

DELTA JUNCTION (ALASKA) REGION COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY



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*Prepared by Delta Regional Economic
Development Council, for the entire Delta area, on
behalf of the City of Delta Junction (Alaska),
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Map of Alaska showing location of Delta Junction



Delta Junction (Alaska) Region Comprehensive Economic Development Strategy

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Approved and Adopted by the City Council of the City of Delta Junction (Alaska) at their November 16, 2004 meeting.

Executive Summary

The economy of the Delta region has long been diversified among the sectors of agriculture, highway tourism, and the military. The early history of the region was marked by the construction of the Alaska Highway in 1941, the opening of Fort Greely in 1948, and the agriculture projects of 1978 and 1982. The City of Delta Junction, the only local government, sits at the intersection of the Alaska and Richardson Highways.

The Delta Junction region has been through tremendous economic change in the past ten years. The proposed closure of Fort Greely in 1995 led to a loss of population and jobs, and a downturn in economic activity. In 2001, the military base was designated as a site for the national missile defense system. Construction projects at Fort Greely have drawn hundreds of workers, and in 2004 the operational staff began moving to the area. 2004 also saw the beginning of construction at the Pogo Mine site, north of Delta Junction. Gold mining operations are expected to begin in early 2006.

Vocational training and college courses are needed to help local residents meet the requirements of many of the professional-level jobs to be created by Fort Greely and Pogo Mine. The Delta Mine Training Center offers classes for the mining industry. The school district's vocational program is expanding with the construction of the Career Advancement Center, a facility that will include space for the construction trades classes and a smart classroom for UAF courses. A long-term goal is to have expanded facilities for college courses, with degree programs available.

Recent growth has led to a demand for the services and infrastructure that ensure the quality of life long treasured by local residents. Issues currently under further study are the availability of health care, housing, recreational opportunities, and school expansion. Past dependence on the amenities of Fort Greely limited the private sector development of recreational facilities such as a movie theatre or bowling alley, shopping, and health care. While the base closure led to a spurt in business start-ups, many of those businesses failed to thrive, and new business development continues to be a priority.

Highway travelers are a valued part of the local economy. The Delta Chamber of Commerce operates the Delta Visitors Center and the Sullivan Roadhouse Museum, and actively promotes local tourism. Current projects that would support the visitor industry include the designation of the Richardson Highway as a scenic byway, and the development of new historic and cultural attractions.

The Delta region has a number of opportunities for economic growth. With only a small local government and a variety of volunteer organizations, the challenge is developing the organizational capacity to address local issues. Successful efforts will depend on partnerships and collaboration among the City of Delta Junction, Delta Regional Economic Development Council, Delta Chamber of Commerce, and other local organizations.

Summary of Recent Planning Activities

The City of Delta Junction has delegated responsibility for economic development planning to Delta Regional Economic Development Council (DREDC). DREDC is a nonprofit corporation formed in 1999 “to spearhead the sustainable and diverse development of the region in order to ensure a growing economy that provides equitable opportunities for satisfying livelihoods and a safe, healthy high quality of life for current and future generations” (DREDC Bylaws). The Council is composed of representatives of the following organizations:

- City of Delta Junction
- Deltana Community Corporation
- Delta/Greely School District
- Delta Chapter, Farm Bureau
- Delta Chamber of Commerce
- Delta Convention & Visitors Bureau

And the following development interests:

- Social Development
- Agriculture
- Tourism
- Natural Resource Development
- Business
- Public Relations/Marketing
- Regional Planning

In January 2000 DREDC approved a draft two-year work plan. This plan was the result of several public meetings and formed part of the region’s application for Empowerment Zone status. The plan’s introduction lays out the following goals:

Economic Development and Job Creation

Our goal is to create and retain 500 long term, quality jobs in the Delta Region by building on traditional industry strengths, by developing new business working with all phases of the missile defense project at Fort Greely and attracting new private and public investment.

Education, Workforce Training and Entrepreneurial Development

Our goal is to educate and train youth, retrain adults, enhance technology skills, create new lifelong learning opportunities, and develop entrepreneurial talent in our Region to fill at least 500 new jobs, create at least 20 new businesses and assist at least 15 existing businesses to expand. This goal is to be achieved in part by coordination and use of the Job Center, Adult Learning Programs of Alaska, Delta/Greely School, Delta Mine Training Center and other similar outreach programs.

Infrastructure Improvements and Environmental Quality

Our goal is to build and enhance critical community services and infrastructure to support economic development, to ensure basic public services, health and safety, and to improve environmental quality for all Region residents.

Community Development, Housing and Quality of Life

Our goal is to take action to improve community appearance, to upgrade community facilities, to expand health and social services, youth programs, improve housing resources, and enhance the quality of life for Delta Region residents.

In September 2002 a Community Impacts Economic Adjustment Plan was prepared as the basis for funding from Department of Defense to mitigate the impacts of missile defense activity at Fort Greely. The Missile Defense Agency worked with the State of Alaska and Delta Junction to determine the impacts of large-scale construction at Fort Greely. The plan served as the basis for funding for the following projects:

- New landfill
- Fire truck and ambulance
- Fire station, municipal/public works facility
- Communications upgrades
- Public school assistance
- Social service grants
- Education for job training
- Recreation center
- Library
- City hall renovation

A community workshop was held in December 2002 to gather public comment on capital projects to be funded with the Community Impact Assistance Funds. Approximately 100 people attended the workshop. The compiled responses indicated that the community's top priority was a community recreation center/fitness center, closely followed by a hockey/ice rink. A second question asked for recommendations on a source for operating funds for such a facility. The consensus was that operations and maintenance should be paid for by user fees, with community & volunteer donations ranking second.

A follow-up public meeting, led by a professional facilitator, was held in October 2004 to prioritize the list of capital projects. The prioritized list is included in Appendix 4. A recreation center with hockey rink was again the top priority, followed by the "End of the Alaska Highway" arch, and a community college facility.

The Region and its Economy

Historical Background

The Delta Region, surrounding the intersection of the Richardson and Alaska Highways, is bordered to the north by the Fairbanks North Star Borough, to the west by the Denali and Matanuska-Susitna Boroughs, to the south by the Copper River REAA, and to the east by the Alaska Gateway REAA. As part of interior Alaska, it is subject to climatic extremes. The Delta and Tanana Rivers cross the region and provide habitat for a variety of fish species.

The region falls within the boundaries of the Alaska Native regional corporation Doyon, Limited and the Native non-profit Tanana Chiefs Conference. However, the region has only 3% Alaska Native residents (per 2000 Census), and neither organization has a local presence.

Delta Junction is the only incorporated community in the area encompassed by the Delta/Greely School District. Fort Greely has delineated borders, but most of the area's geographic boundaries are poorly delineated or in continual flux. The region includes the communities of Big Delta, Fort Greely, Deltana, Healy Lake, and Delta Junction. The City of Delta Junction was incorporated as a Second Class City under the laws of the State of Alaska on December 19, 1960. While not among the oldest municipalities in the state, the history of the community and the Delta area predates the formation of the existing local governmental structure by some sixty years.

The Delta area historically was never the source of significant mineral discoveries until recent activity. Nor was the area utilized heavily by Alaska Natives. Rather, the area was used as a transportation hub for the upper Tanana River with small agricultural holdings and lodgings for travelers.

In 1928, 23 plains bison from Montana were released near Delta Junction. In 1950 a hunting season was established to stabilize the size of the herd. Agricultural development in the region increased in 1978 with the State's Delta Agricultural Project I which created 22 farms. An additional 15 farms were started under Delta Agricultural Project II in 1982. The State Division of Agriculture's 2001 Alaska Food & Farm Products directory listed 27 producers in the region, with products including vegetables, grain, livestock, eggs, and flower seeds. With roughly 102,000 acres of cropland, the Delta area has more land in production than any other area of the state.

Two military projects, the construction of the Alcan Highway (now known as the Alaska Highway) and the opening of the Army Air Transport Command's Station 17 (now Fort Greely) were events that had specific importance to the location now called Delta Junction. In 1941 Congress authorized the construction of the Alcan Highway which led from a Canadian railhead to Fairbanks. The road terminated at Delta Junction where it joined the Richardson Trail to Fairbanks. Fort Greely opened in 1948 as part of the U.S. Army Garrison, to support the Northern Warfare Training Center and the Cold Regions Test Center.

Mineral exploration during the early 1980's identified gold at Pogo Creek. By 1994, Sumitomo Company found substantial reserves with the current estimate at 5.5 million ounces of high-grade gold.

Since the establishment of a military presence, the growth of the area has been intertwined with the fortunes of the military. During the 1990's the post at Fort Greely was deactivated with devastating consequences for the civilian community of Delta Junction. In 1995 it was estimated that nearly half the economic base in the Delta region was associated with the Fort. It was believed that business tied to the Alaska and Richardson highways, the Trans-Alaska Pipeline, transfer payments, and farming could

sustain a limited amount of economic activity, but at a much lower level. Proposed re-uses for the military site included a prison, boarding school, free trade zone, and commercial cold testing site, but none of these proposals panned out.

Recent Events

In 1995, Fort Greely was placed on the Base Closure and Realignment Commission (BRAC) list for realignment. The Commission recommended that the Cold Regions Test Center and the Northern Warfare Training Center be relocated to Fort Wainwright. In response, the Delta/Greely Community Coalition was formed, representing the City of Delta Junction, the Delta/Greely School District, the Delta Chamber of Commerce, the Deltana Community Corporation, and the Delta Chapter of the Farm Bureau.

The Coalition and the community developed five priorities for the consideration of base reuse alternatives:

1) Jobs: Retaining current and creating new job opportunities are the overriding considerations in preparing the alternatives.

2) Aviation: The Community believes that obtaining a realistic joint use agreement with the Army is critical to any successful reuse plan.

3) Community Planning: The Coalition will focus on the physical integration of the Post with the community through land use and circulation decisions.

4) Real Estate: The reuse strategy must be feasible with respect to market demand and competitive factors.

5) Environment: The Reuse Plan will establish strategies to address the issues of sustainability through reduced energy use, innovative building materials, protection of environmental assets, site planning, local work force, etc.

As a result of the planning activities, the community pursued the redevelopment of a portion of Fort Greely as a private prison. State legislation required the City of Delta Junction to take over local BRAC functions. Under BRAC funding, the City was restricted to fostering economic development within the city limits and Fort Greely. In 1999 the Delta/Greely Community Coalition morphed into the Delta Regional Economic Development Council (DREDC) to pursue economic development in the entire Delta area. In 2001 the City declined to apply for ownership of the BRAC portion of Fort Greely. The Department of Defense retained Fort Greely and in 2002 began construction of the main missile site for the National Missile Defense Program.

Demographic Profile

The communities of the Delta Region vary from the subsistence-based and largely Athabascan village of Healy Lake, which is not connected by road, to the military base at Fort Greely, to the largely agricultural community of Deltana. Construction for ground-based missile defense at Fort Greely has boosted employment since 2002, and construction employment should continue to be high for several years for projects related to Fort Greely and Pogo Mine.

Per 2000 Census data

Delta
Junction

Big Delta

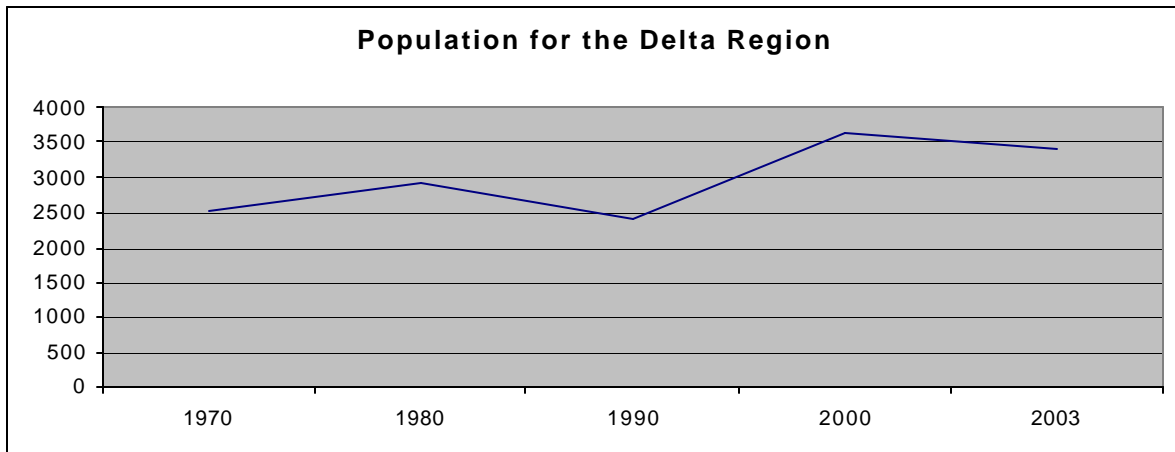
Deltana

Fort Greely

Healy Lake

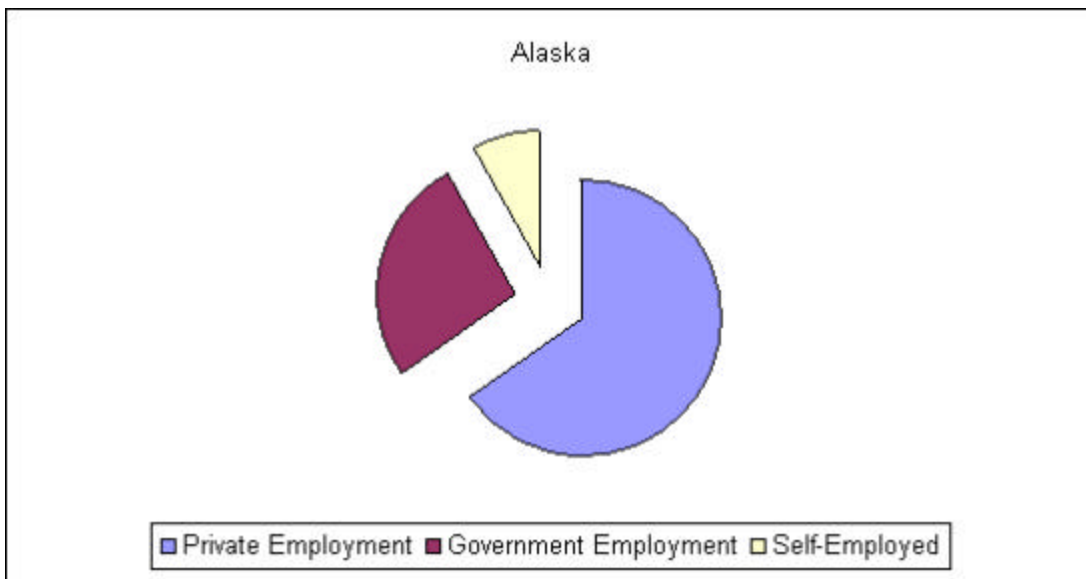
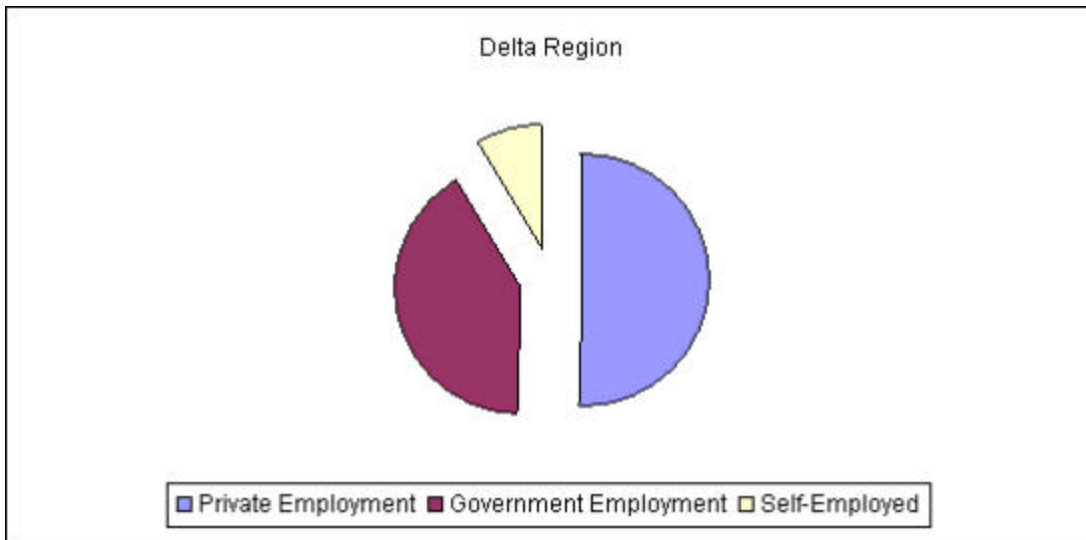
Population	840	749	1570	461	37
Median Age	36	29.4	38.8	23.4	25.8
Percent High School Graduate	92%	92%	86%	98%	80%
Percent Foreign Born	22%	8%	18%	7%	0%
Median Household Income	\$43,500	\$49,000	\$50,066	\$33,750	\$51,250
Percent of Families Below Poverty Level	12%	8%	12%	12%	13%

Combining the population figures for these communities over the past several census periods shows the following trend:

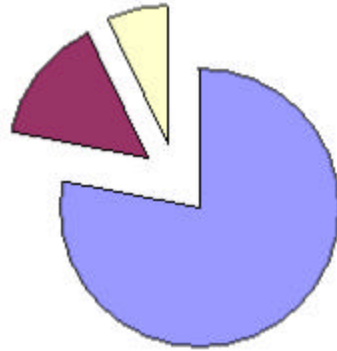


Appendix 3 provides a list of top employers for 2003. In comparison to a list of top ten employers for 2001, Delta/Greely School District showed an increase in employment by twenty-two positions, IGA Food Cache added eight employees, Alaska Steakhouse and Motel added ten, and Family Medical Center added ten employees. However, Alyeska Pipeline Services Company reduced its employment from 36 to 18. Fluor Federal Services represents short-term employment on Fort Greely construction projects.

As illustrated in the following graphs, derived from 2000 Census data, the Delta region has a high level of government employment. This includes State and Federal agencies as well as the local School District. The local level of self-employment is very close to state and national levels, at approximately 10%.



United States



■ Private Employment ■ Government Employment ■ Self-Employed

New Potentials and Problems

Fort Greely and Other Military

Fort Greely is home to the Department of Defense Ground-based Midcourse Defense test bed for missile defense. Construction of six missile silos has been completed, with construction of ten additional silos anticipated in 2005. Projections as of July 2004 call for an operating workforce of approximately 800, including contractors and roughly 150 National Guardsmen. Boeing is the contractor for many of the professional and technical positions.

The Cold Regions Test Center is part of the Army Test and Evaluation Command. The CRTC provides an environment for testing performance in cold weather in a variety of natural settings. Located at the Donnelly Training Area, the CRTC currently has 32 permanent positions. Seven additional positions could be relocated from Fort Wainwright if housing becomes available.

Pogo Mine

Development activities are currently being conducted by Teck-Pogo, a joint venture between Teck/Cominco and Sumitomo, at the site 38 miles northeast of Delta Junction on the Goodpaster River. All required state permits have been issued and construction is underway.

The Environmental Impact Statement Review was completed in late 2003. Teck-Pogo expects to develop its mine property with a construction workforce of up to 700 workers for two to three years, then continuing operations with a workforce of more than 350. The expected operating life of the mine is twelve years.

Their stated preference of working four days on/four days off has leaders in Delta hopeful that approximately one-third of the operations workforce will settle in the Delta region. Access to the mine is via a 50-mile all-season road connecting with the Richardson Highway.

Agriculture

Delta area farmers and local agencies have been working to fight noxious weeds and pests. During the 2003 harvest, Cooperative Extension reported no significant insect problems and only localized weed infestations.

Delta Junction is one of only four locations in the state to have a USDA approved slaughterhouse.

Of the Delta area's roughly 102,000 acres of cropland, 29,224 acres are enrolled in the Farm Service Agency's Conservation Reserve Program.

The Alaska Department of Natural Resources has released a Timber Harvest Schedule that offers a total of 5460 acres for harvest over a five-year period.

Slavic Immigration

Over the past ten years, the Slavic population has increased from four families to 113 families. Ten to 13 families are projected to arrive each year. The average family size includes 3 – 4 children. Catholic Social Services has been placing refugees in the Delta area since 1996. CSS is only involved in placing refugees who are arriving directly from the country of origin. They report the following numbers of refugees resettled in Delta Junction:

1998 – 32
1999 – 4
2000 – 3
2001 – 2
2002 - 12

Catholic Social Services has opened an office in Delta Junction to serve those who qualify as refugees. Assistance will include medical and cash assistance, and job training. While services are directed only towards families with refugee status, the agency is evolving as a basic referral center for others of Slavic descent.

The local Job Center staff commented that some members of the local Slavic population face challenges in finding employment due to poor English language skills, lack of U.S. citizenship, a low level of job skills, or a lack of relevant employment history.

Gas Pipeline

The State of Alaska is supporting efforts to construct a natural gas pipeline from the North Slope. Most routes under discussion would pass through the Delta region. Delta Junction City Administrator Pete Hallgren is serving on the Municipal Advisory Group, which serves in the role of advising state government on the expected impacts to communities, and recommending compensation. Payment In Lieu of Taxes (PILT) is being considered as an alternative to local property taxes.

Tourism

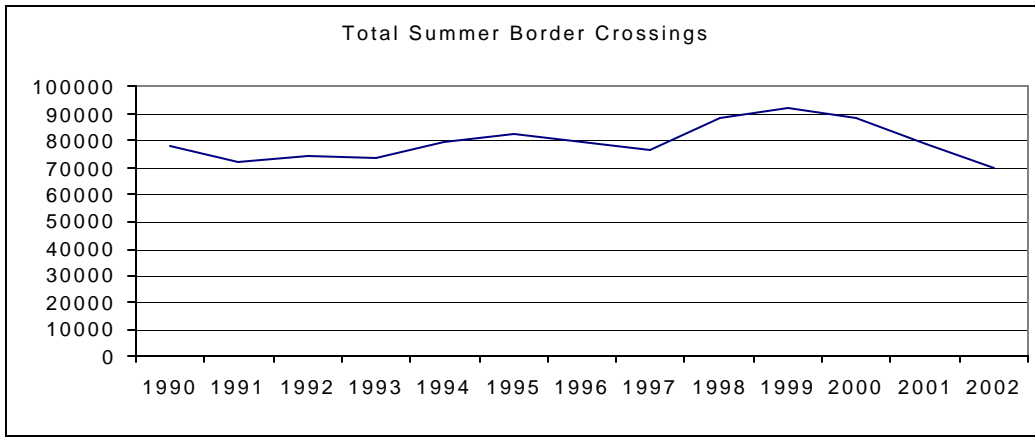
Delta Junction is at the intersection of the Alaska and Richardson Highways. The region offers amenities for highway travelers, as well as recreational opportunities for longer stays. Local attractions include Sullivan Road House, Rika's Roadhouse and Big Delta State Historical Park, the Alaska Pipeline, and several state recreation areas. Visitors to the region are primarily independent highway travelers.

A Delta Area Tourism Marketing Plan was developed in 1997 as part of the Delta Area Economic Recovery Planning completed in response to the 1995 Fort Greely base closure. The Delta Convention and Visitors Bureau (DCVB) was organized, and the following goals were developed:

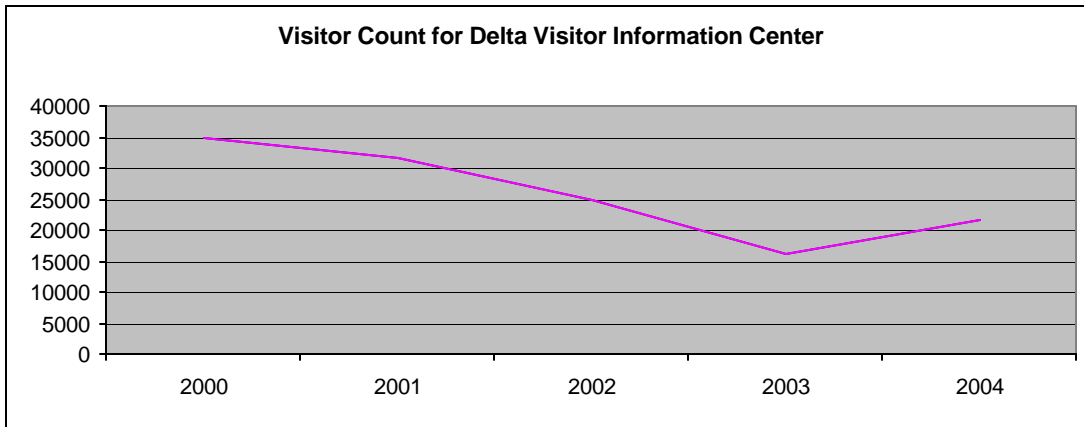
- Educate the Delta community about tourism in Delta.
- Develop Delta as a destination.
- Develop heritage tourism in the area.

The strategies and objectives for the plan are included in the appendix.

The trend in highway travel, as measured by summer border crossings of passenger vehicles at the Alcan Border Crossing, is as follows:



The Delta Chamber of Commerce operates the Delta Visitor Information Center at the junction of the Alaska and Richardson Highways. The following chart shows visitor numbers for recent years:



Note: In 2003, the Visitor Center opened May 17 instead of May 1 due to remodeling.

Borough Charter Commission

In 2003, a Regional Government Options Study was completed for the Delta/Greely REAA by the City using a committee of area residents. The Study includes an examination of operational and financial issues, and provides a variety of scenarios for both revenues and expenses of a borough government. Upon completion of the Study, the City Council of Delta Junction provided leadership in forming a borough charter commission. This commission’s objective is to develop a borough charter and a petition to the Local Boundary Commission to allow an election on the establishment of a borough.

Development Strategy

Communications

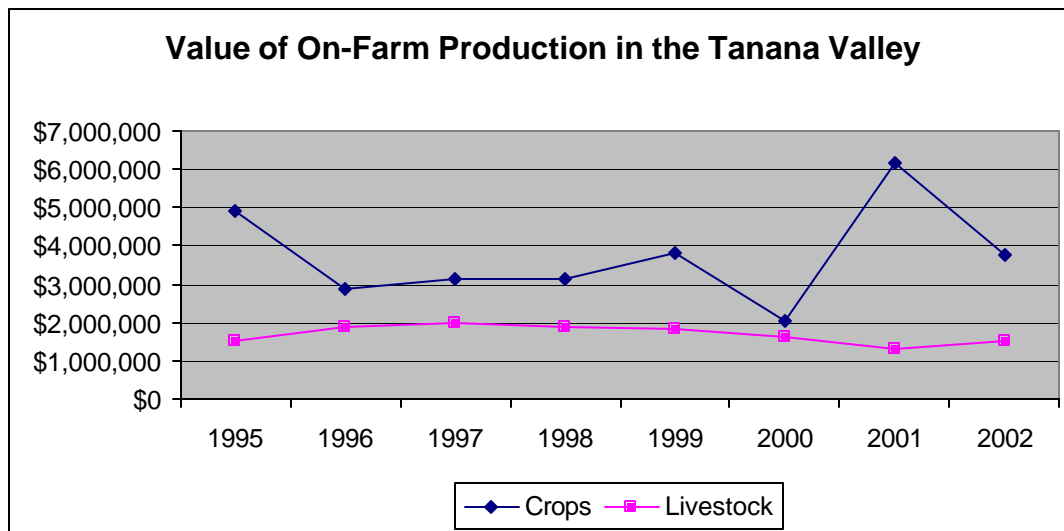
Local telephone service is provided by ACS. Recent discussions with ACS staff have focused on the difficulty of obtaining new telephone service in areas where the lines have not been extended. There are reports of households waiting several months for telephone service.

The City of Delta Junction has accepted responsibility for addressing for the region, and is developing a Geographic Information System to maintain data and streamline the addressing process. The City is also undertaking E911 responsibilities.

A new local business, Wireless Delta Internet Services, provides wireless internet access to Delta Junction and Big Delta. High-speed dial-up internet access will soon be available from 99737.com.

Agriculture

The Alaska Division of Agriculture's 2001 Alaska Food & Farm Products Directory lists 27 producers in the Southeast Fairbanks region, with products ranging from livestock to vegetables to native grasses. The Tanana Valley region leads the state in the production of feed crops and grain. The total value of on-farm production for the Tanana Valley was reported at \$5,263,900 in 2002, down from 2001's total of \$7,481,900. The following graph shows the recent history of on-farm production:



While the Tanana Valley still leads the state in the production of barley and oats, the acres planted in barley has declined steadily from 7,000 acres in 1998 to 3,700 acres in 2002.

The Noxious Weed Program is a cost-share program between the Delta Chapter of the Alaska Farm Bureau and local landowners and agricultural producers to attempt the eradication of several prohibitive noxious weeds. The program successfully eliminated Canada thistle several years ago and has made great gains in the ongoing control effort of perennial sowthistle. This has been considered a very generous program for local landowners and producers, and has been viewed as a model by groups in other Alaskan communities that are battling introduced weeds. Forage and bedding straw producers can request an inspection of their crop fields to certify them free of a number of nationally recognized

problematic weed species. These commodities would be available to individuals desiring access to Federal and some state lands. The goal is to prevent the introduction of certain weed species to pristine wild lands.

Tourism

The region's tourism industry is largely comprised of the independent highway traveler. In an effort to induce visitors to spend more time and money in the region, an effort is underway to secure designation as a Scenic Byway, both at the State and Federal levels. A committee led by the management of Rika's Roadhouse hopes to secure a planning grant for the federal designation in late 2004.

There is also strong interest in continuing development at the end of the Alaska Highway, which currently includes the local Visitor Information Center, the historic Sullivan Roadhouse, and a seasonal Farmer's Market. Architectural design of an "End of the Alaska Highway" arch has been in hand for several years, and obtaining funding for construction is a major priority at this time.

Workforce Development

The developments in progress at Fort Greely and Pogo Mine are expected to create several hundred new jobs. However, the nature and number of jobs that will be available for local hire is subject to ongoing estimates. According to staff at the Delta Junction Job Center, local jobs tend to be either low skill/entry level or high tech/professional. The variety of projects planned for the region suggests an ongoing need for skilled construction workers.

In the analysis of community impacts from missile defense activity, the identified needs for job training include "administrative, operations management, scheduling, safety, supply management and operations, test and evaluation engineering, and general management."

A June 2003 projection of jobs at Pogo Mine include a variety of positions in administration, mining, and milling, including engineers, maintenance and construction workers, and mechanics.

Vocational education is provided locally by the Delta Mine Training Center and the School District. The Center focuses on preparing Alaskans for careers in mining and mineral exploration. The School District's focus is more towards local construction and office needs/skills. Partners for Progress in Delta has been formed as a consortium of Alaska Works Partnership, Delta Mine Training Center, UAF Tanana Valley Campus, and Delta/Greely School District to provide education and job training to adults and high school students. Partners for Progress is involved in the construction of the Delta Career Advancement Center, which is nearing completion as of late 2004. The Center includes a 7000 square foot shop space for DGSD's Construction Trades Program, and space for a two-way smart classroom, a computer lab, and a career library.

Housing Development

The influx of workers at Fort Greely, both military and contractors, has drawn attention to the availability of local housing. Fort Greely has 325 units of housing, and there are plans to upgrade many existing housing units to meet the needs of incoming staff.

The 2000 Census data shows that Delta Junction, Deltana, and Big Delta combined have 1323 housing units, of which 1016 were occupied. However, 1074 of the housing units were more than ten years old and 600 were more than twenty years old, so the housing stock is old.

An October 15, 2004 review of real estate listings indicated a total of 12-15 homes available for sale. The City of Delta Junction has sixty lots available, which will be offered for sale in stages to encourage high density of growth. High-density growth will lower the cost of extending utilities, and is intended to encourage utility providers to keep pace with new development. There are also several subdivisions outside city limits.

Public Services

The City of Delta Junction is the only local government in the region. Many of the services provided by the city should be characterized as regional services rather than municipal services. These include the landfill, library, community center, and fire & rescue services. The area is also served by the Rural Deltana Volunteer Fire Department. The City has recently undertaken a water/sewer planning process with funding from Village Safe Water. A consultant has been selected, and a plan is expected to be completed in late 2004.

The missile defense impact mitigation funding is providing for improvements to the landfill, fire station, communications infrastructure, library, school, emergency equipment, a gravel airport, three TV station repeaters for broadcasts from Fairbanks and a variety of social services which heretofore were only available in Fairbanks. Beyond the improvements currently funded, the expected growth in population and economic activity will require improvements to infrastructure and public services in the areas of education, recreational facilities, transportation, and communications.

The City of Delta Junction has started entering data in a GIS (Geographic Information System) for use in providing addressing for emergency dispatch. The system will also support local land use planning efforts.

Health care services are available from several private providers, including a medical clinic, a dental practice, and a chiropractor. The Delta region is experiencing an aging population, which will increase the need for certain health care and social services. The number of residents age 65 and older increased from 32 in 1990 to 65 in 2000 in Delta Junction, and from 25 in 1990 to 45 in 2000 in Big Delta.

Small Business Opportunities

The combined impacts of the various development opportunities is expected to cause an increase in the population's region from the 2002 total of 3401 to approximately 5000 residents. In order to determine opportunities for small business expansion and the need for services, the Delta region is compared to three Alaska communities and three regions that are comparable with respect to demographics and accessibility:

Community	Population	Median Age	Median Family Income
Delta region	3620	34.2	\$51,702
Haines	1811	40.2	\$51,316
Cordova	2454	36.9	\$65,625
Valdez	4036	35.4	\$74,187

Glennallen region*	2566	32.4	\$40,909
Tok region**	2268	35.8	\$49,219
Healy region***	2133	38.3	\$77,806

Source: DCED Division of Community Advocacy, 2000 Census Data

*Median age and median family income are for Glennallen. Population includes Glennallen, Gakona, Gulkana, Tazlina, Copper Center, Copperville, Kenny Lake, Tonsina, Chitina, Chistochina, Slana, Nelchina, Mendeltna, and Paxson.

**Median age and median family income are for Tok. Population includes Tok, Dry Creek, Dot Lake, Dot Lake Village, Tanacross, Tetlin, Chicken, Northway, Northway Junction, Northway Village, and Mentasta Lake.

***Median age and median family income are for Healy. Population includes Healy, Nenana, Anderson, McKinley Park, and Cantwell.

Availability of health care services:

Community	Doctors	Nurses	Dentists	Pharmacists
Delta region	1 physician 1 osteopath 3 physician's assist. 2 intensive care paramedics	10 RN's 6 LPN's	1 dentist	1 pharmacy tech
Haines	5 physicians 1 osteopath 2 physician's assist.	12 RN's 2 LPN's	1 dentist 1 hygienist	1 pharmacy tech
Cordova	2 physicians 1 physician's assist.	1 nurse practitioner 11 RN's 2 LPN's	1 dentist	1 pharmacist 3 pharmacy techs
Valdez	4 physicians	1 nurse practitioner 20 RN's 1 LPN	2 dentists 1 hygienist	1 pharmacist 1 pharmacy tech
Glennallen	3 physicians 1 physician's assist.	1 nurse practitioner 16 RN's 2 LPN's	1 dentist 1 hygienist	1 pharmacist 4 pharmacy techs
Tok	1 physician 1 physician's assist.	4 RN's	1 dentist	none
Healy	1 osteopath 1 physician's assist. 1 intensive care paramedic	4 RN's 1 LPN	none	none

Source: DCED Division of Occupational Licensing

Availability of retail goods and services:

Community	# business licenses for "Trade"	# business licenses for eating establishments	# contractor licenses	Total # of business licenses
Delta region	78	9	37	337
Haines	82	10	27	308
Cordova	62	13	16	321
Valdez	81	25	35	404
Glennallen region	83	16	24	398
Tok region	53	5	15	219
Healy region	47	15	16	289

Source: DCED Division of Occupational Licensing

As a measure of entrepreneurial activity, the rates of business licenses per capita are as follows:

Delta region	.09
Haines	.17
Cordova	.13
Valdez	.10
Glennallen region	.16
Tok region	.10
Healy region	.14

Constraints on the growth of small businesses include the challenge of attracting skilled workers. Employment opportunities with government agencies, military contractors, and Pogo Mine generally offer higher pay and greater benefits. In particular, the high cost of medical insurance plans for small businesses prohibits many small employers from offering benefits packages.

Work Plan

Goal 1: Promote the development of ten small businesses in the Delta area by December 2005.

Actions	Partners	Deadlines
1. Coordinate efforts between the City of Delta Junction and the Small Business Development Center (SBDC).	City/Dennis Dooley Chamber/Bruce Grossmann DCCED/Ruth St. Amour	
2. Develop outreach programs and seminars.	City/Dennis Dooley	
3. Seek assistance with small business incubators.	City/Dennis Dooley	
4. Request monthly report of number of clients served from the Fairbanks SBDC.	City/Dennis Dooley	
5. Ask Fairbanks SBDC to offer training opportunities at least once each quarter.	City/Dennis Dooley	
6. Ask SBDC to maintain the business information corner in the city office.	City/Dennis Dooley	
7. Identify types of businesses needed (conduct public survey, research phone book).	DCCED/Ruth St. Amour Dept. of Labor Chamber Military Pogo Mine	By 1/1/05
8. Collaborate with military to identify/develop recreational partnership opportunities.	City	

Goal 2: Cover 50% of agricultural land under a cooperative weed management program by December 2006.

Actions	Partners	Deadlines
1. Assist in the development of a cost share program.	Farm Bureau, Delta Chapter Cooperative Extension Farm Service Agency	ongoing
2. Promote a certified weed-free forage/straw program.	Salcha-Delta SWCD Farm Bureau	2004
3. Seek donations of services and supplies for the noxious weed program (including chemicals).	Alaska Farmers Co-op City of Delta Junction Deltana	ongoing
4. Provide equipment to the noxious weed program.	Farming community Deltana Farm Bureau City SWCD	

5. Assist in the development of a noxious weed management area/strategy.	Salcha-Delta SWCD Cooperative Extension Farm Bureau	By December 2005
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Goal 3: Establish a public-access, DEC-approved commercial kitchen by December 2005.

Actions	Partners	Deadlines
1. Complete a feasibility study including identification of DEC requirements, and a comparison of cost for renovation vs. new construction.	Mitchell Gay Phil Kaspari Chamber Farm Bureau Cooperative Extension City	
2. Identify sources of financing and in-kind contributions.	Deltana City of Delta Junction	
3. Prepare an organization plan.	Farm Bureau City	

Goal 4: Re-apply for R C & D designation by March 2005.

Actions	Partners	Deadlines
1. Identify needs/wants/goals.	Native villages Salcha-Delta SWCD NRCS Farm Bureau City of Delta Junction Deltana Chamber	
2. Expand R C & D Council representation.	Salcha-Delta SWCD NRCS City	
3. Develop outreach efforts to build support.	SWCD NRCS DCCED/Ruth St. Amour	
4. Review and revise application.	SWCD NRCS City Deltana Alaska Association of Conservation Districts	
5. Contact federal elected officials, USDA.		

Goal 5: Increase cultural and historical awareness by the development and installation of three new cultural/historic projects by December 2006.

Actions	Partners	Deadlines
1. Install a new exhibit at a historic site.	Military Chamber AK Humanities Exchange Delta Historical Society Black Rapids	
2. Research and develop historic topics.	Pioneers Delta Historical Society Native villages Military	
3. Develop educational program for public schools.	DGSD Delta Historical Society Pioneers	
4. Identify opportunities for building maintenance and improvements, landscaping, and property development at historic sites.	Scenic Byways group Chamber City of Delta Junction Alyeska Pipeline Military Native villages Rika's Roadhouse	
5. Request/support the completion of the 1994 Sullivan Roadhouse archaeological dig and artifact procurement.	State Historic Preservation Office UAF Chamber Military	
6. Identify funding sources for improvements.	City /Dennis Dooley Chamber/Bruce Grossmann	

Goal 6: Provide for the long-term sustainability of Delta Regional Economic Development Council (DREDC) by June 2006.

Actions	Partners	Deadlines
1. Investigate sources of operating funds.	State City Deltana Chamber	
2. Review articles and bylaws for any needed revisions.	Entire Board	
3. Review seats for new possibilities.		

Goal 7: Secure the designation of the Richardson Highway as a Scenic Byway by December 2006.

Actions	Partners	Deadlines
1. Provide a representative to the scenic byways planning team.	Richard Anderson Steve Fields	
2. Participate in the annual review of the STIP (Statewide Transportation Improvements Program) to advocate for highway improvements.	Deltana /Steve Fields City	
3. Identify partnerships for achieving the designation.	Military Chamber City Deltana Alyeska	

Goal 8: Establish a University of Alaska local presence for general education and degree programs in the Delta area by September 2005.

Actions	Partners	Deadlines
Hold an exploratory discussion with University officials.	Chamber/Bruce Grossmann City/Dennis Dooley Military DGSD Chamber Cooperative Extension TCC & Doyon	
Develop appropriate data for a presentation to the Board of Regents, including a public survey of needs and wants.	Career Advancement Ctr City of Delta Junction UA DGSD Ctr for Continuing Ed	

	Chamber Dept. of Labor Unions Delta Mine Training Ctr Alyeska Pogo	
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Appendix 1: USDA Rural Development Benchmarks

Updated as of January 2004

Goal	Done	No Longer Applicable	Keep
Hire a planner to draft an EDC in order to transfer surplus Fort Greely property to the City of Delta Junction. Hire a consultant to draft and finalize EDC application.		X	
Hire a planner to draft an RFP, negotiate a detailed intergovernmental agreement with the Department of Revenue for prison financing, issue RFP, evaluate and make a conditional construction award. Make a go/no go decision on the feasibility, file an EDC and a request for a Lease in Furtherance of Conveyance for the prison footprint.		X	
Develop Master Plan for Allen Army Airfield. If joint use is obtained, seek funding to improve runways, signage, lighting to meet FAA standards for General Aviation and obtain insurance coverage.			X
Develop feasibility plan exploring waste to energy, waste reduction and revenue generating alternatives, design cap for existing facilities, design new facility, and develop Solid Waste Management Plan.	X		
Coordinate efforts between the City of Delta Junction and the Small Business Development Center to provide outreach programs, seminars, and assistance with small business incubators.			X
Manage the spread of noxious weeds to save farmers thousands of dollars of lost income and additional expenses should these weeds spread uncontrolled.			X
Expand export markets in Pacific Rim countries for quality Alaska agricultural products.			X
A heated, well-maintained hockey rink with bathrooms and area for teen center.			X
The objective is to get a new fire engine, upgrade the	X		

fire station with open bays, get radios that are compatible to the other two fire stations in the area, get bunker gear for the fire crew, and update the SCBA packs and cascade compressor system.			
Enlarge and make the exterior and interior of the city hall complex up to par and upgrade the furnace and carpet.			X
Buy a new ambulance and associated equipment including manakins, paved entry to the garage and snowmachines for winter rescues.			X
Construct a dike using rip rap as armor to protect Cummings Road from high-water, future wash-outs, and erosion control.	X		
Obtain office space, equipment, and employee to assist in the development of a complete Local Emergency Plan for the Delta Region.			X
Install new exhibits, research and development for historical topics, educational programs for local public schools, building maintenance and improvements, landscaping and property development, completion of 1994 archaeological dig and artifact procurement.			X
Purchase the Fairgrounds from the State of Alaska.	X		
Upgrade Community Center facility to include fire alarm system, replace the carpet, upgrade restrooms and heating system.	X		
Better response time to fires in outlying areas.			X
Improve the school facilities for Healy Lake and Delta.			X
Expand the library to include a story telling area and remodel the front desk area.	X		
Expand livestock grazing capacity by establishing a local grazing association, enabling local ranchers to expand herds.		X	
Hire an executive director for DREDC.			X
Establish a local R C & D program.			X
The orderly development of the land, for guiding			X

settlement, and for conserving soil and water resources, and controlling and preventing soil erosion.			
Determine the feasibility of a private prison on Fort Greely.	X		

Appendix 2: 1997 Delta Area Tourism Marketing Plan

A Delta Area Tourism Marketing Plan was developed in 1997 as part of the Delta Area Economic Recovery Planning completed in response to the 1995 Fort Greely base closure. The Delta Convention and Visitors Bureau (DCVB) was organized, and the following goals were developed:

Goal: Educate the Delta community about tourism in Delta.

Strategies:

1. Training for all employees of tourism-oriented businesses (AlaskaHost program)
2. Conduct a familiarization tour for local business operators and employees.
3. Target local businesses to support the DCVB mission.
4. Help businesses with effective advertising.
5. Work with the Chamber to optimize the Visitor Information Center's merchandise mix and physical layout.
6. Develop and distribute effective marketing materials throughout the community.

Goal: Develop Delta as a destination.

Strategies:

1. Create and promote value-added local events that tie in to events in other communities, such as the Arctic Man competition, Chitina dipnetting, and the Copper Basin 300.
2. Develop a recreational trails system throughout the community, which would also include land on Fort Greely.
3. Construct the (End of the Alaska Highway) Arch.
4. Open the Sullivan Roadhouse.
5. Encourage development of new, and expansion of existing, private sector enterprises.
6. Develop and distribute effective marketing and advertising materials promoting Delta as a destination.
7. Development regional cooperation with other entities, such as Tok, Glennallen, Valdez, the Ahtna Corp., and Doyon.

Goal: Develop heritage tourism in the area.

Strategies:

1. Open the Sullivan Roadhouse.
2. Learn more about the plans for, and work with the Pioneers, to create "Pioneer Park" across from the VIC.
3. Use transportation as the focus for heritage tourism: construction of the Alaska Highway, the Valdez to Fairbanks Trail (Richardson Highway) roadhouses, the trans-Alaska pipeline, etc.
4. Develop and promote heritage oriented activities and events, such as nightly talks by local pioneers, the Homestead Museum, Rika's Roadhouse, the Sullivan Roadhouse, the buffalo in the area, etc.
5. Develop a "Delta Historic Landmark" program, identifying buildings significant in Delta's history.

Marketing Objectives

- A. Capture more of the "pass through" highway traffic already in the Delta area. Inform visitors about things to do in Delta and promote existing businesses that are frequented by visitors. In this manner, visitors can be encouraged to extend their stay in Delta.
- B. Promote Delta through cooperative efforts with other communities, including Tok, Glennallen/Copper Valley, Valdez, Fairbanks, and Anchorage.
- C. Create a regional image with Glennallen and Tok.
- D. Promote Delta visitor attractions and activities within Delta.

- E. Increase visitation to Delta through the development of niche markets – events and activities of regional interest, development of recreational activities that are of interest to Alaskans and can capitalize on the traditional off- or shoulder seasons, and marketing to specialty tour operators.
- F. Develop heritage tourism as outlined in this plan.

Appendix 3: Top Employer List for Delta Junction

Name of Organization	Avg. Monthly Employment 2003	Industry
Department of Defense	142	Federal Government
Delta/Greely School District	115	Local Government
Fluor Federal Services	78	Construction
Chugach/Alutiiq	76	Professional Services
IGA Food Cache	46	Grocery Store
A Care Services Inc	31	Social Assistance
Alpha Omega Life Care Inc.	28	Professional Services
Alaskan Steakhouse & Motel	26	Accommodations
Family Medical Center	25	Health Care
Delta Concrete Products Inc.	21	Manufacturing
Alyeska Pipeline Service Company Inc.	18	Pipeline Transportation
City of Delta Junction	17	Local Government
Buffalo Center Diner	16	Eating Establishment
Atec Industries Ltd	16	Construction
Whitestone Farms Inc	14	Retail
AK Department of Natural Resources	13	State Government
The Boeing Company	13	Transportation
Delta Industrial Services Inc.	12	Financial Activities
Whitestone Care Services	12	Social Assistance
Kelly's Country Inn	11	Restaurant
Delta Mine Training Center	11	Education
AK Department of Transportation & Public Facilities	10	State Government
Wayland Baptist University	10	Education
Delta Professional Development	10	Retail
EC III	10	Professional Services
Edaw	10	Professional Services
Boeing Service Company	10	Professional Services
Pizza Bella	9	Restaurant
Carpenter Contracting	9	Construction
AK Department of Public Safety	8	State Government
Schooley Group	8	Transportation
Delta Meat & Sausage Company	8	Manufacturing
Clearwater Ventures	8	Eating Establishment
Service Oil & Gas	7	Retail
Delta Building Supplies	7	Retail
Jacks Liquor	7	Retail
AK Department of Health & Social Services	6	State Government
Delta Chamber of Commerce	6	Other Services
Trophy Lodge	6	Accommodations
Buffalo Lodge	6	Eating Establishment
Granite Mt. AK Lumber	6	Manufacturing
Carns General Contractor	6	Construction
Delta Junction Helicopters	6	Transportation
Delta Sanitation Inc	6	Professional Services

Source: AK Department of Labor and Workforce Development, Research and Analysis Section

Appendix 4: Capital Projects

Potential Capital Projects, in Priority Order:

Top tier priorities

1. Heated/indoor recreation and youth center with hockey rink, arcade, indoor track
2. Arch marking the end of the Alaska Highway
3. College/community college facility

Second tier priorities

4. Multi-purpose building with seating for 300
5. Auditorium/fine arts performance space
6. New middle school

Third tier priorities

7. Pave city streets and around park
8. Movie theatre
9. Observation tower
10. New high school
11. (tie) Swimming pool *and* Public shooting range
12. (tie) Shopping mall *and* Bike paths master plan/walking paths *and* Emergency 911

Unranked

Basketball/handball court at park
Borough-wide bus system
Borough-wide water & sewer system
Botanical garden
Bowling alley
Commercial radio station
Community health center
Community skateboard park
Community-wide communication towers
Day care
Dirt track

Exercise stations along bike path
Fiber optic switchboard
Golf course
Heated area for viewing northern lights
Lands record center
Mausoleum at cemetery
New post office facility with enlarged parking lot
Pedestrian cross walk with flashing and/or lighting, specifically PO/IGA area
Planetarium
Reliable TV system
Scenic pull-off to view Mt. Hayes with picnic area
Sidewalks
Tennis court
Themed town
Train station
Underground power lines at airstrip