interruptible or other discounts)[xxii]	\$567.60	\$531.55	\$567.20		7%	0%
Anchorage CPI (Consumer Price Index)						
Gasoline \$/gallon (January)[xxiii]	\$3.39	\$3.24	\$3.51		8%	4%
Heating Fuel\$/gallon (January)	\$3.54	\$3.12	\$3.72		19%	5%

- [i] Alaska Department of Labor and Workforce Development
- [ii] 2010 US Census, 2012-2016 and 2013-2017 American Community Survey
- [iii] Alaska Department of Education and Early Development
- [iv] Permanent Fund Division Annual Reports, and personal communications with A. Weske
- [v] ADOLWD, City of Hoonah
- [vi] Hoonah Indian Association Rental Survey Feb-Mar 2019, 32 units
- [vii] Quarterly Census of Employment and Wages, Alaska Department of Labor and Workforce Development, special analysis for Hoonah Statistical Sub Area
- [viii] Ibid.
- [ix] Ibid.
- [x] Ibid.
- [xi] DCCED, Division of Corporations, Business, and Professional Licensing
- [xii] NOTE: This is annual rate for Hoonah-Angoon Census Area, not seasonally adjusted. Source: ADOLWD
- [xiii] Source: US Census-2010, American Community Survey 5-yr estimates for 2012-2016, 2013-2017
NOTE: As defined by the US Census Bureau, "Income" includes "the sum of the amounts reported separately for wages, salary, commissions, bonuses, or tips; self-employment income from own nonfarm or farm businesses, including proprietorships and partnerships; interest, dividends, net rental income, royalty income, or income from estates and trusts; Social Security or Railroad Retirement income; Supplemental Security Income (SSI); any public assistance or welfare payments from the state or local welfare office; retirement, survivor, or disability pensions; and any other sources of income received regularly such as Veterans' (VA) payments, unemployment compensation, child support, or alimony."
- [xiv] State of Alaska Department of Revenue, State Shared Taxes and Fees Annual Reports
- [xv] Commercial Fisheries Entry Commission, Fishery Statistics
- [xvi] Commercial Fisheries Entry Commission, Vessel Characteristics and Statistics by Alaskan City
- [xvii] US Bureau of Transportation Statistics, T-100 US Domestic Market data run May 2019
- [xviii] Alaska Marine Highway System
- [xix] US Bureau of Transportation Statistics, T-100 US Domestic Market data run May 2019
- [xx] Alaska Marine Lines, Year 2010 listed data is for the period 4/11 -3/12
- [xxi] Inside Passage Electric Cooperative
- [xxii] Ibid.
- [xxiii] Alaska Division of Community and Regional Affairs, Research and Analysis Section

Wages, Employment, Businesses

Highest average annual wages in Hoonah go to those working for the government (with federal paying the highest by far at almost \$65,000 in 2018). After federal, local, and state government work, those in health care make the most annually (almost \$40,000 in 2018).

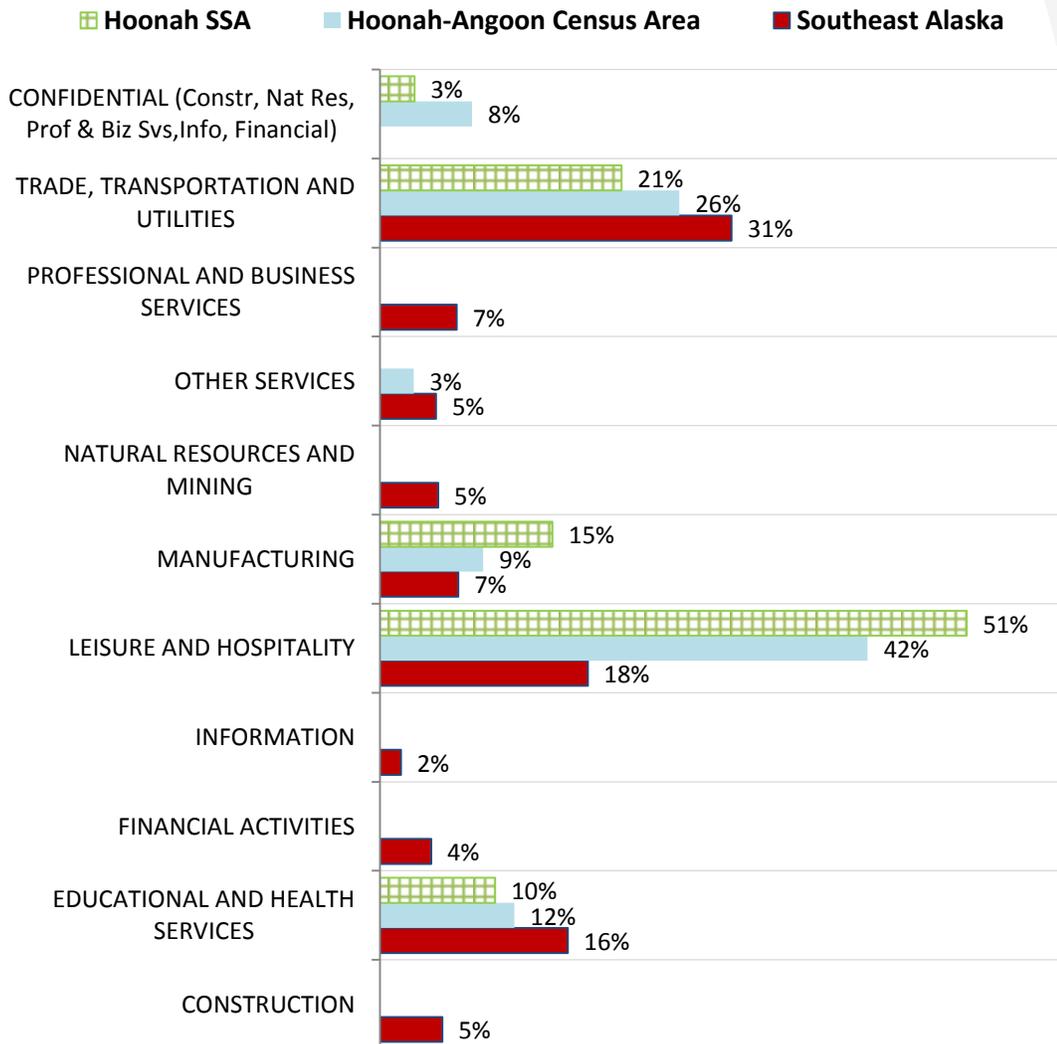
The average annual wage for employees in the Hoonah SSA in 2018 was \$37,800. Average annual wages to workers in the Hoonah-Angoon Census Area are the lowest in Southeast Alaska. This is likely due to the predominance of tourism-related jobs, which tend to be lower pay scale, and the reduced federal workforce in town since federal government jobs tend to be at the top of the pay scale.

Looking just at private sector jobs, we see it is dominated in Hoonah by tourism-related work, which account for just over half (51%) of all private sector employment in town. By contrast, when just private work is considered in the region as a whole, tourism-related jobs only accounts for about 18% of the total.

Looking Just at
Private Sector
Employment



Private Sector Jobs, by Type

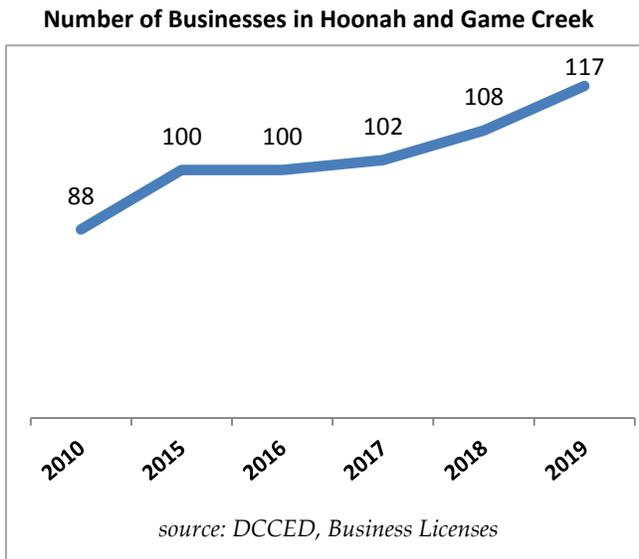
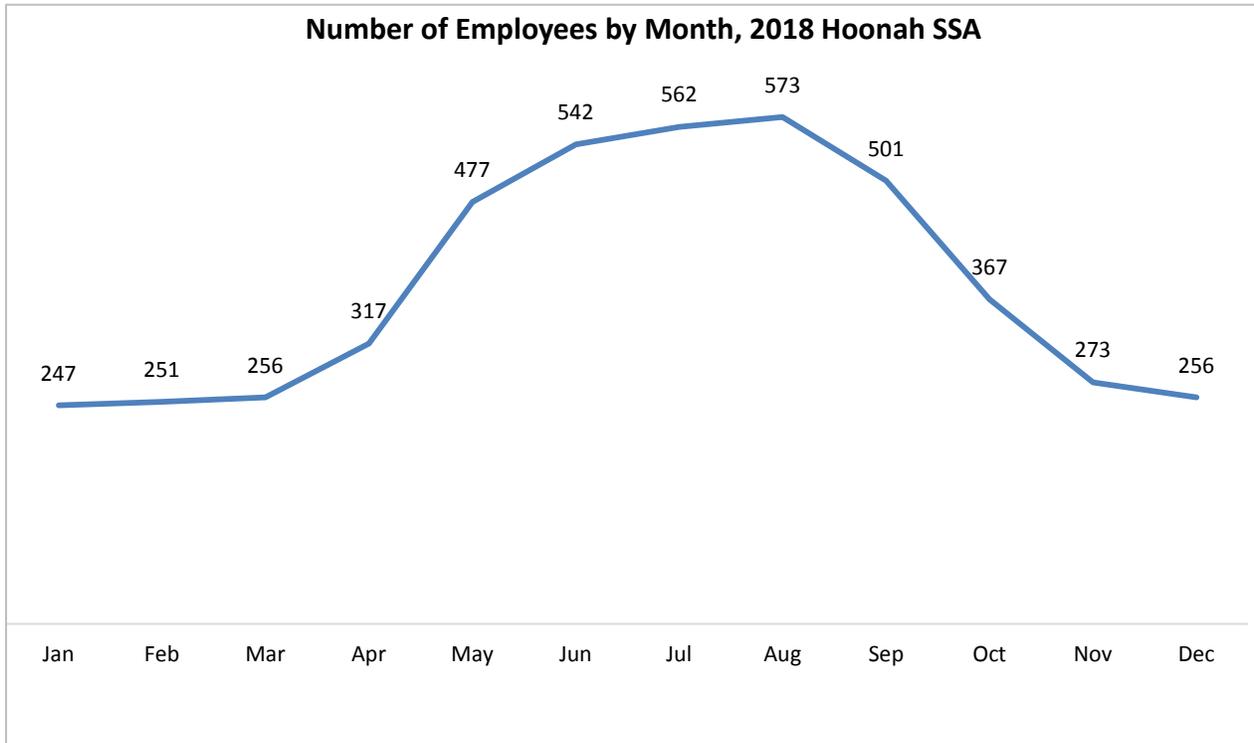


Source: ADOLWD QCEW

NOTE Regarding Hoonah SSA: QCEW employment data are released quarterly for all of the Alaska's boroughs and census areas. To support the HIA TEDS, the ADOLWD segregated Hoonah Statistical Subarea (SSA) QCEW data from the Hoonah-Angoon Census Area. The Hoonah SSA includes Hoonah, Elfin Cove, Pelican, Gull Cove, Idaho Inlet, Lisianski, Port Althorp, Port Frederick, and Yakobi Island. While it is not exclusively Hoonah data, Hoonah is by far the largest community with the most robust economy and workforce in this SSA. SSA data is not scrutinized as carefully as borough-level data by ADOLWD; nonetheless, it provides good information that is usually not available.

Seasonality of Work

Not surprising given the seasonal nature of tourism and seafood processing jobs, there were about 320 more jobs in Hoonah in the summer of 2018 than in the winter. What would help convince some seasonal workers to become year round residents? What could help move some of the seasonal jobs to become year round jobs?



Number of Businesses

The number of businesses in Hoonah have grown by 33% since 2010, according to the State's list of active business licenses.

Workers who are Not Alaska Residents

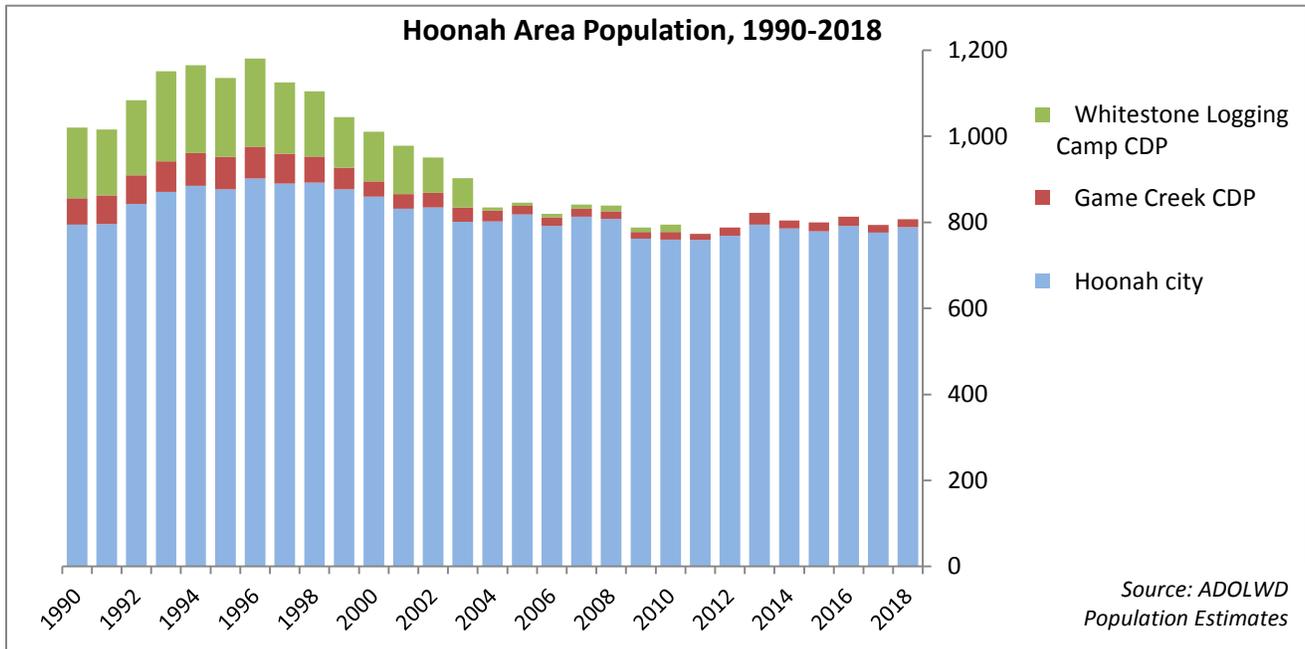
The ADOLWD ALARI (Alaska Local and Regional Information) data set gives an economic snapshot of places (in contrast to the QCEW dataset) because ALARI matches workers and their income with where they claimed residency on their PFD applications.

In Alaska, 21% of workers in 2017 were nonresidents, according to the ADOLWD ALARI dataset. In Southeast Alaska, 27% of workers were nonresidents. In the Hoonah-Angoon Census Area 30% were nonresidents. Nonresident workers in the area would typically be seasonal seafood processing and tourism workers. Comparing 2016 information from two ADOLWD datasets suggests that about one-quarter of wages earned by those in the Hoonah go to nonresidents.

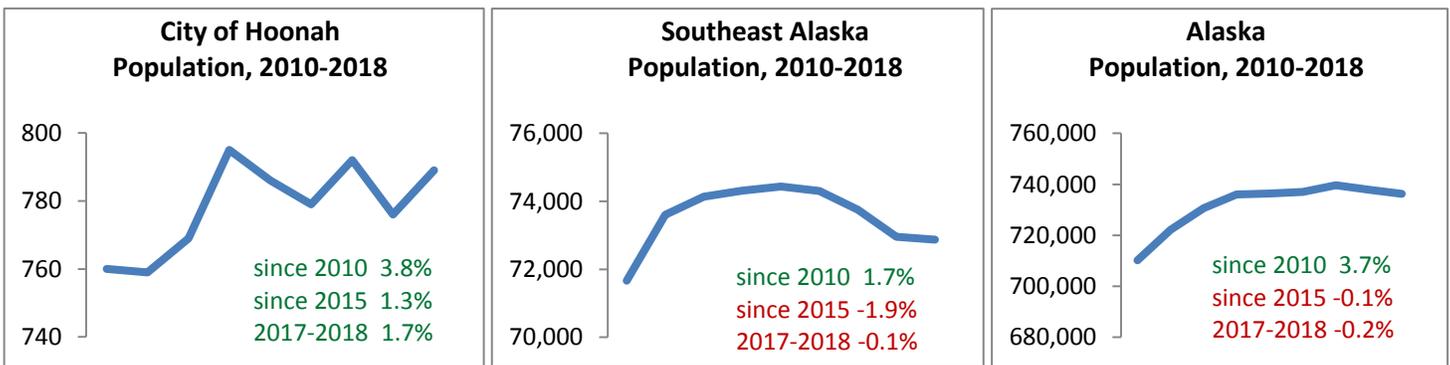
Population

The Hoonah area's recent population peaked in 1996. At that time, Hoonah had 902 residents, Game Creek had 74, and Whitestone Logging Camp had 205, for an area total of 1,181 people.

As logging activity slowed population in all three places declined. Whitestone Camp closed in 2011. Game Creek's population appears to have stabilized since 2010 at around 20 residents. The City of Hoonah's population has been hovering around 800 residents since 2000. The low point was 2011 with 759, and the recent high was 2005 with 818.



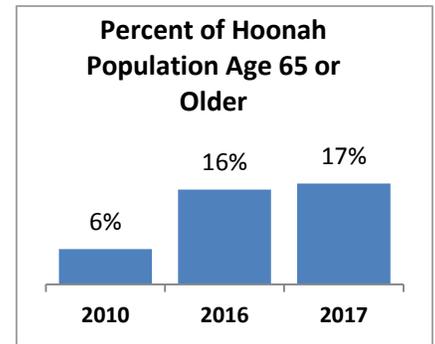
Since 2010, the Hoonah population has grown at the same rate as the state as a whole and faster than Southeast Alaska. Since 2015, both the state and region have had an overall population drop, but Hoonah has not. Southeast Alaska was hit hard by the national recession, which slowed tourism to the region in 2008-2010, and recent cuts to state government and capital funding has hit the region hard; statewide, the population and economy has struggled since 2014 when oil prices took a dive. For example, the total number of workers in Alaska in 2017 dropped 2% and was equal to 2009 employment levels.



The percentage of the population that is Alaska Native in 2010 was 64% and in 2017 is estimated at 62%.

The number and percent of Hoonah residents who are age 65 and older is rising dramatically, as is true in most of the region.

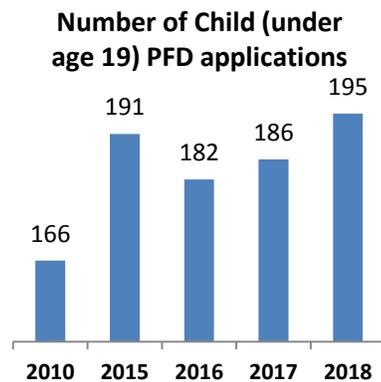
The large group of baby boomers is aging quickly, and the number of elders is projected to continue to increase significantly for another 15 years or so.



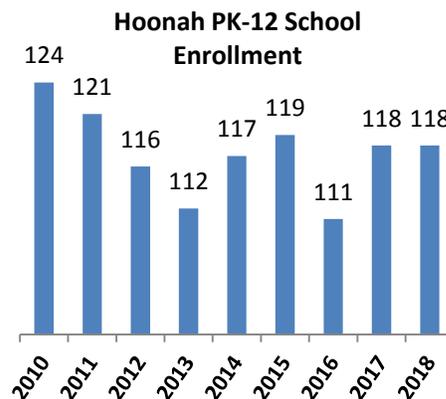
Source for all population graphs here: ADOLWD

Providing health care, housing, transportation, meals, educational, social, and other services so that residents can age in their homes and in Hoonah, is a major challenge and opportunity.

PFD applications indicate that the number of youth in Hoonah is rising. However, while school enrollment has been stable the last few years, it has dropped since 2010.



Source: Operations, AK Perm Fund Div.



Source: ADEED

Housing

With a slowly growing year round population, a bustling summer economy with approximately 325 more workers than in the winter (2018), and an aging housing stock that is mostly single-family homes, the need for additional housing for sale and for rent is a major challenge and opportunity.

This is especially so for housing that young adults and families can afford as well as accessible aging-friendly housing for elders.

This report uses four information sources to review housing costs and construction information.

Hoonah Indian Association surveyed 32 rental units in Hoonah during February-March 2019 to determine current rents, utilities, and electricity costs. This is the best current information available on rental prices in Hoonah. It shows that median monthly rental costs, including utilities and electricity, are between \$879 (studio) and \$1,608 (3 BR +) a month in Hoonah.

Monthly Rental Costs, Hoonah, 2019				
Type of Unit	Studios	1 BR	2 BR	3 BR+
# units surveyed	5	10	13	4
Rent (average)	\$620	\$780	\$927	\$1,278
Rent (median)	\$650	\$800	\$900	\$1,306
Utilities	\$133	\$133	\$133	\$133
Electricity (median)	\$97	\$129	\$174	\$155
TOTAL Monthly Rental Housing Costs (Median rent + utilities + electricity)	\$879	\$1,055	\$1,203	\$1,608
<i>Source: Hoonah Indian Association Rental Survey Feb-Mar 2019, 32 units</i>				

A second information source is Fair Market Rent (FMR) from the U.S. HUD for the Hoonah-Angoon Census Area.

Fair Market Rent is determined each fiscal year by the HUD and is used to set payment standards for federal housing assistance programs in Alaska, like the Housing Choice Voucher Program (often called "Section 8"). Fair Market Rent is the *40th-percentile of typical rentals* in a given region. Fair Market Rent is the rent amount, including utilities (except telephone), to rent privately owned, existing, decent, safe and sanitary rental housing of modest (non-luxury) nature with suitable amenities. For context, Alaska has the 7th highest rent in the country out of 56 states and territories.

HUD's 2019 FMR for the Hoonah-Angoon Census Area are:

Fair Market Rent, Hoonah-Angoon Census Area, 2019					
Type of Unit	Studios	1 BR	2 BR	3 BR	4 BR
Calculated Fair Market Rent	\$556	\$756	\$866	\$1,166	\$1,171
<i>Source: US Housing and Urban Development</i>					

Comparing FMR calculated rents to actual rental costs determined by HIA's survey suggests that few rental units could afford to accept vouchers for lower income residents, which may have something to do with why there are no HUD subsidized rentals in Hoonah.

The third information source is the US Census American Community Survey (ACS) running 5-year estimates for 2013-2017 (most recent available). For most small communities in Alaska this is the only data source available. It tends to be a bit out of date as it's a 5-year running average. It is useful in that it allows comparisons with other places, although the HIA data is more accurate for the price of rental in Hoonah.

In 2017, the ACS ranked the value of owner occupied homes in the Hoonah-Angoon Census Area as 13th highest out of 29 Alaskan boroughs/census. By contrast for gross monthly rent, the census area ranked 24th lowest. While the margin of error is higher, City of Hoonah homes cost less but rents are higher than in the census area as a whole.

Also according to the 2013-2017 ACS, two-thirds of the housing in Hoonah is at least 30 years old (built before 1989).

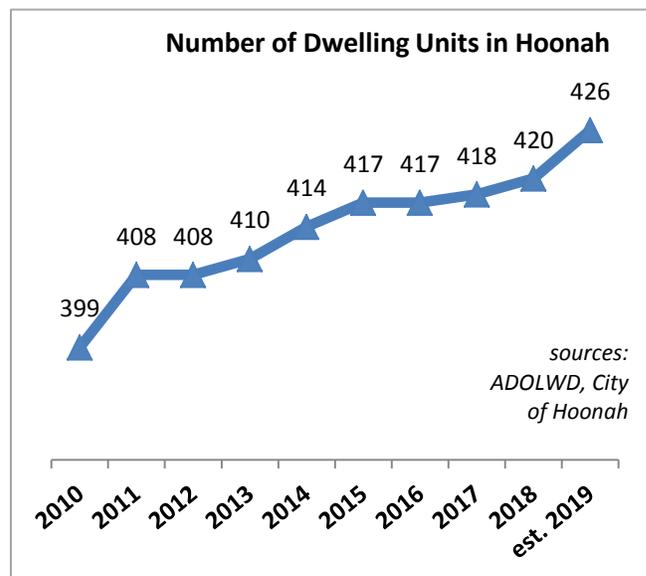
Gross Monthly Rent (median)		Place	Value of Owner-Occupied Homes (median)	
	Rank		Rank	
\$1,200		Alaska		\$261,900
\$989	20	Aleutians East Borough	26	\$124,700
\$1,277	3	Aleutians West Census Area	9	\$238,800
\$1,261	5	Anchorage Municipality	3	\$304,500
\$1,253	6	Bethel Census Area	23	\$152,600
\$1,051	14	Bristol Bay Borough	19	\$186,700
\$871	23	Denali Borough	14	\$224,200
\$1,039	15	Dillingham Census Area	18	\$189,500
\$1,272	4	Fairbanks North Star Borough	12	\$230,600
\$1,016	18	Haines Borough	8	\$243,100
\$850 \$1,005	24	Hoonah-Angoon Census Area City of Hoonah	13	\$226,800 \$172,300
\$1,181	8	Juneau City and Borough	2	\$343,100
\$994	19	Kenai Peninsula Borough	11	\$234,600
\$1,139	9	Ketchikan Gateway Borough	6	\$265,700
\$1,294	2	Kodiak Island Borough	5	\$267,700
\$625	29	Kusilvak Census Area	28	\$88,600
\$746	27	Lake and Peninsula Borough	27	\$118,500
\$1,098	11	Matanuska-Susitna Borough	10	\$235,600
\$1,343	1	Nome Census Area	25	\$143,000
\$1,029	17	North Slope Borough	22	\$153,900
\$1,229	7	Northwest Arctic Borough	24	\$145,800
\$885	22	Petersburg Borough	15	\$205,000
\$840	25	Prince of Wales-Hyder Census Area	21	\$169,100
\$1,104	10	Sitka City and Borough	1	\$350,900
\$1,069	13	Skagway Municipality	4	\$293,800
\$1,088	12	Southeast Fairbanks Census Area	17	\$191,700
\$974	21	Valdez-Cordova Census Area	7	\$252,200
\$793	26	Wrangell City and Borough	16	\$194,000
\$1,030	16	Yakutat City and Borough	20	\$185,000
\$653	28	Yukon-Koyukuk Census Area	29	\$80,600

Source: ACS 2013-2017 Estimates, DP04

Construction of new homes is tracked by the city. Cities and boroughs all over the state provide information on the number of dwelling units under construction to the census borough or the state department of labor.

Between 2010 and 2018, the City of Hoonah population grew 4% while the estimated number of homes increased 5%, from 399 to 420. The city reports that in 2019, another 6 homes are under construction.

These totals do not include dedicated seasonal housing, of which Icy Strait Point (ISP) has approximately 41 rooms, and Hoonah Cold Storage can house about 35 in its bunkhouse. ISP anticipates



acquiring housing for another 17 after it adds a man camp that will come to town to house workers during construction of a second cruise dock during 2019. Most of ISP’s worker housing is either along Garteen Highway or in Huna Totem Corporation’s Fairweather Subdivision.

Community Income

Total income from employment in Hoonah has risen from \$13.8 million on 2016 to \$14.6 million in 2018. This is an increase of 5%. During this same period, inflation, as measure by the Anchorage Consumer Price Index, has risen 3.9%.

However, employment income is just a part of all income to a community. Income also comes to the community from earnings that small businesses make (those without employees), income from Permanent Fund Dividends and Native Corporation Dividends, as well as investment earnings, retirement payments, and any government assistance. This “big picture” of community income is only available for boroughs or census areas.

In 2017, the Hoonah-Angoon Census Area (which includes Gustavus, Pelican, Elfin Cove, and Klukwan as well as Hoonah and Angoon) total community income was \$118,072,000, according to the US BEA.

Per person (per capita), household, and family income is rising in Hoonah, as it is in most places.

RESIDENTS IN HOONAH, 2017

Per Person Income
\$28,857

Median Household Income
\$60,625

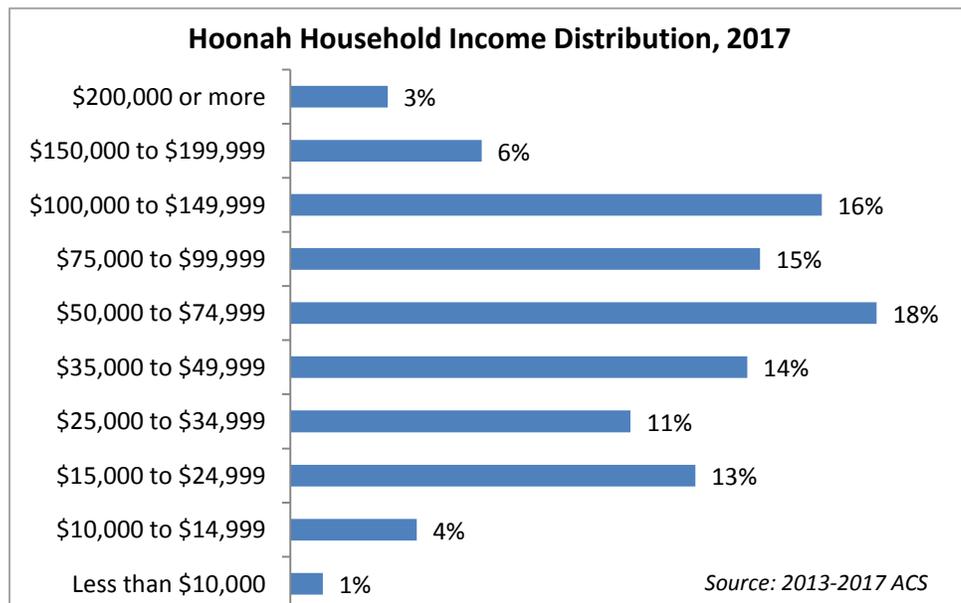
Median Family Income
\$68,750

NOTE: Remember that median is the halfway point; meaning for example that half the households in Hoonah received less than \$60,625 in income in 2017 and half received more than this. Source: 2013-2017 ACS

Looking at the best estimates for income distribution shows that there are some wealthy people in town as one-quarter of all households made \$100,000 or more in 2017 (± 9%)

However, there are also many people in town struggling to stay afloat.

More than one-quarter of all households in Hoonah in 2017 had an income that \$35,000 or less (± 11%).



Families are especially challenged as evidenced by the fact that 86% of all students in Hoonah Schools qualified for a free lunch during the 2018-2019 school year. For a family of four to qualify they earn \$41,850 or less.

According to the 2017 ACS, between 7% to 16% of people, and 6 to 14% of families, in Hoonah are living below the federal poverty level.

Electricity, Heating, and Fuel

The cost of housing, electricity, heat, food, and freight are primary factors in determining Cost of Living. This section reviews energy costs.

Hoonah receives electrical service from Inside Passage Electric Cooperative (IPEC), which is a member-owned non-profit utility that also serves Kake, Angoon, the Chilkat Valley in Haines, and Klukwan.

In August 2015, the IPEC installed a new hydroelectric power generator, the Gartina Falls Hydro Project. The Gartina Falls Hydro Power plant's 455 kW capacity is generating over 1,810 MWH of power annually, replacing approximately 100,000 gallons of diesel per year, which is about one-third of the city's energy supply. This also benefits the environment by reducing greenhouse gas emissions.

Almost every month on the IPEC Facebook page, the amount of fuel that Gartina Falls has eliminated and the resultant savings in fuel costs is listed (<https://www.facebook.com/insidepassageelectric/>). For example:



In April 2019, Gartina Falls generated 114,570 kWh saving 7,488 gallons of fuel for a savings in fuel costs of \$20,967.

Total generation since August 2015 = 4,213,342 kWh. Gallons of fuel saved since Aug. 2015 = 284,075. Cost of fuel saved since Aug. 2015 = \$701,566.

The current total rate (April 2019) of almost \$0.5672 per kWh for small commercial buildings in Hoonah compares to \$0.09 - \$0.11 in Juneau, which is the competition for many Hoonah businesses. The high cost of electricity is a challenge and is a powerful incentive to conserve and move to renewable energy.

In order to mitigate high electricity and fuel costs, many homeowners have taken steps to make energy efficiency retrofits to their houses, funded by the Alaska Housing Finance Corporation's Weatherization program. As of 2016, 84 households in Hoonah had weatherized and Level I or II Energy Audits were conducted on 12 public or commercial buildings.

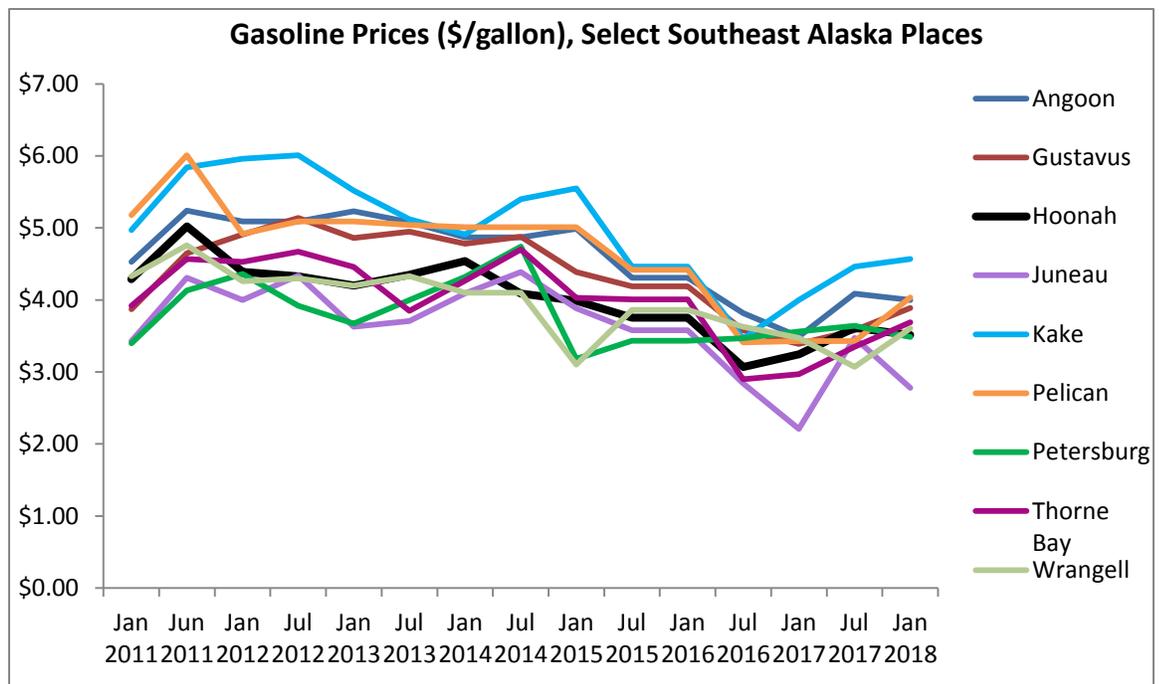
Staff from the Renewable Energy Alaska Project (REAP) note that in general Hoonah business and public building owners/managers are very conscious of energy use but still have an opportunity to save through upgrades in lighting, HVAC, and programmable thermostats. In 2016, the city installed LED lighting in all of the buildings that recently received a Level I audit as well as working with IPEC to upgrade the 100+ street and harbor lights.

As of April 2019, the monthly bill for a home using 400 kWh is \$108.88. For a small commercial business using 1,000 kWh electricity, the monthly bill is \$567.20. Between 2017 and 2019, the monthly residential bill for a home using 400 kWh increased 10% while for small commercial users it went up 9%. Of note, for small commercial users, electric charges in 2019 are the same that they were in 2010. For homes though, electric bills have increased 22% since 2010; keep in mind that just under 14% of that increase is due to rising costs and decreased sales (linked to increased efficiencies such as LED lights), both of which are factors beyond IPEC's control.

Hoonah (IPEC) Electricity Rates - April 2010, April 2015-2019						
RESIDENTIAL assumes 400 kWh/month used	April 2010	April 2015	April 2016	April 2017	April 2018	April 2019
Customer base charge per billing period	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00
Non-fuel charge ("rate") per kWh (for 1 st 500 kWh)	0.451	0.6109	0.6059	\$0.6338	\$0.6425	\$0.3931
Fuel Charge, COPA (Cost of Power Adjustment)	+0.1094	-0.0456	-0.1809	-\$0.1222	-\$0.1167	\$0.1685
Power Cost Equalization (available for 1 st 500 kWh)	-0.363	-0.3553	-0.2243	-\$0.2896	-\$0.3074	-\$0.3144
<i>Effective Rate (with PCE & COPA)</i>	<i>0.1974</i>	<i>0.2100</i>	<i>0.2007</i>	<i>0.2220</i>	<i>0.2184</i>	<i>0.2472</i>
Monthly Home Cost for 400 kWh with PCE	\$88.96	\$94.00	\$90.28	\$98.80	\$97.36	\$108.88
SMALL COMMERCIAL	April 2010	April 2015	April 2016	April 2017	April 2018	April 2019
Customer base charge per billing period	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00
Non-fuel charge ("price") per kWh (for 1 st 500 kWh)	0.4724	0.6389	0.628	\$0.6570	\$0.6660	\$0.4171
Non-fuel charge per kWh (for 501 kWh and above)	0.414	0.5779	0.568	\$0.5942	\$0.6005	\$0.3503
Fuel Charge, COPA	+0.1094	-0.0456	-0.1631	-\$0.1222	-\$0.1167	\$0.1685
Monthly Business Cost for 1,000 kWh	\$567.60	\$577.80	\$432.10	\$518.40	\$531.55	\$567.20

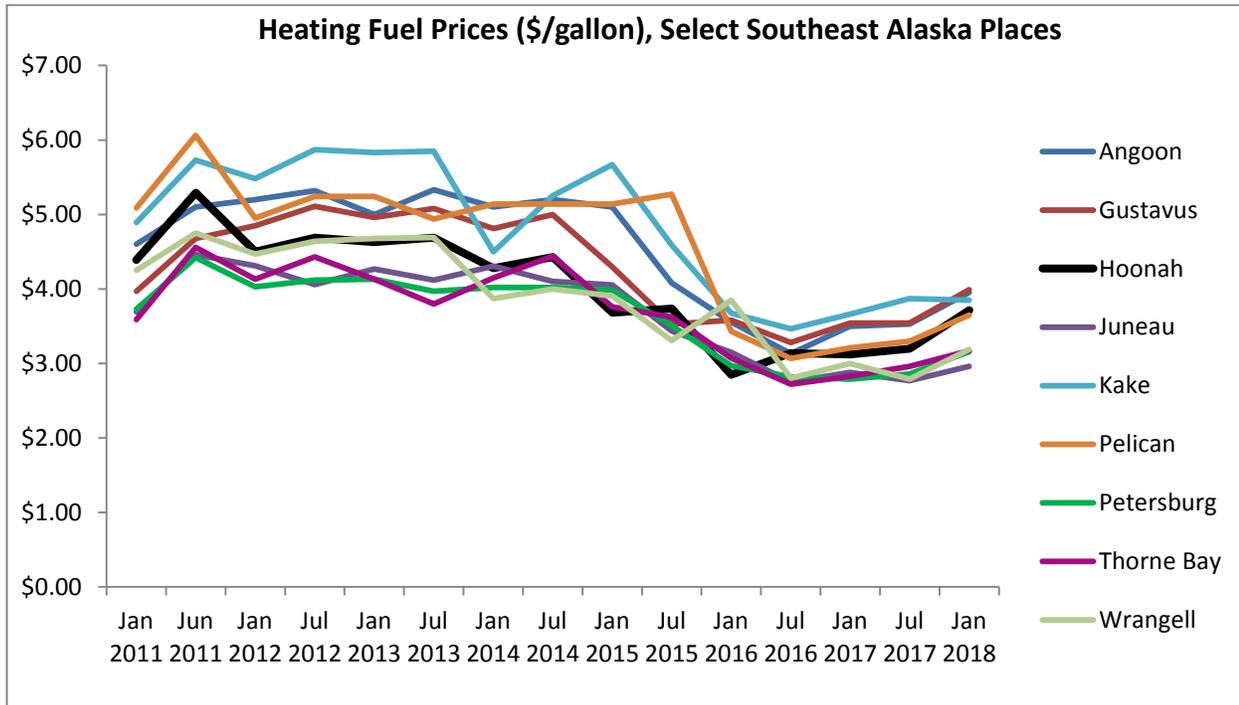
Source: IPEC

The price of gasoline in Hoonah is in the middle-low end in comparison to other Southeast communities except Juneau, according to the fuel price survey conducted by the Alaska DCRA.



Source: DCRA, Research and Analysis Section, Gasoline Survey

The price of heating oil in Hoonah has routinely been in the low to middle end of the pack among similar communities in Southeast Alaska. Prices in Hoonah were among the lowest in Southeast during 2014-2016 when there was competition in town for fuel.



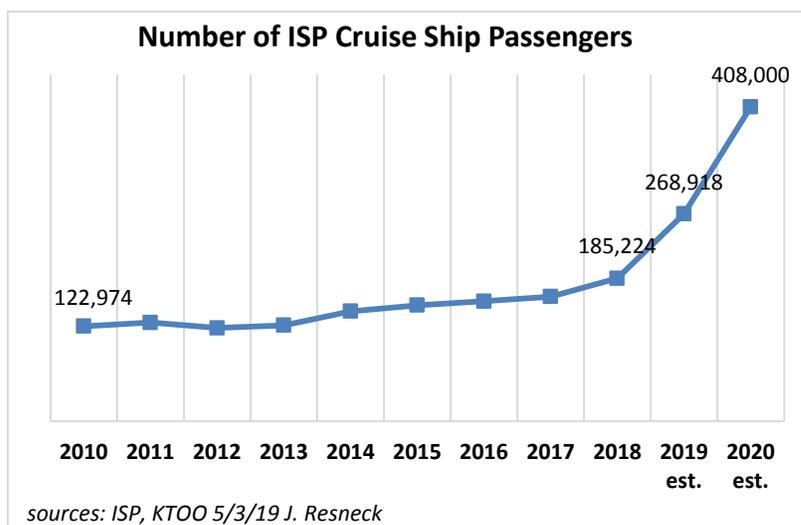
Hoonah's survey price is for Heating Fuel #2; other community data is Heating Fuel #1.
 Source: DCRA, Research and Analysis Section, Heating Fuel Price Survey

Visitor Industry in Hoonah

The tourism industry plays a large and growing role in the Hoonah economy.

In the early 2000s, the Hoonah Packing Company cannery at Inner Point Sophia, which was closed in the 1950s, was redeveloped by Huna Totem Corporation (HTC) into the Icy Strait Point (ISP) cruise ship and tourist facility. It is the only privately owned cruise ship port in the country. Prior to 2016, cruise ships moored offshore and lightered passengers into the ISP facility.

In 2015-2016, a cruise ship dock was built that is jointly by the city and HTC/ISP. A second cruise ship dock will begin development in June 2019 with completion expected in 7-8 months. It is on leased city tidelands and owned by Norwegian Cruise line. ISP facilities include a renovated historic cannery with shops,



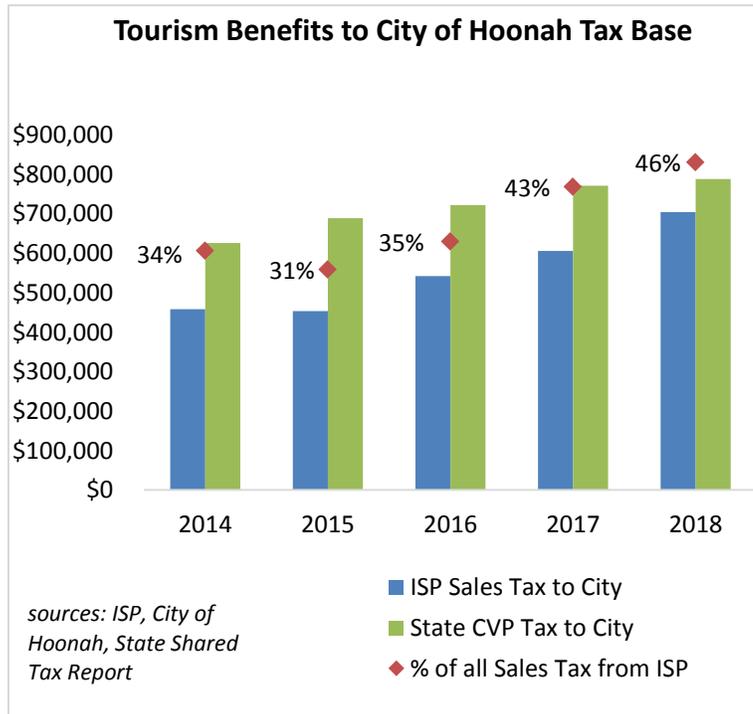
restaurants, one of the longest zip lines in the world, cultural experiences, whale watching, ATV tours and much more.

There are currently about 36 tour options. Most tours are either owned by ISP or under contract to ISP. Major local businesses contracting with ISP include Allen Marine (Sitka based), Game Creek Guides, Game Creek birdwatching, Hoonah Travel Adventures, and Three Wolves Charters. According to ISP, at least 15-20% of cruise visitors come into Hoonah while at port to see the community, shop, or take a tour offered by local Hoonah businesses.

In 2018, over 185,000 cruise passengers visited Icy Strait Point on 107 ships. ISP employed about 195 people that year with an estimated payroll of \$1.75 million. In the Hoonah SSA there were about 270 arts-entertainment-recreation and accommodations-food services jobs during summer of 2018, which was about 50% of all summer employment in town. In 2018 the average worker salary for this tourism-related work was \$34,500; most of these jobs are seasonal 4-5 month/year jobs.

With the increasing cruise ship visitors that Hoonah and other Southeast Alaska ports are experiencing due to larger ships, both passengers and tourism-related jobs are increasing. In 2019, passenger visitors to ISP are expected to be 270,000 off 138 ships.

This is a 45% increase from 2018 levels. Completion of the second cruise ship dock in early 2020 will bring an estimated at just over 400,000 visitors for a 52% increase between 2019 and 2020.



Hoonah can learn from the experience of other Southeast ports, and take proactive steps to avoid and mitigate negative impacts, maximize economic benefits, and develop infrastructure that provides a quality experience for both residents and visitors. This may include items such as:

- Ensure there are adequately sized sidewalks, bike paths, well-marked and managed pedestrian street crossings, and enough restrooms.
- Ensure garbage collection, drinking water capacity, and wastewater management systems are adequately sized.
- Expand opportunities for Huna Tlingit's to offer culturally authentic tours, experiences, and interpretation to explain and promote the Huna Tlingit story.
- Seek creative ways to make seasonal work fulltime, and work toward more jobs being benefited year round work.
- Develop local outreach materials, programs, and marketing to convert cruise ship visitors to returning independent visitors.

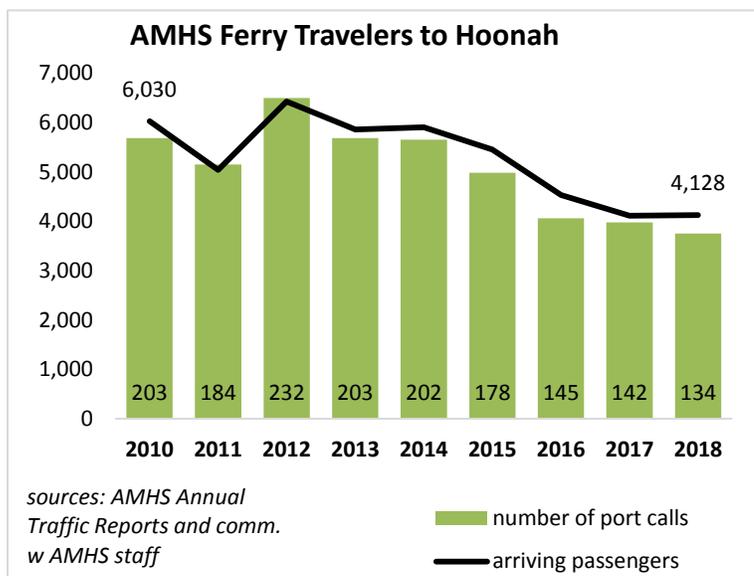
- Parlay appreciation of the Huna Tlingit culture into financial and other support for expanded cultural programming (museum, climate controlled artifact and regalia storage, educational signage and displays, language preservation, etc.).
- Small business and entrepreneurship training and support to maximize income, jobs, and business ownership for Hoonah residents, HIA tribal members, and neighboring Tlingit village residents. Expand the number of locally owned tours, businesses, and support services.
- Convert seasonal tourism growth to a stronger year round population
- Construct and provide enough housing for seasonal workers to ensure the year round rental and home ownership markets are not negatively impacted by businesses buying all available homes.
- Initiate a Tourism Best Management Practices (TBMP) program to address resident’s concerns with the impacts of cruise ship visitor industry and operations and thereby bring residents and industry into alignment.
- Identify Hoonah Village attributes that are important to maintain and “measures or trigger points” to monitor to ensure
- Identify any specific places, routes, or times when commercial tours should be off limits.



Viking Cruise Ship at dock, Icy Strait Point, May 2019

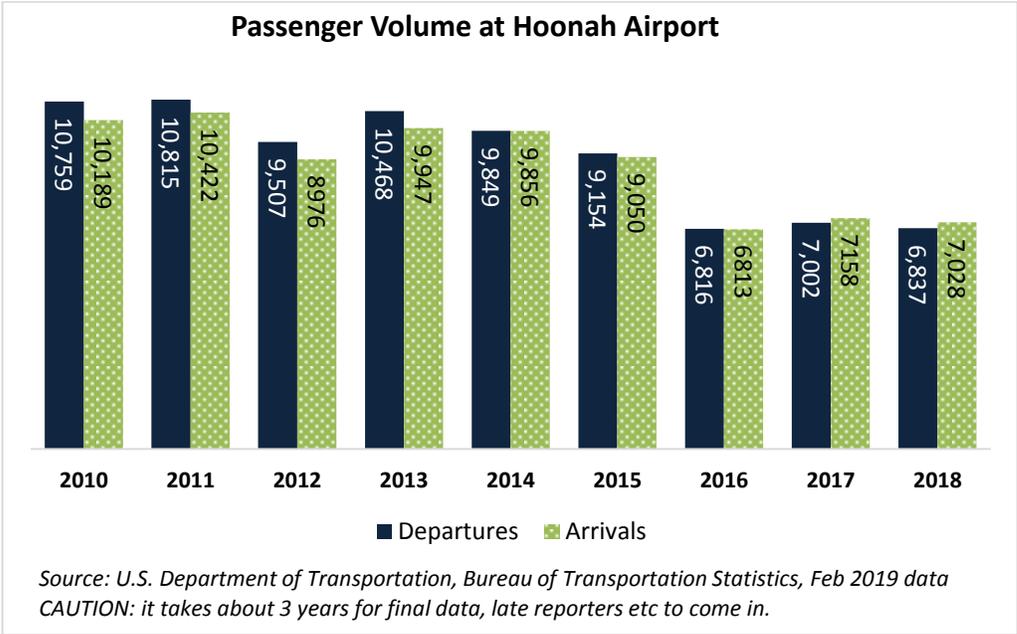
Independent visitors to Hoonah arrive by ferry, airplane, and private vessels. However, arrivals (and departures) on these modes of transportation blends visitors and residents, so there is no way to distinguish which is which without a field survey.

State funding and support for the AMHS has been declining for several years, but reduced funding has accelerated since the 2014 drop in oil prices and subsequent state budget reductions. These cuts to service have reduced both independent visitor and residents travel to Hoonah.



Since 2010, the number of passengers arriving to Hoonah by ferry has dropped 32% from 6,010 to 4,128. Last year alone the decline was 6%.

Hoonah has a state-operated airport, with air service to and from Juneau (primarily) and at times neighboring communities. The last three years appear to show a decline from about 18-19,000 passengers in or out of Hoonah annually to about 14,000 passenger trips in and out of Hoonah by air. However, these numbers tend to get updated for 2-3 years as late reporters trickle in. Nonetheless, this is a lot to “make up” and it does appear that travel by air has dropped recently.



Maritime Industries in Hoonah

Maritime work - sometimes called the Blue Economy - are jobs linked to the ocean or rivers, it is people whose livelihood “touches” the sea. In Hoonah this includes those who harvest their food from the sea, commercial fishermen and crew, seafood processing work and others who manufacture food from the sea, oyster growers, tours that are on the water like whale watching and canoe trips, stevedores, those that work at the harbor and on the docks, boat haul-out, repair and maintenance businesses, sportfish guides and charters, fish wholesalers, state and federal fishery scientists and technicians, and more.

Thinking about the list above, it is easy to see how important maritime work is in Hoonah.

Economic and labor statistics typically fragment maritime work, dividing it among many different industry sectors. For example, commercial fishing is part of ‘agriculture-forestry-fishing-hunting’, seafood processing is part of ‘manufacturing’, and marine sightseeing and transportation are part of ‘transportation and warehousing’, and so on. As a result, the importance of work that is dependent on the ocean - is hidden as part of other industries.

This section reviews parts of the maritime economy and work in Hoonah. Commercial fishing and processing in Hoonah has a long standing, storied, multi-generational history. Hoonah Native fishermen were legendary for their ability to fish the fast-flowing, often turbulent waters of the Inian Islands area. And they caught a lot of fish. The local seiners were the “Million Dollar Fleet.”

Participation has declined for several years, however there was an uptick in 2017-2018 in the number of permits fished by Hoonah fishermen. Pounds of halibut harvested have declined from their historic highs. Salmon harvest by Hoonah fishermen follows fish cycles, overall harvest by locals has been trending slightly up since 2005. Income to fishermen generally follows harvest volume, 2013 was the standout year this decade though 2017 was not far behind. Since 2010, the number of commercial fishing vessels homeported in Hoonah hovers between 60 and 70.

The state shares half of the tax it collects on the value of commercial fish harvested with communities where the fish was processed. This is another reason why Hoonah Cold Storage is important to the city’s tax base. While down from historic highs, between 2017 and 2018 this revenue was up 25% from \$76,400 to \$95,100.



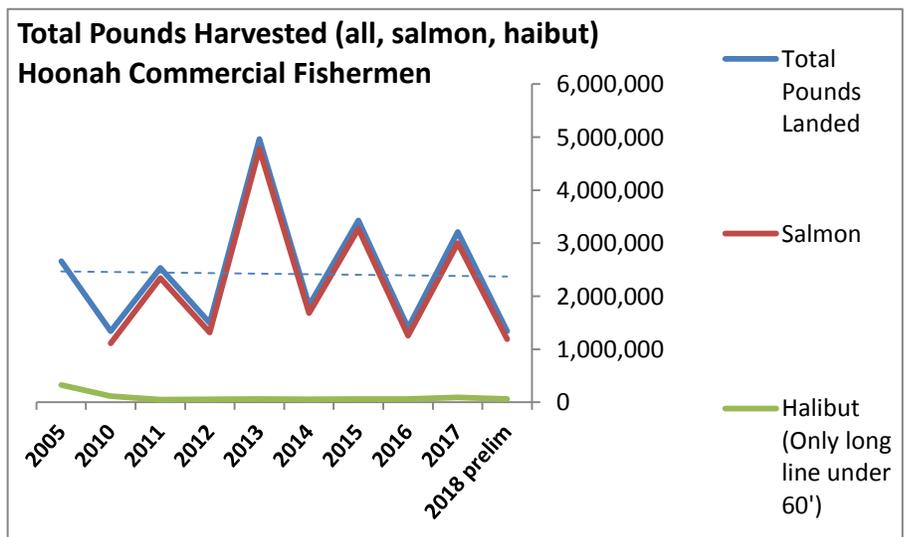
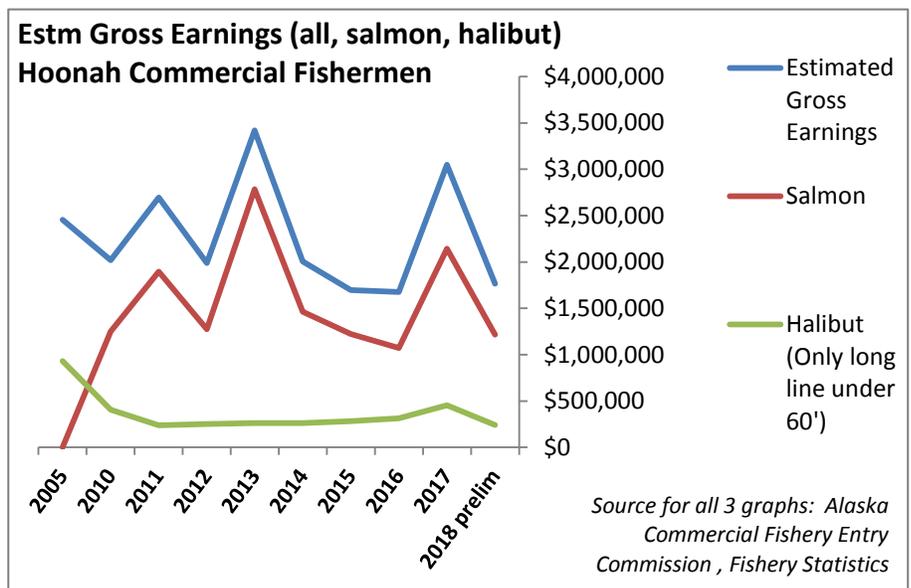
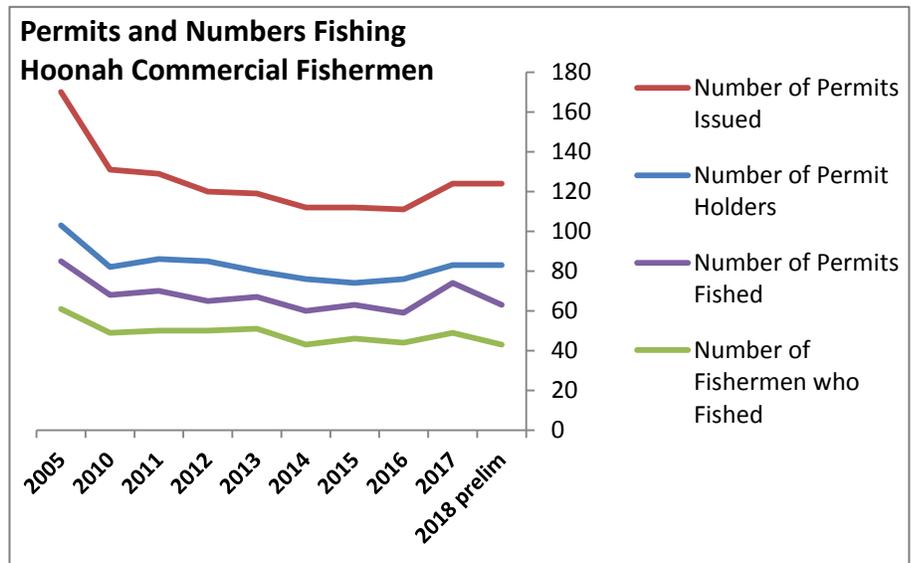
part of Hoonah Harbor

The Hoonah Cold Storage facility in town is a seafood processing plant that has been in operation for many years. It was purchased by Icy Strait Seafoods in 2012, a Bellingham-based company that also owns Taku Smokeries in Juneau. Halibut, salmon, and black cod are regularly processed in Hoonah. The season usually opens in mid-March and runs through mid-October. Hoonah Cold Storage supports the Hoonah troll fleet, buys fish from independent fishermen, and also

has a fish buying scow in the Pelican area. During peak season there are typically about 35 employees working in one shift and living in the company bunk house. The facility is older and the high cost of electricity is an operating challenge.

Hoonah is at the crossroads of Icy Strait and Glacier Bay. For many years, its George Hall Harbor has enjoyed a reputation as a well-run facility with competitive rates; this attracts activity from around the region.

As a result, demand for moorage continues to grow and at times exceeds supply. There have been no vacant slips for 40-foot berths for several years, there are 1-2 spots vacant for 48-foot berths, and 0-2 spots vacant for 62-foot berths. Occupancy for 20, 24, and 30-foot slips are all up compared to two years ago at 47%, 57%, and 89% occupancy now (respectively). In the summer, charter vessels fill all 30-foot berths.



The Hoonah Marine Industrial Center (HMIC) was created to provide marine services to the fishing fleet and other vessels thereby creating and supporting local businesses, and to provide marine transportation and freight alternatives.

Hoonah is home to Northern Southeast Alaska's most successful Marine Industrial facility.

Growth in the number of marine support businesses in Hoonah is occurring. In 2018, 134 vessels were hauled-out using the city's 220-ton travel lift.

- 56% were not Hoonah boats (\$\$ to town)
- the 44% Hoonah vessels were able to "stay local"
- City revenue from HMIC haul-outs in 2018 was \$206,400.

When boats are hauled out for short term or long-term storage, boat owners typically want to inspect, re-paint, re-zinc and perform other repairs. This creates demand for marine service jobs. There are a growing number of marine service providers in town; however, the demand is currently greater than the supply and some services are missing (e.g. shrink-wrapping). Room for marine service businesses is needed; the rock quarry across Gartina Highway could potentially provide this space. In 2019, several of the lots in a new 6-lot commercial subdivision in another area are being purchased by marine service providing businesses. This is a part of local work and the economy that is not related to large cruise ship business.

Fulfilling the vision to add a freight dock, providing space for grow maritime businesses, marketing, and an apprentice program will all help continue and expand related economic opportunities. Particularly after a freight dock is built, are there opportunities for Hoonah, Gustavus, and neighboring communities to create a regional freight and transportation services to lower costs?

In addition to these city facilities, there is a floating ramp at Hoonah Fuel Dock that people tie up to grocery shop, and just south of the Fuel Dock ramp is the old airplane float that is used to on and off load crab pots and fishing gear. Just south of the Old City Dock is the Hoonah Cold Storage facility and dock.



AMHS Dock, Hoonah Marine Industrial Center, Fuel Dock

Forest Resources and Products in Hoonah

Hoonah is surrounded by forested land owned by a combination of Sealaska Corporation, Huna Totem Corporation (HTC) and the U.S. Forest Service. Use of forest resources by Hoonah residents, Native Corporations, businesses, and residents has been a pillar of the Hoonah culture and economy for decades, though the nature of that use is changing and evolving.

Between 1980 and the early 2000s there was large scale timber harvest on these lands. In the early 2000s Whitestone Logging Company was the largest employer in town; it closed in 2010. One legacy of past timber harvests more than 275 miles of logging roads connected to Hoonah, which most consider a local asset. In this era of large scale timber harvesting, minimal to no processing occurred on large volumes of logs prior to export.

Today, there are two small commercial sawmills in Hoonah. The focus now is on adding value to each board foot by creating finished products for retail sale such as lumber for custom homes and commercial buildings, cabin kits, trail boards, wood for fish ladders and stream restorations, picnic tables, furniture, boxes, art pieces, wood for fine musical instruments, and more. Icy Straits Lumber & Milling (ISL&M) is the larger of the two, and has about 10 year round employees, up to 25 people in the summer, and supports it the business owners year round. ISM&L installed a kiln (supported by the U.S. Economic Development Agency) that assists it in producing value-added, kiln dried, dimensional lumber and other wood products. A 2010 fire that destroyed ISL&M's larger mill has challenged its ability to meet the demand for some products. D&L Woodworks still mills and sells wood occasionally, but is focusing more on non-wood business opportunities at this time.

In order to stay in business in Hoonah local commercial sawmills have had to evolve and be creative. Challenges continue to mount and consideration should be given to the local impact if commercial sawmills closed and whether any strategic assistance is needed to maintain a local value-added timber industry. Challenges include timber supply, financing, marketing, demographics and training; specifically:

- Timber sales designed specifically for small mills in local areas are needed. Small local operators lack the proper equipment to economically harvest all grades and sizes of logs, as is often required in timber sales. Because their equipment is tooled for old growth and equipment for young growth is expensive to purchase and ship Hoonah area businesses primarily mill and add value to old growth wood, whose supply is uncertain. In addition, while there may be a supply of young growth wood soon in Southern Southeast, the Hoonah area is at least 20 years away from having young growth volume. Finally, timber sales are offered farther and farther away from town making it more costly to harvest.
 - To help address these concerns during 2017-2019 the city of Hoonah has provided timber in town for ISL&M to harvest in exchange for clearing the land and roads the city intends to use for future development and roads.
 - The local U.S. Forest Service District office works with local mill owners to identify small sales to aid their operations.
- Need to invest in local workforce development to train young entrepreneurs in business management and industry skills.

- Lack of available financing to change, upgrade, or re-tool equipment. Commercial lenders reportedly won't loan on an uncertain timber supply. (Note that a possible funding source for these purposes is Spruce Root Community Development Financial Institution (CDFI) loan program.)
- Need to develop young growth product markets. Marketing and shipping higher-value higher-end wood products from a remote location is a challenge.
- Like the rest of the Baby Boom generation, current sawmill owners are aging. While they are invested in business growth and opportunities, they are beginning to think about business exit strategies like many of their peers.



Part of Icy Straits Lumber and Milling Operations

Other current forest resources work in Hoonah is linked to the Hoonah Native Forest Partnership (HNFP). The HNFP is a science-based, landscape scale, community forest approach to watershed planning and project implementation. The overall goal of the HNFP is to achieve a measurable and resilient blend of timber, salmon and deer production, local economic diversification and improved watershed health. The HNFP is one of southeast Alaska's premiere all-lands, all-hands initiatives and our hopes is that this effort can be used as a model for other areas in the region. Core partners include the USFS, Sealaska, HIA, Huna Totem Corporation, the Sustainable Southeast Partnership, The Nature Conservancy, and ADF&G Subsistence Division.

Under the HNFP and HIA's environmental programming umbrella, there is ongoing workforce development to train a local workforce in natural resource assessment and landscape management skills. This has resulted in employment to conduct salmon spawning stream surveying and restoration, forest structure surveys, understory vegetation plots and mapping, water quality testing, pre-commercial tree thinning, and more. (See pages 2-3 in this report for an overview of HIA's environmental program work). It is the long-term vision that the workforce will implement recommendations from the Hoonah Native Forest Partnership Watershed Plan which outlines opportunities for landscape restoration, forest product development (e.g., blueberry production), and further community involvement in land management decision making.

Hoonah Indian Association is working to bring a new crop of trained youth workers into our local workforce or provide opportunities for them to build their resumes for college and beyond. In 2019, Hoonah youth will again be participating in Training Rural Alaskan Youth Leaders & Students (TRAYLS). Students get to sample a variety of professional and scientific research experiences with the HIA, USFS, the

Hoonah Native Forest Partnership, and the Student Conservation Association. Activities range from shellfish population and biomass surveys, stream and coastal watershed ecological surveys, removing invasive plants, identifying native vegetation, gathering traditional foods, performing scientific experiments, learning about environmental topics and careers, and even building a smokehouse for culture camp.



Photos by Ian Johnson from Hoonah Native Forest Partnership 2018 Season Recap.

<https://www.hia-env.org/2018/11/07/2018-hnfp-season-recap-community-resources-and-forest-improvement/>

Food Security and Local Food Resources in Hoonah

Hoonah Native Forest Partnership the Sustainable Southeast Partnership and HIA have laid groundwork for local pickers to harvest blueberries and spruce tips for commercial purposes. During the last few years, blueberries have been harvested by Hoonah residents on Corporation lands and sold in a variety of markets. Berries harvested from these lands can be used for high-end commercial food, pharmaceutical, and biotech purposes. There is interest from Huna Totem Corporation to maintain some of their acreage as blueberry barrens to support commercial activities and local subsistence users.

Food is expensive in grocery store due to the high cost of freight, and it generally does not have the nutritional value of fresh local food. Growing and harvesting more food locally means retained that income in the pockets of residents while filling their food needs.

Gathering and harvesting of traditional foods for personal use and sharing is a long time cultural and practical practice enjoyed by most Hoonah residents. The Alaska Department of Fish and Game (ADF&G) surveyed 122 Hoonah households on their 2012 subsistence activity. Very high rates of subsistence harvest and sharing are documented. Using a wild food replacement value of \$4.00 - \$8.00 per pound, the approximate 251,000 pounds of Hoonah subsistence harvested food in 2012 had an economic value

between \$1 million - \$2 million dollars. (A 2016 survey did not include all foods harvested, so 2012 is still the most recent comprehensive review).

With HIA support, a Community Garden has been gaining support over the last few years to encourage growing local vegetables. In 2019, there is a “rush” for the 10 garden plots! Through the Sustainable Southeast Partnership (SSP), HIA has a long-term vision of providing a greenhouse for the community. This effort was catalyzed in Hoonah by the SSP MOBY greenhouse in 2017.

In addition to blueberry picking, commercial harvest of fish and a community garden, other food-related operations and businesses in the Hoonah area include Game Creek Family Orchards. This Hoonah area business supplies fruit trees, conducts tree maintenance and support services, and provides fresh, locally grown apples to and Southeast Alaska. After years of experimenting with local and disease resistant rootstocks, Game Creek Family Orchards has developed a reputation for producing apple trees uniquely crafted to thrive in Southeast Alaska. The orchard markets local apples that have a flavor and texture far superior to those generally available in local supermarkets. In 2017, Game Creek Family Orchards was one of two winners in the Southeast Alaska Path to Prosperity business competition.

Other food businesses include an oyster farm (initiated in 2016) and a small commercial greenhouse that also began operating in 2016.

Hoonah Fish Company is a small custom smoke and process facility near the harbor that was closed for a while but recently purchased and is being used to process personal and sport caught fish, as well as potentially other small scale custom processing. Icy Strait Point purchases halibut from Hoonah Cold Storage (as well as wood from ISL&M), which keeps money recirculating in the Hoonah economy.

Trade, Transportation, and Utilities

After Leisure and Hospitality jobs linked to the visitor industry, this sector is the next largest employer in Hoonah, and is the largest sector in Southeast Alaska. With all retail and wholesale trade is included in here, this sector accounted for 14% of all Hoonah SSA jobs in 2018 (and 21% of all private sector jobs). These employees earned just under \$1.5 million in resident wages.

Some of these jobs are also linked to the visitor industry, and includes local work in:

- Retail stocking and sales jobs in stores
- Employees in businesses that provide transportation of cargo and passengers
- Employees working for businesses that provide scenic and sightseeing tours (includes transportation on the road, air and water)
- Warehouses and mini-storage businesses
- Wholesale trade
- Private utilities

Health Care Services and Work in Hoonah

There were an estimated 24 health care and social assistance jobs in Hoonah in 2018 (a few of these may be in Pelican or Elfin Cove) that brought in \$958,000 in resident wages. This was approximately 6% of the jobs in the Hoonah SSA (and 9% of all private sector jobs). These jobs paid the highest average annual wage in town (of those that aren't confidential) at just under \$40,000 annually in 2018.

Health care and social services help keep income circulating through Hoonah, support local jobs, and provide needed services that make living in Hoonah safer and easier for residents of all ages.

Given the expected continued dramatic increase in the number of elders in Alaska, including Hoonah, health care services is one sector forecast for continued growth. Other recent trends are that as seasonal work in Hoonah has increased there are fewer residents available to provide needed home services for elderly residents during the summer. Hoonah does have a senior center, senior transportation, and senior housing in town, which are all needed and well used services

Medical, dental, mental health, wellness, and nutrition services are available at Southeast Alaska Regional Health Consortium's (SEARHC) beautiful Hoonah Medical Center, which opened in 2015. It is nearly 10,000 sf and has seven exam rooms, an expanded dental clinic, and a modern emergency trauma room. The center uses all LED lighting and soy foam insulation to be energy efficient and reduce operating costs.

HIA provides a public transport van service that helps with client/patient transportation to and from the Medical Center.



Hoonah SEARHC Clinic



Appendix B - HIA Tribal Economic Development Strategy Plan Public Survey

What is your vision for growth in Hoonah over the next 10 years? The Hoonah Indian Association is in the process of developing a Tribal Economic Development Strategy, which it will use to prioritize its economic development efforts over the next 10 years. Your input is extremely valuable in helping to identify Hoonah's community needs as HIA goes through this process. For more information, visit www.hiatedsplan.org.

Thank you for taking the time to complete the survey!

ALL SURVEY RESPONSES ARE CONFIDENTIAL. All responses will be combined, analyzed, and a whole-survey report issued. No individual answers will be shared.

1. What are Hoonah's community strengths?

These are things that Hoonah has (like resources and people) or does well that contribute to economic resilience.*

**Resilience is the ability to 'bounce back' from a difficult or adverse situation.*

2. What are Hoonah's weaknesses?

These are things that Hoonah lacks or does not do well that may reduce economic resilience.

3. What are the opportunities Hoonah can take advantage of to grow the economy?

4. What are the threats to Hoonah's economic future?

5. Are there any infrastructure, workforce, financial, environmental, or other specific improvements or investments that will be needed to capitalize on economic opportunities?

If yes, what?





6. Please rank these potential projects or businesses in order of importance to you, and add any ideas you feel are missing.

- Dugout canoe cultural tours (in Hoonah)
- Dugout canoe cultural tours (in Glacier Bay)
- Hoonah Cultural Heritage Center and Museum development
- Day ferry (catamaran) between Hoonah and Gustavus
- Cultural tours to Huna Shuka Hit in Glacier Bay (from Hoonah)
- Independent living facility
- Experiential cultural programming at Huna Shuka Hit
- Tribal investment in Gustavus based businesses
- Affordable housing development (in Hoonah)
- Hydropower expansion
- Biomass district heat loop
- Sewer system upgrade
- Transport & freight delivery business development
- Other (please list below)

7. What did we forget? Please describe any additional initiatives that need to be added to the list above.

Demographic Information

Remember ALL responses are confidential. This information ensures the integrity of the survey and helps us to better understand the priorities.

- What is your name? *
- Are you an HIA Tribal member? *
- What is your email address? *
- What is your age group? *
- What is your gender? *
- Do you currently live in Hoonah? *

Thank you for taking the time to take this survey. Come review the results at the Community Meeting in Hoonah on May 31st!





opportunity that should be harnessed.

- b. “I think **tourism is good for our economy** in a couple ways. It supports independent local community businesses, it brings diversity to our community as well as much needed tourist dollars. Though I do not like how catered to the tourists they are. The effort should go to the locals more.”
 - c. “Currently it seems economic growth is headed in one direction - tourism. It would be good to see some **economic diversification** that would lead to more year-round jobs and more stable incomes. Some of these opportunities would include would involve having more Hoonah residents filling year-round jobs with federal and state agencies. Also, HIA and HTC should explore ways to increase their positions and payrolls.”
2. Capacity Development (22; 14)
- a. Educational programming, workforce development, and opportunities to strengthen partnerships, planning, and collaboration among local organizations are opportunities for Hoonah.
 - b. “**Use the strengths of the community** to our best advantage. Have opportunities for **training and advancement**; always keep in the forefront the importance of maintaining the qualities that make Hoonah special and unique.”
3. Sustainable Resource Development (14; 6)
- a. Revenue generating opportunities from natural resources may serve the needs of the community. **Hydro-power and lower energy costs** are initiatives that will catalyze further economic development and lower the cost of living.
 - b. “Being open and willing to support industries that utilize the abundant natural resources surrounding Hoonah...”
 - c. “**I don't believe growth is as important as sustainability**. I believe Hoonah should emphasize local food production and renewable energy generation.”
 - d. “Lower energy costs and promote small businesses and new entrepreneurs. When people are passionate about what they do they succeed and breed more success. Get those people interested in our town!”

Development of the **arts economy** to support local artisans and capitalize on current tourism operations (9; 5), and development of infrastructure and support services including roads and housing (9; 5) were also identified as opportunities for economic advancement.



Threats

The primary threats to growing economic resilience include the lack of organizational capacity, cooperation, and opportunities for growth; economic status quo; and high cost of living and remote location.

1. Lack of Organizational Capacity, Cooperation, and Opportunities for Growth (29; 17)

- a. Community segmentation, lack of planning and collaboration across sectors and opportunities for growth are potential threats to Hoonah’s economic prosperity.
- b. “[We have] **community in-fighting** rather than good communication and cooperation.”
- c. “**Closed minds**. A fear of progress. An unwillingness on the part of many to accept the inevitable progress and with it change, and potential prosper[i]ty.”

2. Economic Status Quo (29; 12)

- a. The dependence of Hoonah’s economy on the large-scale tourism industry is a concern, especially the lack of local influence on industry changes and potential loss of community identity.
There is also a noticeable lack of business and work opportunities.
- b. “**Too much reliance on tourism.**”
- c. “Going all out as a tourism mecca and thereby losing sight of what Hoonah is: a small community in a beautiful rain forest. Turning out town into a bunch of ugly little shops and hot dog stands.”





- d. “We have to insure that **business balance with our cultural way of life**, we do not want to be lost our way cultural way of life, we also have to insure our cultural way does not b[e]come to[o] commercial.”
3. High Cost of Living and Remote Location (24; 14)
 - a. The high cost of living; lack of affordable, reliable transportation (**AMHS**); lack of housing; and lack of job opportunities are threats to Hoonah’s economic future.

Infrastructure, Investments, and Training Needed for Economic Success

Survey respondents were asked to identify specific investments or initiatives (infrastructure, workforce, financial, environmental) that are needed to capitalize on economic opportunities. Major themes included:

1. Energy and Utilities (18; 5)
 - a. Electricity costs and expansion of water and sewer capacity are critical to enhancing and enabling economic opportunity in the community.
 - b. “Insuring that **adequate and affordable power generation grows with the community...**”
 - c. “Sewer system upgrades are vitally needed and I understand the City is working on that. Financial help may be needed to speed up the timeline[.]”
2. Workforce and Capacity Development (14; 6)
 - a. Planning and organizational growth, especially surrounding tourism and the community’s capacity to absorb an increasing number of ships and tourists is a primary concern.
 - b. Workforce development and training opportunities such as business education programs, financial assistance information, and a community learning center will enhance the community’s capacity to capitalize on economic opportunity, especially where there are increased opportunities for youth engagement.
 - c. “**Local business training** and direction to succeed and help if they are falling.”
 - d. “Would be nice if our community had a **learning center** of its own, for both the students and adults.”
3. Infrastructure Development (13; 7)
 - a. Infrastructure needs vary, ranging from the revitalization of downtown Hoonah to freight facilities, small boat harbor enhancement, and utility systems upgrades.





- b. Road maintenance and new roads to manage tourism.
- c. “There are definitely going to be needs for **improving our infrastructure** with the addition of hundreds of people daily...”

Other significant themes include Planning (8; 6), Housing (7; 4), People & Culture (7; 5) Elder/Senior & Child Care (4; 3), Local Economy (3; 0).

Ranked Priority Initiatives

Thirteen potential economic development initiatives were identified prior to distribution of the SWOT and Resiliency survey. These initiatives were developed in conjunction with TEDS Steering Committee, personal interviews with committee and community members, and in reference to the City of Hoonah’s 2017 - 2027 Economic Development Plan. Survey respondents were asked to rank these potential projects or businesses in order of importance. The ranking results were as follows:

Survey Ranking Results

1. Affordable Housing
2. Transport & Freight Delivery Business Development
3. Independent Living Facility
4. Sewer System Upgrade
5. Hydropower Expansion
6. Hoonah Cultural Heritage Center and Museum Development
7. Dugout Canoe Cultural Tours (in Hoonah)
8. Biomass District Heat Loop
9. Experiential Cultural Programming at Huna Shuka Hit
10. Cultural Tours to Huna Shuka Hit (from Hoonah)
11. Day Ferry (catamaran) Between Hoonah and Gustavus
12. Dugout Canoe Traditional Tour (Glacier Bay)
13. Other*
14. Investment in Gustavus-based Businesses

Other Responses

*Survey respondents offered 37 additional projects when asked to list additional ideas in an “Other” Category. The “other” ideas are listed below. Many of these concepts were captured in the body of the survey, as well.





Locally-Based Economy

1. Tribal Investment in Business Development
2. Cultural Tourism
3. Bed and Breakfast (Year-Round)
4. Co-op / Market for Small Businesses & Community Members (2)
5. Shuka Hit Audio/Video Tours & Interpretive Program
6. Local Foods Economy (Greenhouse, Blueberries, etc.)
7. Trail and Stream Management
8. Hoonah-Based Small Business Focus
9. Marijuana Farm
10. Tourism Enhancements (City of Hoonah)
11. Small Business Development and Loans (2)
12. Tribal Ecotourism
13. Grocery Store

Families and Community

1. Day Care Facilities (3)
2. Community Center (2)
3. Improved Services for Elders (2)
4. Training/Mentoring for Young Parents
5. Protection of Culture and Community
6. Space for Community Members to Sell Local Goods

Education and Capacity Development

1. College Education
2. Financial Literacy (2)
3. Vocational Training for Young People
4. "Peaceful Solutions" Training regarding Abuse/Domestic Violence
5. Ethical and Business-Savvy School Management

Housing

1. Bunkhouse for Employees of Any Business
2. Living Facility for Elders
3. Private Market Housing
4. Housing





Infrastructure

1. Hoonah to Juneau Ferry System
2. Roads Across the Island
3. School Building Infrastructure
4. Development of Infrastructure to Support Expanded Scale of Cultural Tourism

Energy

1. Electrical System Upgrade
2. Hydro Expansion Heat Loop
3. Solar Power Expansion
4. Reduction of IPEC Rates

Jurisdiction

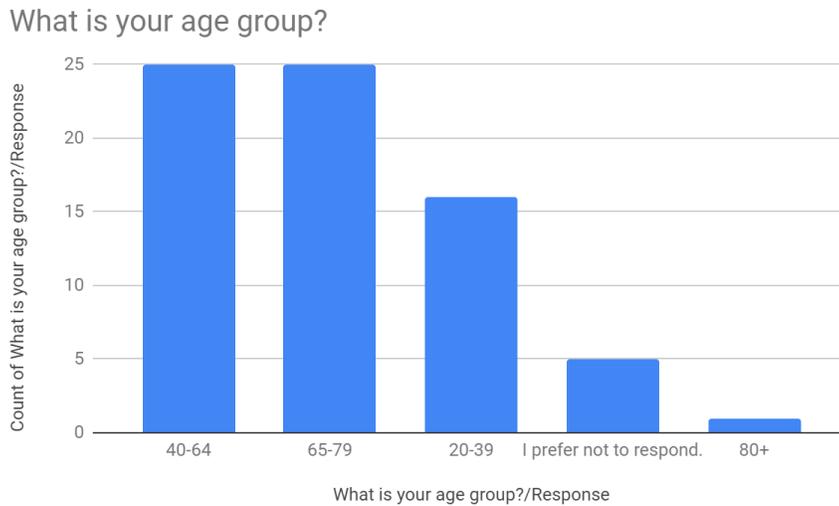
1. HIA Jurisdictional Expansion



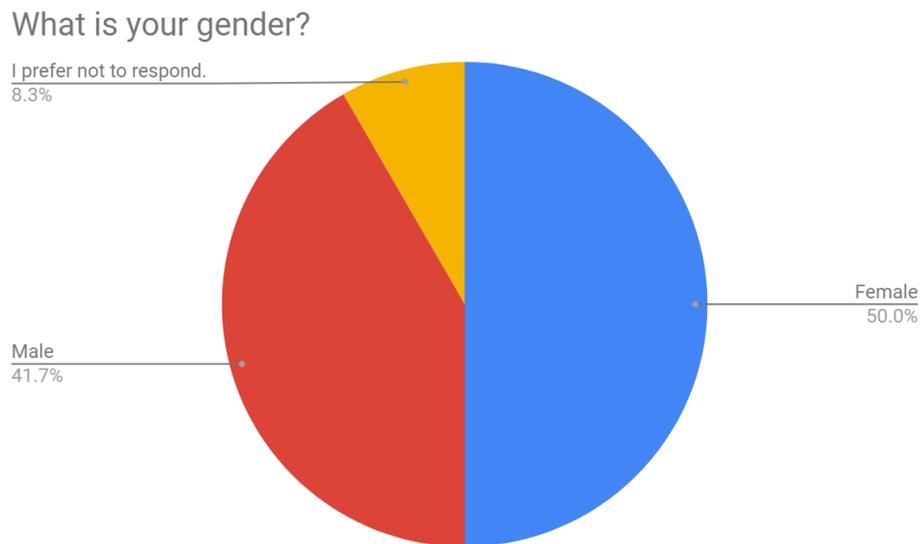
SWOT and Resiliency Survey Demographics

A total of 72 individuals responded to the public SWOT Analysis and Resiliency survey in May 2019.

Respondents by Age



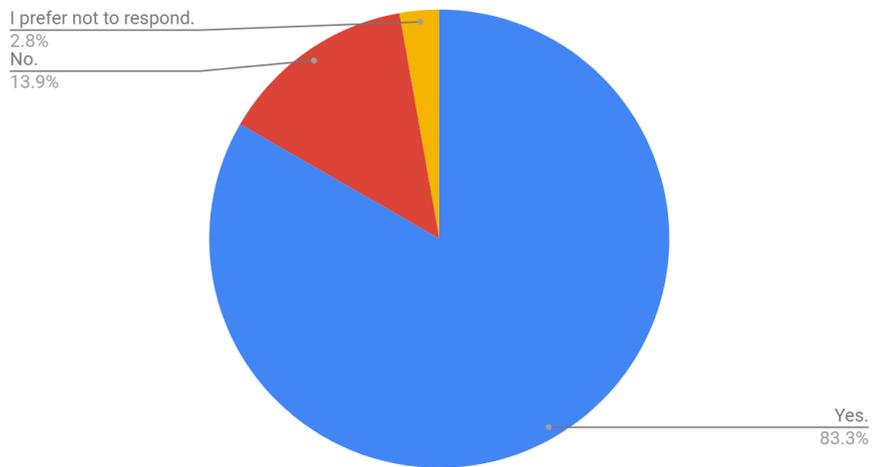
Respondents by Gender





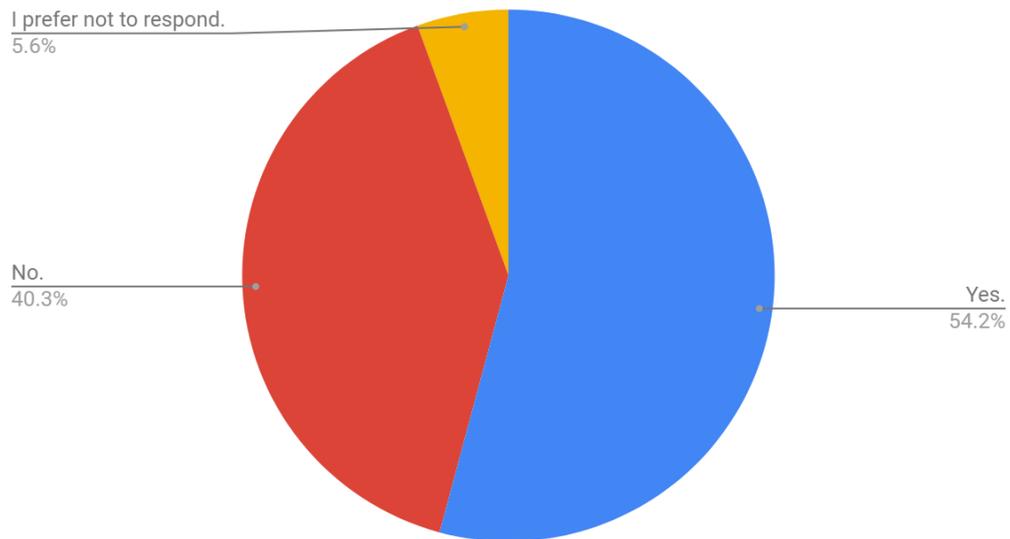
Respondents by Residence

Do you currently live in Hoonah?



Respondents by Tribal Membership

Are you an HIA Tribal member?





Summary of SWOT Analysis

<p>Strengths</p> <ul style="list-style-type: none">● Hoonah’s People and Community● Tlingit Culture● Place and Natural Resources	<p>Weaknesses</p> <ul style="list-style-type: none">● Limited Housing, Infrastructure, and Public Services● Lack of Planning, Cooperation, and Leadership Skills● Seasonal Economy● Lack of Capacity Building and Development Opportunities● High Cost of Living
<p>Opportunities</p> <ul style="list-style-type: none">● Locally-Based Economy● Capacity Development● Sustainable Resource Development	<p>Threats</p> <ul style="list-style-type: none">● Lack of Organizational Capacity, Cooperation, and Opportunities for Growth● Economic Status Quo● High Cost of Living and Remote Location

