

NENANA COMMUNITY DEVELOPMENT PLAN

2019 - 2023

Toghotthele - Mountain that Parallels the River



PREPARED BY FATIMA LORD MANCUSO, NENANA NATIVE COUNCIL, AND THE NENANA
RESIDENTS IN PARTNERSHIP WITH TANANA CHIEFS CONFERENCE

Vision Statement

Our vision of Nenana is:

An innovative, bustling, diverse, community which upholds quality education while preserving Athabascan traditional ways for all Nenana residents and Tribal members. The community shares and speaks the Athabascan language, in Nenana's sober, safe, clean neighborhoods and is committed to improving our community's infrastructure, diversifying our economy, and maintaining integrity.

Nenana places a high value on harvesting subsistence foods, holding cultural gatherings and celebrations which draw from the wisdom and teaching of our elders. As well as maintaining a strong tie to our land and water.

Nenana has abundant opportunity to grow and support a family, ample recreation sites, adventure, and scenic river ways. Life is about helping one another, abuse prevention, accountability, living our Athabascan culture, and freedom to support thriving families in a vibrant, healing community.

Figure 2 Meda Lord Beadwork

Table of Contents

<i>Vision Statement</i>	0
<i>Table of Contents</i>	1
<i>Resolution</i>	4
<i>Executive Summary</i>	5
Acknowledgments	5
Values of Nenana Community	7
<i>Introduction</i>	8
<i>Goals Summary</i>	8
Planning Process	9
Data Collected and Analyzed	10
Community Development Plan Narrative	12
Structure and How to Use the Planning Document	12
<i>Community Profile</i>	13
History and Culture	13
Traditions	15
Geographic Location	18
Climate	18
Population	19
Governance and Land Status	20
Nenana Native Council	20
City of Nenana	21
Non-Profit Corporation	21
Regional Corporations	21
Village Corporation	21
Non-Profit Regional Housing Authority	22
Law Enforcement/VPSO	22
Justice System	22
<i>Public Utilities</i>	23
Water and Sewer	23
Solid Waste	23
Power/Energy	23
Bulk Fuel	23
Emergency Services	23
Communications	24
Telephone	24
Radio	24
Internet Providers	24

<i>Public Facilities.....</i>	25
Health Clinic	25
Behavioral Health Center	25
Community Health	25
Schools	27
The Nenana City School	27
Nenana Student Living Center	27
The Cyber Lynx Homeschool & Correspondence Program.....	28
Tanana Chiefs Conference Prenatal to Five Head Start Program	29
Public Library.....	29
Teen Recreation Center	29
Tribal Hall.....	29
Community Hall	29
Post Office	29
<i>Housing</i>	30
Housing Characteristics	30
Property Value	30
Nenana Housing Assessment	31
<i>Economy.....</i>	35
Local Stores and Businesses.....	35
Industry Experience	37
Employment	38
SWOT Analysis.....	40
Strengths	40
Weaknesses	41
Opportunity	42
Threats.....	43
<i>Transportation.....</i>	44
<i>Land Use and Environment.....</i>	45
Land Ownership	45
Nenana Native Council	45
Village Corporation.....	45
City of Nenana	45
Land Hazards.....	46
Environmental Concerns.....	46
Wild Resource Harvest (Subsistence)	47
<i>Community Wellness.....</i>	48
Cultural Events and Gatherings.....	49
Fish Camp	49
Culture Camp	49

Potlatches	50
Churches	50
Annual Community Events.....	51
Fourth of July Celebration	52
<i>Goals and Priorities Outline</i>	<i>53</i>
Goals and Objectives.....	54
COMMUNITY WELLBEING	54
ECONOMY	56
HISTORY/TRADITIONS/CULTURE	58
YOUTH AND ELDERS	60
HOUSING.....	61
INFRASTRUCTURE	62
<i>Works Cited</i>	<i>63</i>
<i>Table of Figures</i>	<i>64</i>
<i>Tables.....</i>	<i>65</i>
<i>Appendices.....</i>	<i>66</i>
Appendix 1: Letter of Support	66
Appendix 2: <i>Survey Two</i> Community Feedback	67
Appendix 2: Survey Results.....	70
Appendix 4: Community Meeting 1 Sign-in.....	75
Appendix 5: Community Meeting 2.....	76
Appendix 6: Work Session Meeting Sign-in.....	77
Appendix 7: Local Stores and Businesses.....	78
Appendix 8: Nenana Community Feedback Survey	80
Appendix 9: Nenana Land Lots	84
<i>Community Contact Information</i>	<i>86</i>

Resolution



Nenana Native Association

PO Box 369
Nenana, AK 99760

907-832-5461
FAX: 907-832-1077

Nenana Native Council Resolution Adopting the Community Plan

Resolution 20-11

Whereas, this plan was created through a public process which captured the goals of our community: and,

Whereas, this plan is a tool that helps us manage change in our community: and,

Whereas, this plan is intended to coordinate future community development and service delivery; and,

Whereas, this plan was created for public use and will be made publicly available; and,

Whereas; we ask all public, private, and non-profit entities serving our community to recognized and use this plan; and,

NOW THEREFORE BE IT RESOLVED, that the parties of this resolution agree to work together to pursue the goals expressed in this plan

Certification

We hereby certify that this resolution was duly passed and approved on December 19 2019. Within favor, 4, 1 opposed, and 0 abstaining.


1st Chief, Tim McManus


Attest: Secretary/Treasurer

Executive Summary

In 2019 the Nenana Native Village Council partnered with Tanana Chiefs Conference to update the expired 2013 Nenana Community Development Plan. The goal was to identify ways to strengthen public policy in terms of transportation, utilities, land use, recreation, housing and culture. Nenana's community vision and direction were a joint effort with the community and local leaders. The first community meeting was held on July 15th, a second meeting was held on July 29th and a third, which focused on a SWOT analysis was held on August 7th, 2019. The final 2019 Nenana Community Development Planning document was adopted by the Nenana Native Council on December 19, 2019 as an official document.



Figure 3 Tanana Chiefs Meeting 1915

First Tanana Chiefs Conference, “Seven Chiefs”, Front L to R: Chief Alexander of Tolovana, Chief Thomas of Nenana, Chief Even of Koschakat, Chief Alexander William of Tanana. Standing at rear, L to R: Chief William of Tanana, Paul Williams of Tanana, Chief Charlie of Minto. Albert Johnson Photography, UAF.

Acknowledgments

The 2019 Nenana Community Development Plan was a cooperative effort between the Nenana Native Council, Tanana Chiefs Conference, and many community members who contributed their thoughts and suggestions through the Community Feedback Survey and the community meetings held in July and August of 2019.

A special recognition to Fatima Lord-Mancuso, the Nenana Community Planning Intern who played a key role in creating, researching, compiling data and preparing the final community plan document.

A special thank you to the Tribal Administrator and Nenana Native Council staff, Chief Donald Charlie, Chief Timothy McManus, Chief Victor Lord, Jessica Shaw and Jerilyn Knabe; Tanana Chiefs Conference, Planning & Development staff members, LaVerne Huntington, Jolene Malamute, Renee Linton, and Alissa Healy; Nenana City Mayor, Josh Verhagen, the residents and Tribal members.

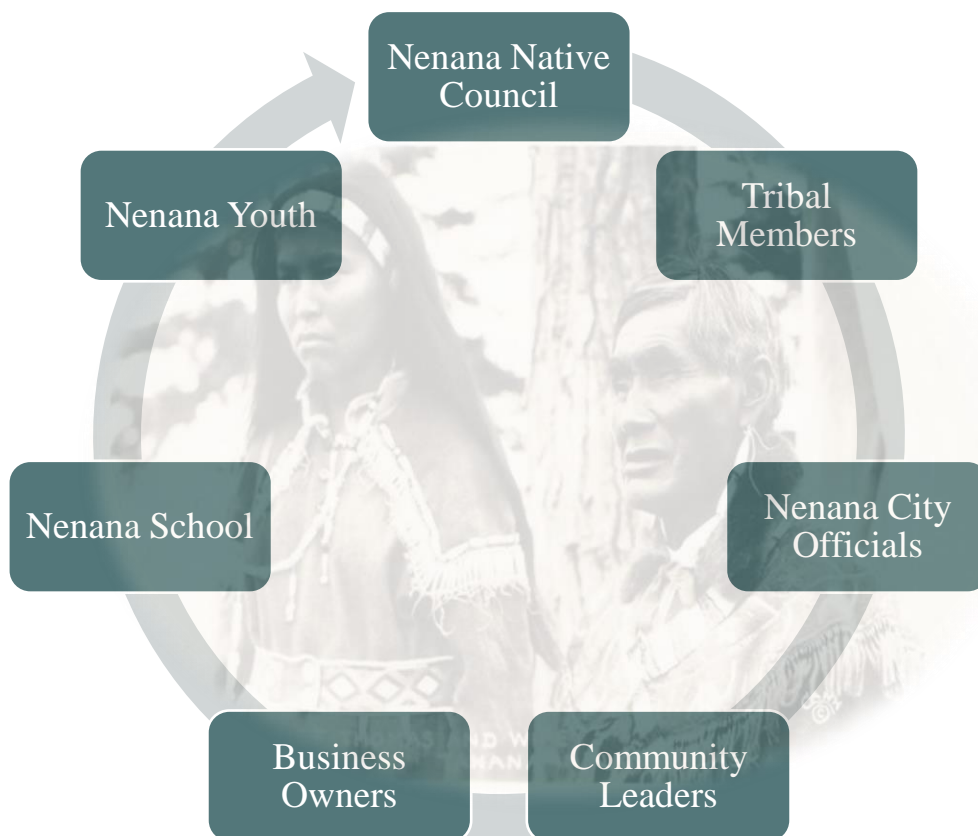


Figure 4 Chief Thomas and Wife Martha - 1930

Values of Nenana Community

Nenana Community Values - A time when you were most happy and what you love about Nenana. (Community Meeting 1 Top Responses)

Freedom - self-sufficient	Athabaskan culture - language, traditional songs, art, subsistence	Subsistence - living off the land, knowing the health of our land
Involved & helping, each other with potlatch, grave digging	Past & present knowledge - Elders sharing knowledge	Innovative & resourceful
Healthy drug & alcohol-free	Family-oriented	Safe community - hold people accountable, justice
Humor - telling jokes, adventure & fun	Honoring our ancestors - knowing our past	Honesty & trustworthy



Figure 5 Values of Nenana

Introduction

The community plan is intended to:

- Build a vision and support goals that set the direction for community development and to respectfully coordinate with community members to solicit input and guidance.
- Provide updated information pertaining to economy, land use, culture and tradition, transportation, education, housing, public facilities, the environment, wellness and safety.
- Identify future social and economic development projects to build partnerships inside and outside of the community.
- Provide a document well-grounded in research that communicates a strategy for future economic and community development in such a way as to support future funding requests.

Goals Summary

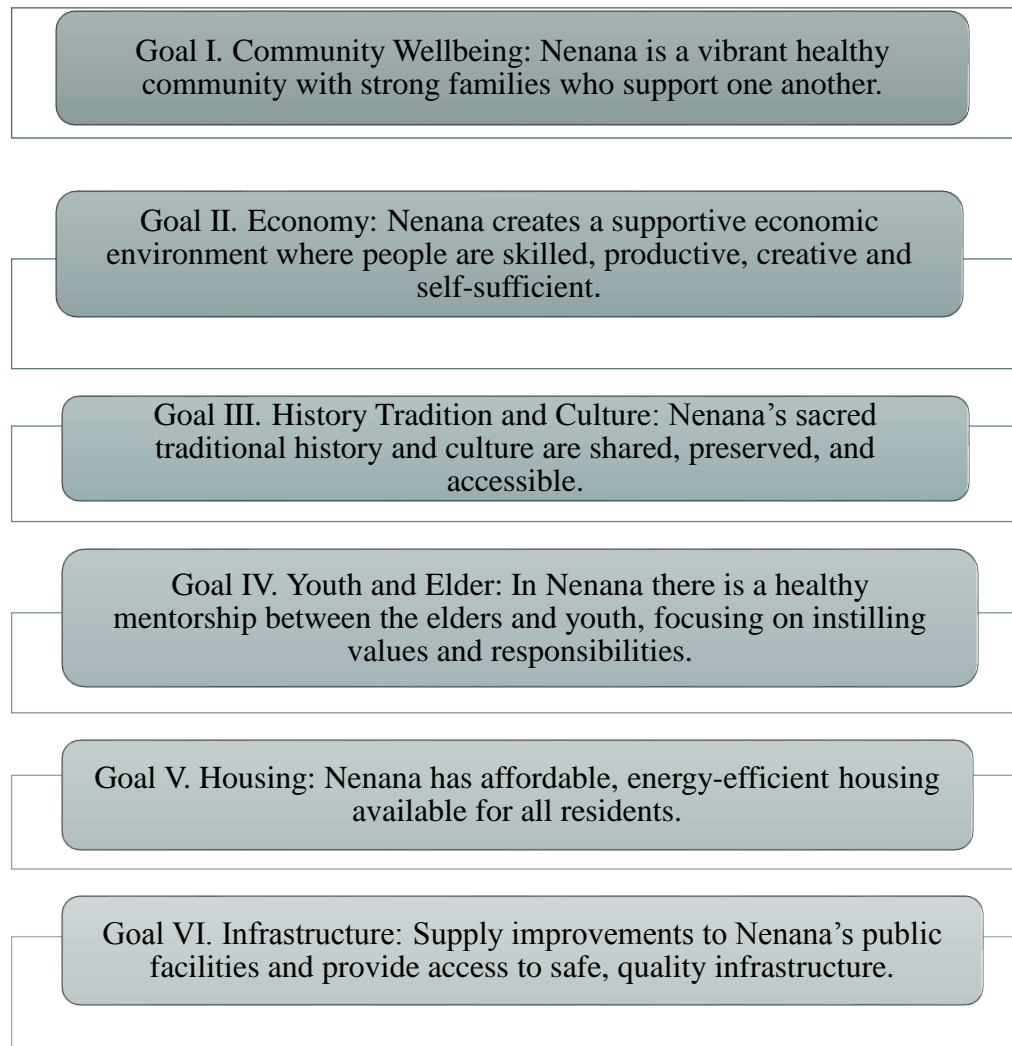


Figure 6 Goals Summary

Planning Process

Date	Process	Attendance
Dec-18	<i>Survey One</i> distribution	
11-13-Jun-19	Training – TCC Community Planning	
14-Jun-19	Kick-off meeting with Tribal Administrator	2
21-Jun-19	Survey 2 distribution - Molly of Denali event, Senior center, City office, Tribal office and hand-delivered	
28-Jun-19	Meeting with City Mayor	3
10-Jul-19	Meeting with City Mayor	2
12-Jul-19	Informational presentations to public regarding community plan	Senior Center
15-Jul-19	1st Community planning meeting- planning, vision, values, top 5 goals, survey results	15
29-Jul-19	2nd Community planning meeting - Goals defined and approved, vision statement approved, presented community values	14
7-Aug-19	3rd Community planning meeting - Strengths, Weaknesses, Opportunities, and Threats, (SWOT)	11
17-Dec-19	Final draft completed	
18-Dec-19	Review session	
19-Dec-19	Nenana Native Council passes resolution adopting plan & endorsed by City Council, Toghothle Village Corp. and Nenana School District	

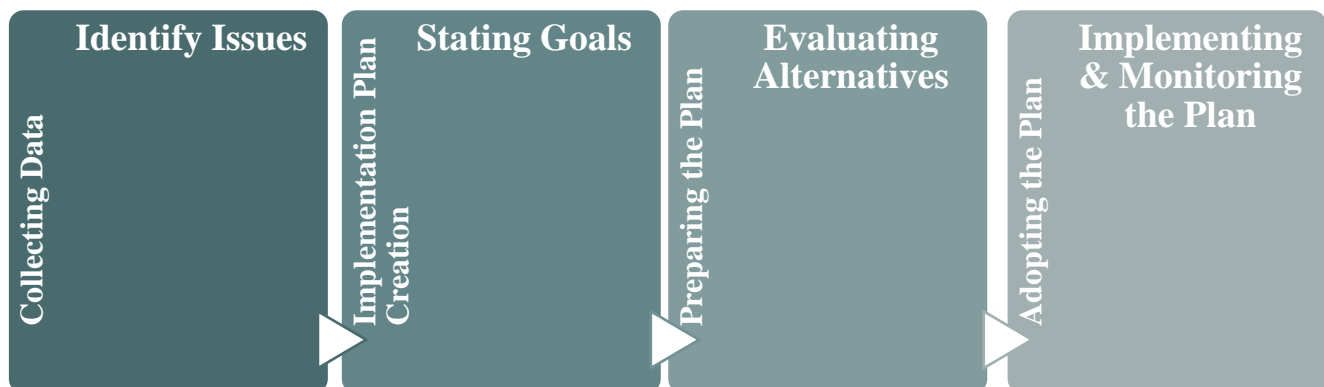


Figure 7: Planning Process

Data Collected and Analyzed

The 2019-2023 Nenana Community Planning Project first began in June 2019 when the Nenana Native Association and Nenana City Mayor reviewed the expired 2013 plan and listed achievements or outdated material. To collect new data, two surveys were distributed throughout the community and to distant tribal members.

- The first survey was distributed in December 2018; it gathered information on the critical issues: health and wellness, economic development, education, infrastructure, and housing, as well as, positive attributes of the community.
- The second survey asked more in-depth questions regarding the same subjects in *Survey One*, in addition to transportation, culture, environment, and goal areas.
- Surveys were distributed at a community event in December, the Tribal office, City office, hand-delivered to homes where elders were interviewed, and at the community event screening of *Molly of Denali* where over 75 tribal members and residents were present.
- Representatives from the Nenana Native Council, City of Nenana, Nenana City School District, and Railbelt Mental Health were invited to discuss the scope of work and planning focus areas for the Nenana Community Planning Project.



Figure 8 1st Community Meeting Flyer



Figure 9 1st Community Meeting 17 Attendees, 2 photos



At the first community planning meeting held on July 15th, the achievements of the last five-year community plan were presented. The Nenana residents sharing their ideas on what makes living in Nenana a special place to live, what they hoped would *never* change about Nenana, what they *would* like to see a change in the next five years, and finally what the most critical issues facing Nenana were. Exercises were done to organize and collect data on the community's values, vision, goals, and objectives. One of the exercises the participants were given limited funding

and were asked to place their money on one or more of the identified top areas. This was done to get a sense of priority among the top subject areas. Based on the information gathered from the first meeting, survey results, and the expired community plan, focus areas for the Nenana Community Planning Project began to emerge. As a result, the top five specific goal areas were established for the 2019 Nenana Community Planning Project. The attendees also refined the community values and provided input for our community vision.

On July 29th, 2019, the second Nenana community planning meeting was held. During this meeting, the five specific focus areas were clarified with goal statements and with suggestions on how to achieve them. These included: community wellness, history, traditions and culture, economy, youth and elders, housing, and infrastructure. Besides the six community goal statements, the residents voted on a vision statement and were presented with the values, and the in-depth results of the community surveys. Results from the surveys are incorporated throughout this document.



Figure 10 2nd Community Meeting Flyer

On August 7th, 2019, the third Nenana community planning meeting was a working lunch session. The meeting applied the Strengths, Weaknesses, Opportunity, and Threats (SWOT) analysis, as a primary method to evaluate the business and economic development opportunities in the community; with intent to help leaders and organizations focus on key issues that potentially impact the success of a project. Nenana’s SWOT brings awareness to all the factors involved when making decisions that will affect the community.



Figure 11 3rd Meeting Working Lunch

Additionally, the SWOT highlights areas to capitalize on and areas needing improvement or elimination to support socioeconomic factors. The tribal members and residents brainstormed strategies and listed the: drivers behind Nenana’s economy, missed economic opportunities, barriers to economic development, and local businesses. The purpose of a SWOT analysis framework is to get managers thinking about everything that could potentially impact the success of a new project. Failure to consider a key strength, weakness, threat, or opportunity could lead to poor business decisions.

Community Development Plan Narrative

Community planning is a way to get the essential feedback, which can be used to strengthen the efforts of the Native Council and other governing bodies. The comprehensive plan expresses and regulates Tribal and public policies on social services, transportation, utilities, land use, education, recreation, and housing. Community development plans typically encompass the large geographical areas, a broad range of topics, and help long-term strategic planning. When it comes to seeking funding, having a community plan is an important step in any grant application, as well as, a guiding tool for leaders of the community through the tough decision-making processes.

Other Community Planning Efforts

- 2007 Nenana Long-range Transportation Plan
- 2008 Nenana Sanitation Master Plan
- 2013 Nenana Community Development Plan

Structure and How to Use the Planning Document

This comprehensive plan is a “living document.” It is intended as a guide, not only for Nenana to be a more beautiful community but to function better. By following this process, leaders and community members can determine a wide range of interconnecting issues that affect the Nenana area. Implementation of this plan will serve as a significant resource to leverage resources to enhance the goals and objectives. Each chapter serves a different purpose, as outlined below:

- **Section 1.** Goals summary, planning process, and what a community development plan is. To give a greater understanding of the planning process and implementation.
- **Section 2.** Community Profile: reviews the history, people, wealth, governments, demographics, social, and economic trends.
- **Section 3.** Strengths, Weakness, Opportunities, and Threats (SWOT) analysis to make the connection between data and social/economic development.
- **Section 4.** Defines goals, objectives, and action items.
- **Section 5.** Includes additional background information to support the document. Appendices are included for additional data.

The Community Development Plan will be evaluated on an annual basis by governance offices and updated every five years as we work toward and meet our goals.

Community Profile

History and Culture

The history of Nenana stretches back thousands of years – the earliest to date archaeological sites in North America, dating between 11,000 and 12,000 years old. The people of Nenana are the western portion of the Tanana Athabaskan Indian territory; they are among the Dené aboriginal people, known as the Athabascans. Nenana’s Indian name, Toghotthele, means “mountain that parallels the river.” It was first called Tortella, an interpretation of Toghotthele. The Athabaskan word Nenana means “A good place to rest between two rivers.”

For hundreds of years the Nenana Tribe traded annually at the gathering of Athabaskan tribes in Tanana, downriver from Nenana. This gathering was known as Nuchalawoyya, which means, “Where two great rivers meet,” the mighty Yukon and Tanana Rivers. This gathering was to divide up the hunting area and to trade. The first non-Native explorers to enter the Tanana Valley were in 1875.

However, the Athabaskan people were in contact with Russians who bartered for Western goods and furs. The area was rich in-game for the Nenana Athabascans living there. Both the Nenana and the Tanana Rivers were prime salmon sources for the summer and fall seasons.

The Gold Rush Era in 1902, brought more settlers and more activity. In 1903 a roadhouse/trading post was constructed to supply river travelers and to trade with the Natives. Nenana has been a hub of education, St. Mark’s Episcopal Mission and school were built in 1905 (Tanana Chiefs Conference, n.d). To this day, Native children from other communities attend school in Nenana, at the Nenana Schools.



Figure 12 Aerial View of Nenana

On July 6, 1915, Native leaders from the Tanana River gathered to meet government officials about the impingement of white prospectors and settlers on their hunting grounds and land rights. Hunting grounds and land rights is an issue that continued after Alaska's statehood in 1959 and is still relevant today. Before this meeting, others had spoken for Natives regarding their understanding of Native conditions and needs. The 1915 meeting was the first Tanana Chiefs Conference and Nenana's Chief Thomas was one of the seven chief representatives (Schneider, 2015).

The construction of the Alaska Railroad began in 1915 and doubled Nenana's population. In 1917, surveyors with the Alaska Railroad started the Nenana Ice Classic; an annual betting pool on the spring breakup time of the Tanana River. This tradition continues today with revenues from the sale of tickets bringing in several hundred thousand dollars to the community each year. The cash prize often above \$250,000 is shared by the lucky winner(s) each spring for guessing the correct day, hour, and minute the ice breaks loose and begins moving downriver. Half of the proceeds from the Ice Classic go to the community of Nenana for civic projects.

The community of Nenana incorporated in 1921; the Railroad Depot was completed in 1923 when President Warren Harding drove the golden spike at the north end of the 700-foot steel bridge over the Tanana River. The bridge created the first year-round transportation link between Fairbanks, Anchorage, and south to Seward.

In 1925 the Serum Run to Nome, also known as the Great Race of Mercy, was the transport of diphtheria antitoxin by dog sled relay across the U.S. territory of Alaska. The media largely ignored the Athabascan and Alaskan Native mushers, who covered two-thirds of the distance to Nome (Salisbury, 2003). The start of the Great Run was Nenana and the other at Nome, with the meeting point at Nulato, which spanned 674 miles (1,085 km) in total (Macivor, 1954). The diphtheria serum from Anchorage was transported to Nenana by train, before being sent by dogsled to Nome.

According to local records, 5,000 residents lived in Nenana during this time; however, after completion of the railroad, an economic slump and disease spread in Nenana. The recorded population in 1930 was 291. The majority of people who perished from the disease were Alaska Natives who did not have resistance to the disease.

In the early 1950s, a winter road (ice-road) between Fairbanks and Nenana was built. That road followed the traditional trail used by Natives. In 1960, construction had begun on the Clear Air Force Base, 21 miles southwest of Nenana. Road travel increased between Fairbanks and Nenana during this time. Until 1968, when a \$6 million bridge was constructed across the Tanana River. Before the bridge, travelers crossed the Tanana River by ice-bridge in the winter and ferry in the spring and summer.

The winter road that followed the Native’s traditional trail was completed and names the George Parks Highway. The highway connection between Anchorage and Fairbanks was completed in 1971, shortening the distance between Alaska’s two largest cities by almost 100 miles. The completion of this road and the subsequent increase in tourist travel has enlarged seasonal economic opportunity for the City of Nenana and its residents. (Nenana Native Council, 2004)

The community has a head start, K-12 public school, health clinic, mental health clinic, fire department, public library, and State Troopers office. It is home to the Nenana District Court system. Golden Valley Electric Association (GVEA) has its Railbelt office located in Nenana. The Nenana Student Living Center, one of three statewide boarding facilities for high school students, has students attending from around the state. The school attracts students due to extensive programs, academic quality, and vocational studies.

Traditions

The future of planning and developing in Nenana is deeply connected with its history, traditions, and culture. Feedback from the *NCDS* and the community meetings led the Nenana residents and tribal members to set goals to preserve culture and traditions. At the first meeting, the attendees recognized its importance through goal prioritizing activities.

Both surveys administered in Nenana reflected the same sentiments. From *Survey One*, question 1, “Critical Issues of Health and Wellness in Nenana,” history/traditions/culture came in second importance. *Survey Two* delved deeper into solutions, identifying problems, and understanding needs. For example, in *Survey Two*, question 55, respondents made comments that they tried to speak Athabascan (Dené) language but struggled.

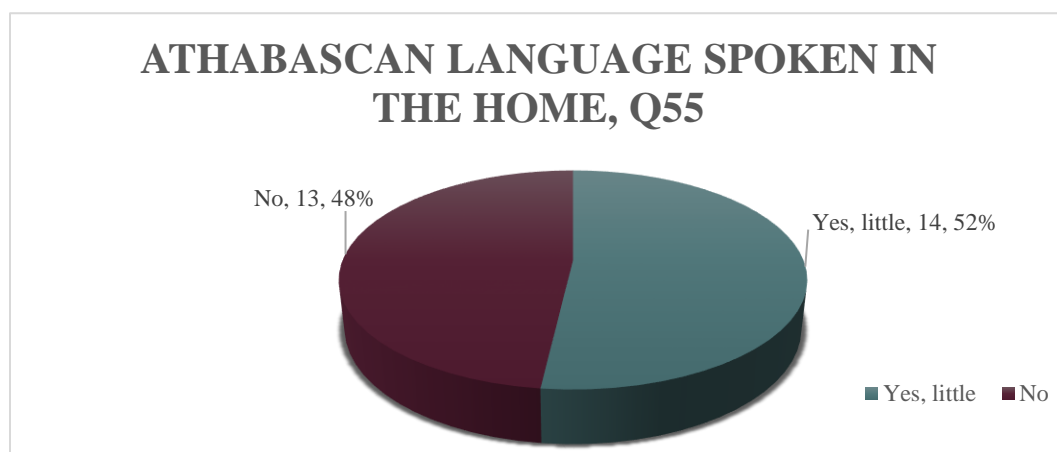


Figure 13 Athabascan Language

The next table reflects not only ideas on how to attract tribal members back to Nenana but how to get more involvement and importantly help keep community members in the community.

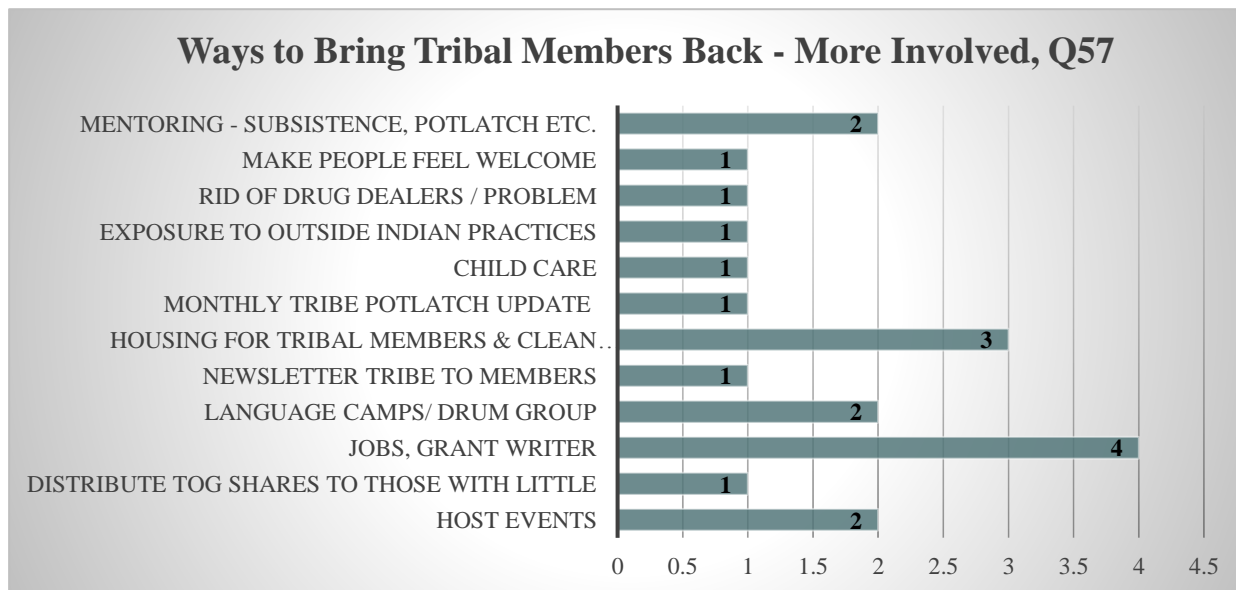


Figure 14 Bring Tribal Members to the Community

Many discussions circled preserving cultural, historical knowledge not only for the wellbeing of the community but also for practicality. Wild resource harvesting and living off the land (subsistence) is valuable information that many community members feel they are losing. Below are some of the community members' ideas to preserve the culture.



Figure 15 Survey Responses on Preserving Culture & History

In the first and second community meetings, attendees shared their concerns regarding History/Traditions/Culture. They shared their ideas on action items and on goal statements. The majority of residents participate in subsistence activities. Several Iditarod sled dog race competitors and former champions are residents of Nenana. *Survey Two* asked, “what cultural activities did residents participate in?” The results are listed below in the following figure.

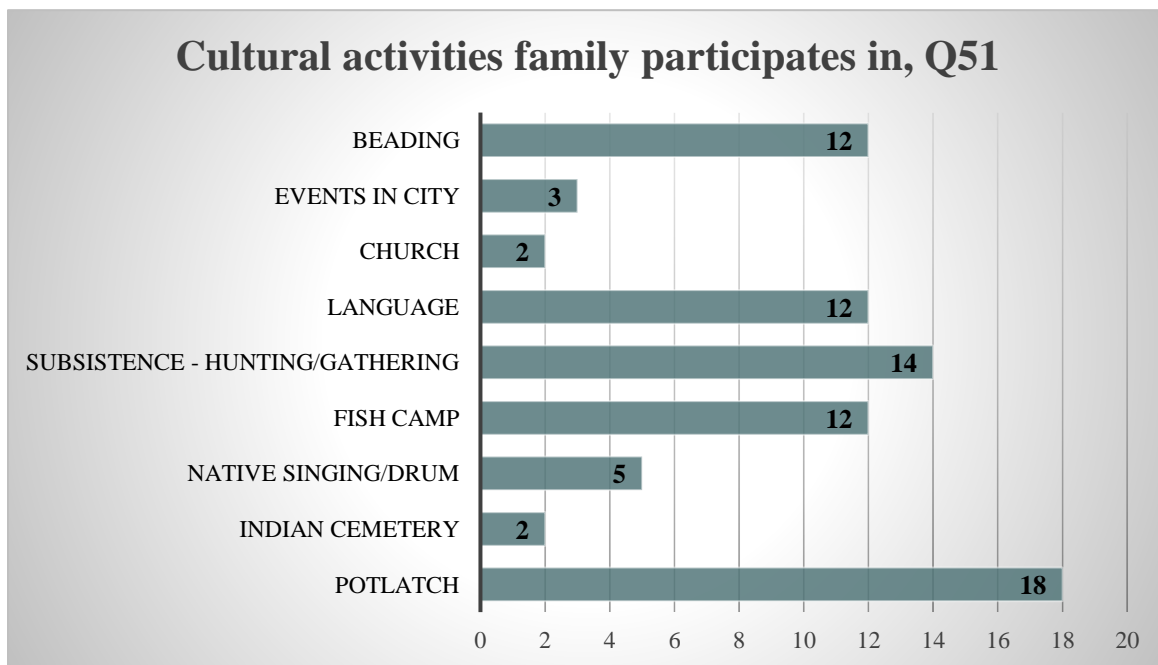


Figure 16 Family Cultural Activities, Survey Two

Another topic expressed during the community planning meetings was the preservation of cultural knowledge of subsistence; concerns of the technical, physical, and practical knowledge of traditional Native seasonal harvesting. For example, making dogsleds, canoe, traps, and navigating the land and rivers. This concern was reflected in both community surveys.

Other comments about cultural activities: a special graduation ceremony with eagle feather, blanket ceremony with drumming, survival skills, cultural knowledge added to curriculum, Elder knowledge, an increase in cultural activities, sweat lodge, and language revitalization.



Figure 18 Sunset at Old Minto Recovery Camp

Geographic Location

Nenana is located in Interior Alaska, approximately 55 road miles southwest of Fairbanks on the George Parks Highway. Nenana is located at mile 412 on the Alaska Railroad, on the south bank of the Tanana River, just east of the mouth of the Nenana River. It lies 304 road miles northeast of Anchorage in the Nenana Recording District. The area encompasses 6.0 square miles of land and 0.1 square miles of water. Latitude, Longitude: 64.5619, -149.0883.



Figure 17 Nenana Riverbank

Climate

Nenana falls within the continental climate zone, characterized by an extreme temperature range. The continental climate zone encompasses most of the central part of the state and experiences



Figure 19 Tanana River at Nenana Riverbank

extremely cold winters and warm summers. The average daily maximum during summer months is 65 to 70°F; the daily minimum during winter is well below 0°F. The highest temperature ever recorded is 98°F; the lowest is -69°F. The average annual precipitation is 11.4 inches, with 48.9 inches of snowfall. The river is ice-free from mid-May to mid-October.

Population

The population of Nenana is a diverse mixture of Alaska Native/Native American and non-Natives. Based on the 2010 U.S. Census the current population of Nenana total is 378. The population is 50.8% male and 49.2% female. The median age in Nenana is 48. In 2017, the population, which is based on census population estimates from various sources such as the Alaska Permanent Fund Dividend, is 368, 51% male, 49% female, and median age 45.6.

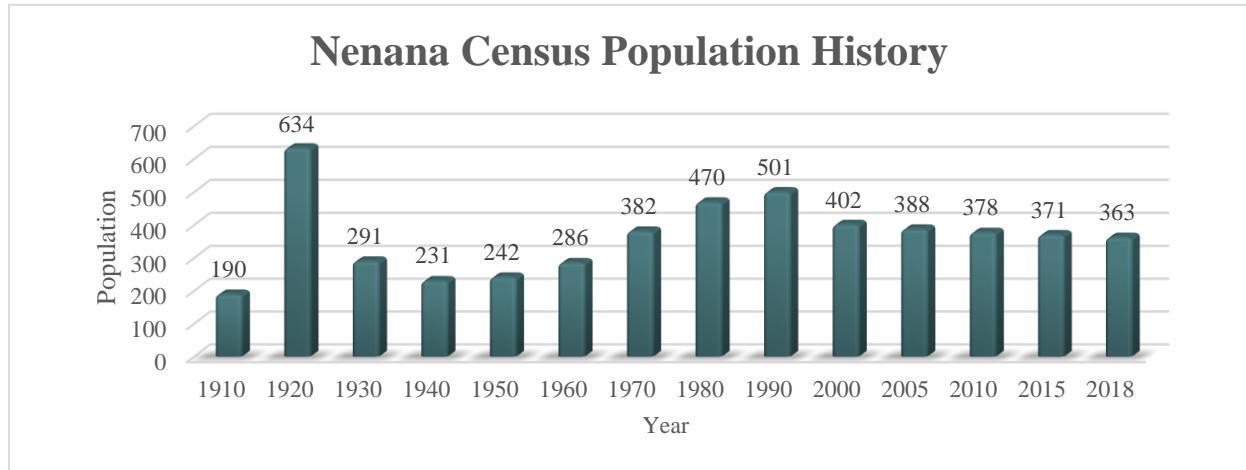


Figure 20 Nenana Historical Population

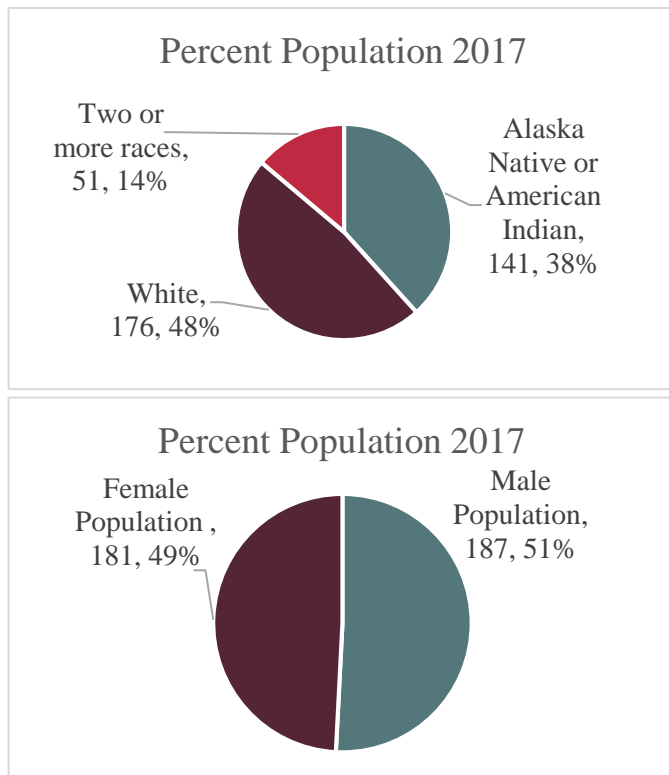


Figure 21 Population by Race and Gender

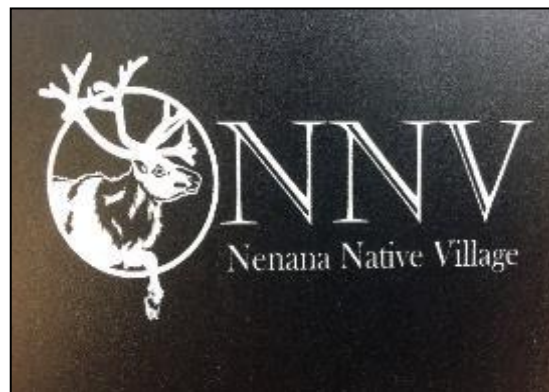
Age (years)	Estimate
Under 5	19
5 - 9	16
10 - 14	39
15 - 19	37
20 - 24	7
25 - 34	35
35 - 44	28
45 - 54	38
55 - 59	40
60 - 64	34
65 - 74	45
75 - 84	22
85 and over	8
Total 2017	368

Table 1 Population by Age in Nenana

Governance and Land Status

Nenana Native Council

The Nenana Native Association (NNC) is a federally recognized tribe, and the Nenana Native Council is an eight-member elected council and chief. Council members have staggered three-year terms. Nominations for the council seats are open in November, and elections are held in December each year. The last time NNC update its Tribal Constitution was in 2008 and the Codes were last updated in 2011 and 2012.



Programs that are operated through the NNC include the Indian General Assistance Program (IGAP), the Bureau of Indian Affairs (BIA) Reservations Roads Transportation Program, and a Family Violence Program. The Nenana Native Council owns and operates the Chief Mitch Demientieff Tribal Hall and Tribal Office, the Mary C. Demientieff Health Clinic, and the Teen Recreation Center Facility. NNC has taken over the design and construction of the new Totchaket Bridge. NNC employs six full-time, three part-time, and eight to ten temporary employees annually. The NNC operates through an Expanded Memorandum of Agreement with Tanana Chiefs Conference to include:

Job Placement & Training	Social Services	Wildlife & Parks
Adult Education	Credit & Finance	Self-Governance
Agriculture	Indian Child Welfare	Infrastructure Improvements

Table 2 Nenana Native Village Council Programs

City of Nenana

The City of Nenana incorporated in 1921, then adopted as home rule city in 1982. The City of Nenana has a six-member board, each serving three-year, staggered terms. Elections are held on the first Tuesday in October, and regular City Council meetings are held monthly on the second Thursday. The City of Nenana provides road maintenance, utility operation, and also, oversees the Nenana City School District, the Nenana Volunteer Fire Department, and ambulance service. The City of Nenana currently employs three full-time and two part-time staff. Seasonal employees are hired as needed.

Non-Profit Corporation

The history of Tanana Chiefs Conference (TCC) dates back over a hundred years when indigenous leaders of Alaska would band together to protect their Native land rights. TCC became an official non-profit corporation in 1962 and began working toward meeting the health and social service needs of Tribal members and beneficiaries. The TCC region covers an area of 235,000 square miles, equating to about 37 percent of the entire state, slightly smaller than the state of Texas. Within the TCC region are six sub-regions: Lower Yukon, Upper Kuskokwim, Upper Tanana, Yukon Flats, Yukon Koyukuk, and Yukon Tanana. Nenana lies in the Yukon-Tanana sub-region. In 2019, TCC has approximately nine hundred thirty-five full-time employees and numerous part-time and seasonal positions. About two-thirds of the employees are Alaska Native.



Regional Corporations



The regional corporation for the Yukon-Tanana region and most of the Interior of Alaska is Doyon Limited. Doyon became the largest private landowner in the state when the Alaska Native Claims Settlement Act of 1971 allocated 12.5 million acres of the Interior. Doyon Ltd. was incorporated in June of 1972 with the thirteen-member board of directors with over 20,000 shareholders. Management of Doyon's land focuses on the protection of traditional shareholder uses and responsible economic development of natural resources. The corporation currently employs more than 800 persons worldwide and over 550 employees in Alaska.

Village Corporation

Toghotthele is the Alaska Native Corporation formed under ANSCA in 1972 to represent Nenana. Toghotthele specializes in construction, industrialized buildings, steel framing & trusses, logistics and supply support services, oil field support services, professional services, information technology, road and maintenance equipment, timber, dirt work, gravel, excavation, and road construction and improvement projects. Toghotthele services are licensed, insured, and bonded. Toghotthele has academic scholarships available to shareholders.



Non-Profit Regional Housing Authority

Interior Regional Housing Authority (IRHA) is a non-profit organization and Tribally Designated Housing Entity (TDHE). IRHA was formed in 1974, along with thirteen other Alaskan housing authorities to administer the housing programs of the U.S. Department of Housing and Urban Development. By designating IRHA as a TDHE, Tribes choose to use IRHA for building The Native American Housing Assistance and Self-Determination Act of 1996 (NAHASDA) construction projects. IRHA offers professional services in grant writing, environmental reviews, project managers, project site control, payroll and accounts payable, financial reporting, procurement, material inventory/shipment, homebuyer counseling, and collections.



Law Enforcement/VPSO

The State of Alaska stations an Alaska State Trooper in Nenana to serve the areas North of Nenana to mile 328 and South of Nenana to mile 147, just south of Cantwell. A local, Village Public Safety Officer (VPSO) serves in Nenana in coordination with the State of Alaska, Tanana Chiefs Conference, the Nenana Native Council, and the City of Nenana. Both the State Trooper and the VPSO reside in the area.

Justice System

The Nenana District Court, part of the Fourth Judicial District, is presided over by a magistrate. The Nenana Native Council had an active tribal court that oversaw tribal custody cases; the Nenana Native Council appoints eight tribal judges. Tribal court judges must be reappointed every three years to remain active. NNC has plans to re-establish tribal court and remodel a building specifically for court cases.

Public Utilities

Water and Sewer

The City of Nenana is the water and sewer, utility operator. Approximately 120 homes out of 141 homes are occupied. Of those 120 occupied homes, 117 estimated total housing is hooked up to the City water and wastewater (Verhagen, 2019). Water is derived from a deep well, treated, and then distributed throughout the community via circulating loops. A piped gravity system collects sewage and then processed at a secondary treatment plant. Most of the city is connected to the piped water and sewer system, private homes, and the school served. The Nenana Sanitation Master Plan was updated in 2008. (Verhagen, 2019).

Solid Waste

The Class III landfill located 1.5 miles North of Nenana, on the East side of the Parks Hwy has been closed due to (but not limited to) proximity to the highway, adequate sources to accept payment at gates, security, and misuse. Another landfill, Inert Monofil, is located 28 miles south of Nenana in Clear. (Department of Environmental Conservation, 2019)

Power/Energy

Golden Valley Electric Association (GVEA) provides electricity in Nenana and has a district office located in Nenana.

Bulk Fuel

Based on a fuel survey conducted by the State of Alaska, it has been reported in August of 2019 that the Nenana Heating Services is the heating fuel vendor with retail prices at \$3.97 per gallon, and Chevron is the gasoline vendor with prices retailing at \$3.82 per gallon. According to the bulk fuel inventory in Alaska, Ruby Marine and Crowley Marine are the two bulk fuel owners in Nenana.

Emergency Services

Nenana Volunteer Fire Department/EMS



Figure 22 Nenana Volunteer Fire Service

Communications

Telephone

Alaska Communications Services (ACS) telephone services many homes and businesses in Nenana. Cellphone service is also available through ACS, GCI, and AT&T.

Radio

KNEE (95.1 FM) Public, KNNA (99.1 FM) Public, KIAM (630 AM, 91.9 FM), Religious.

Internet Providers

- Alaska Communications has widespread availability in Nenana, covering 56.8% of the city's coverage with hybrid fiber-DSL and the fastest speed of 4.0 Mbps.
- Matanuska Telephone Association (MTA) covers about 17.8% of Nenana's coverage, DSL is the most common broadband option from MTA and the fastest speed is 20 Mbps
- GCI Internet provides fixed wireless plans in Nenana, covering about 74.3% of the city. The fastest internet speed is 1000 Mbps

Public Facilities

Health Clinic

The Mary C. Demientieff Health Clinic is operated by Tanana Chiefs Conference and serves Nenana and the surrounding areas. The medical staff includes two full-time health aides, one full-time medical assistant, and a registered nurse. There are several rotating physician assistants, as well as regular visits from a public health nurse and a dentist. The health clinic is housed in the same facility as the Nenana Native Council and the Chief Mitch Demientieff Tribal Hall.



Figure 23 Mary C. Demientieff Health Center

Behavioral Health Center

Railbelt Mental Health & Addictions (RMHA) is a non-profit outpatient Community Behavioral Health Center with facilities in several communities along the Parks Highway, including Nenana. RMHA offers a variety of programs and services ranging from Community Mental Health, Individual Substance Abuse Outpatient Treatment, Community Alcohol & Drug Prevention, and a Tobacco Program.

Community Health

The community emphasized the health and mental health programs they would like to see. *Survey Two*, question (Q61) respondent's suggestion: rehab center, family and addictions counseling, TCC Behavioral Health see more clients, transitional housing for the homeless, sweat lodge healing ceremony, 24 hour-clinic, and education on addictions and abuse.

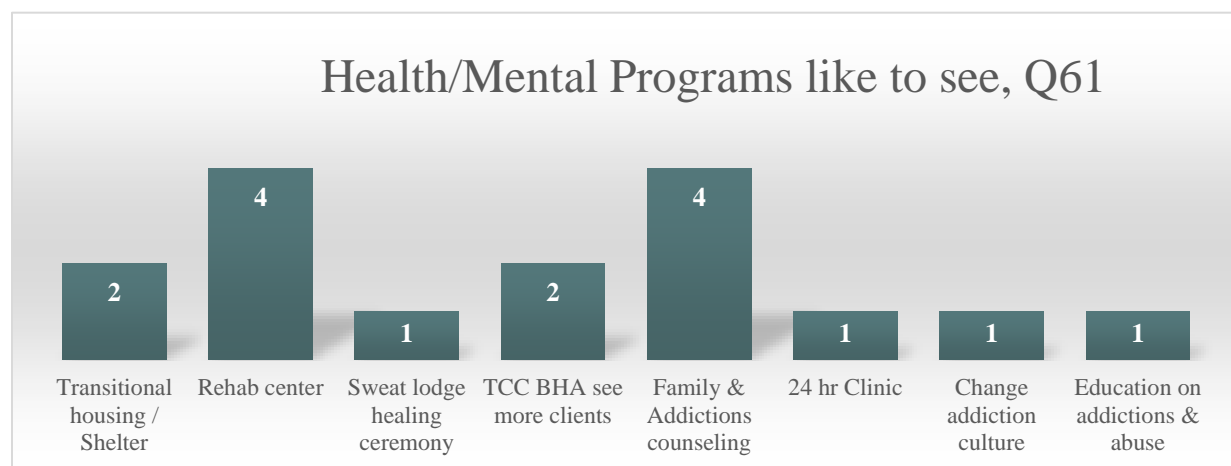


Figure 24 Health/Mental Programs Needed (Lord-Mancuso, Fatima; Nenana Native Council;, 2019)

Survey One asked, “What are the critical issues of health and wellness in Nenana?” The responses shown in the following figure.

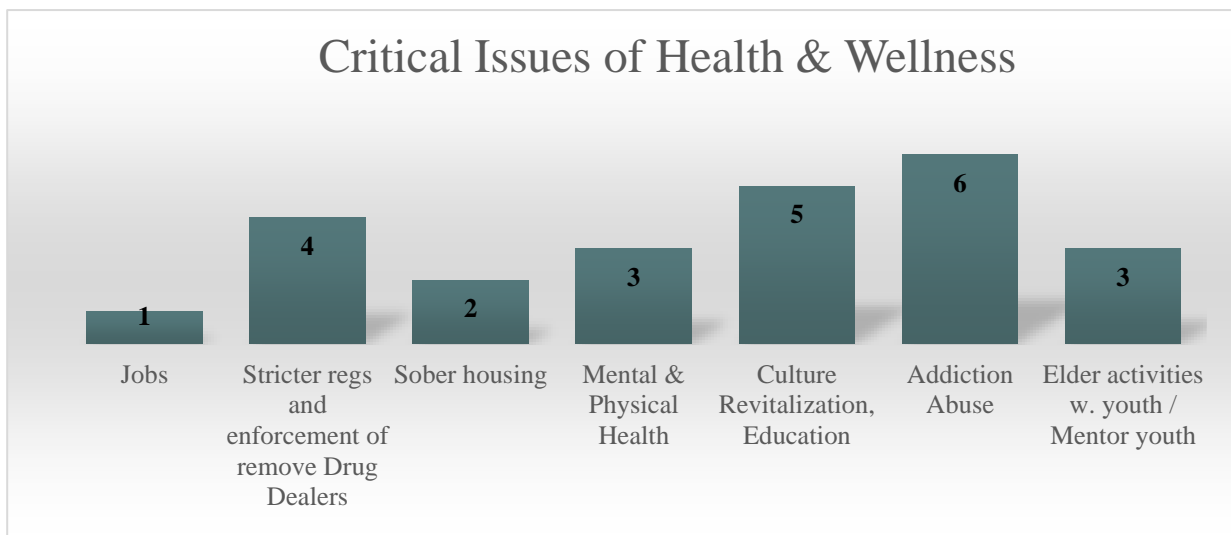


Figure 25 Critical Issues Health and Wellness in Nenana

The recommendations for the community, derived from *Survey One* (Q64 & 65), were: removing homeless camps, drug dealers, jobs, activities for children, fix lots and abandon buildings for new homes, strengthen annual events, improvement of parks and sports facilities, sweat lodge for ceremonies, language revitalization, airport facilities, the road to cemeteries cleared and maintained, Tribal newsletters to increase communication, beautification, more Athabascan cultural activities, Elder activities and involvement, AK Native cultural knowledge and curriculum, safety, brownfield site clean-up, loose dogs, healing, transfer station, clean-up private lots and rewarding pride in the community and more.



Figure 26 Community Suggestions for Improvement

Schools

Two schools offer K-12 education under the Nenana City School District, and Tanana Chiefs Conference Prenatal to Five Head Start Program. Two hundred students are enrolled at Nenana City School, up to 120 students are living at the Nenana Student Living Center and represent Tribes from all over Alaska. The Cyber Lynx Correspondence Program enrolled 1,300 students, and TCC Early Head Start (six weeks to three years) joined 8. The TCC Head Start (three to five years) has twelve enrolled students.

The Nenana City School

The Nenana City School offers elementary and high school education, as well as career and technical education programs focused on Personal Finance, Human Body Systems, Biomedical Science, Chemistry, Emergency Trauma Technician (ETT), Into to Engineering Design, Small Engine Repair, Automotive, Metal Shop, Carpentry, Drones Part 107, Alaska Native Studies, Wildlife Biology, Psychology, Journalism, Aviation Science, and many more courses. The Student Council learns Robert's Rules of Order, technical report writing, leadership and teamwork skills, activity, and event organization. The Government class learns the different types of governments and economies, founding documents of how the American government began, an overview of the US Government, the Legislative, Executive, and Judicial Branches.



Figure 27 Nenana City School

Nenana Student Living Center



Figure 28 Nenana Student Living Center

The Nenana Student Living Center houses approximately 100 students in grades 9-12. Students come from villages all across Alaska to attend the boarding school and live in a dorm-like setting. Divided into two wings, boys and girls, each wing houses a capacity of 60 students.

The Living Center subscribes to the Assets Framework philosophy on youth development, where the staff is taught to

encourage the growth of strong, capable, and caring individuals by making community, resiliency, and success a priority and by understanding that all youth under their guidance need assistance.

The academics programs are largely funded by the Alaska Native Education Grant which courses integrate science technology, engineering, and mathematics (STEM) into all subjects, including Robotics, Forensics, 3-D Design & Printing, and college-level math such as Pre-Calculus, Calculus, and Trigonometry. An Aviation Pathway is offered including ground school, aircraft mechanics, and private pilot training. Career and technical education course including, Welding, Small Engine Repair, Auto Shop, and Construction Trades & Building Sciences, where students have the opportunity to receive state certification.

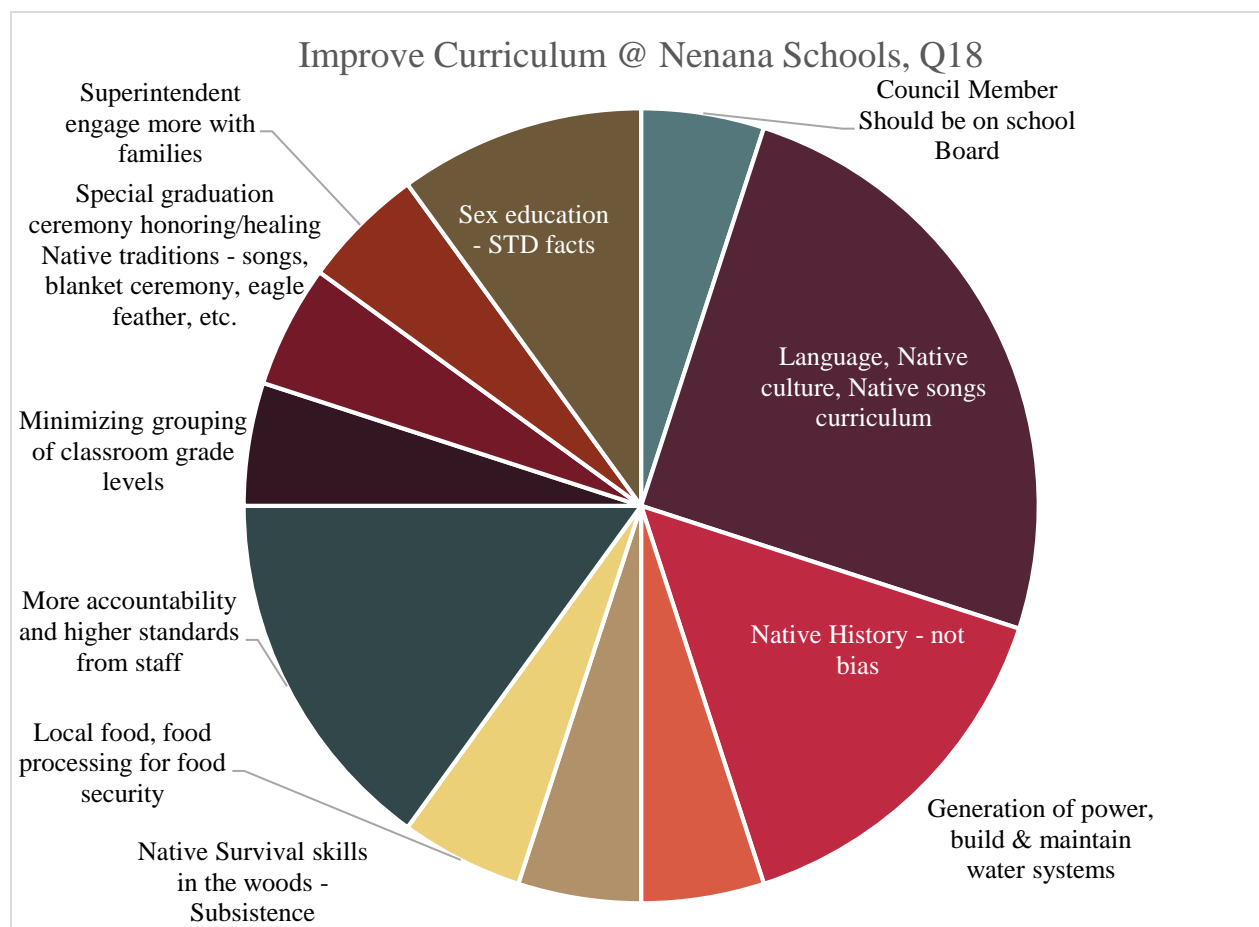


Figure 29 Improve Curriculum

The Cyber Lynx Homeschool & Correspondence Program

The Cyber Lynx Program is a state-funded public homeschool program established by the Nenana City School District in 1997. The program includes personalized education, technology reimbursement for computers, iPads, and high-speed internet.

There is a five-member school board and a two-member advisory board. School board members serve three-year terms. The Board determines school district policy and employs the superintendent, the administrative staff, the teachers and non-instructional staff who are

responsible for daily school operations. The Board meets the first Wednesday of each month.

Tanana Chiefs Conference Prenatal to Five Head Start Program serves families with children prenatal to five years old. As an Early Head Start/Head Start (EHS/HS), they provide services through two delivery systems: Center-based and Homebased. The center-based system uses a classroom to provide services, and the Homebased system offers services in the family's home. Each of the communities that they are located in has unique program options to provide quality services to families.

Public Library

The library was not granted the 2-year Enhancement grant, in 2019. They will operate under volunteers and or donations. Hours are to be determined.

Teen Recreation Center

The Recreation Center is operated by the Nenana Native Council, where it houses the TCC Preschool and Early Head Start Programs, a fitness center, and a teen center. The recreation center aide organizes a variety of activities in the teen center ranging from fitness games, movie nights, cooking, and cultural events. Native dance and crafts take place at the Recreation Center.

Tribal Hall

The Chief Mitch Demientieff Tribal Hall houses the tribal hall, a kitchen, the Nenana Native Council tribal office, and the Mary C. Demientieff Health Center.

Community Hall

The James A. Coghill Community Center is managed by the Nenana Ice Classic Association.

Post Office

The post office in Nenana is located at 803 Market Street. The hours of operation are Monday – Friday 8:30 AM – 4:00 PM closed for lunch



Figure 30 Chief Mitch Demientieff Tribal Hall Property

Housing

The Nenana Native Council (NNC) works with the Interior Regional Housing Authority (IRHA) to utilize The Native American Housing Assistance and Self-Determination Act of 1996 (NAHASDA) Program. The joined organizations provide access to affordable housing by funding assistance to low-income tribal members in Nenana. As NNC prioritizes the housing need and decides upon the type of aid that best addresses those needs, the Council then submits a resolution to IRHA, including the activities into a unified Indian Housing Plan (IHP). The IHP constitutes IRHA's yearly work program.

With the cost of new construction reaching upwards of \$300,000, NNC hopes to purchase and rehabilitate older homes in Nenana, which can be completed in under \$60,000. Both low-income housing units and medium-income housing units are in short supply, inhibiting Nenana's ability to sustain a stable housing industry.

During the second Nenana community planning meeting, residents were split into groups. Each group represented the six-goal categories. The concerns raised for the housing category are:

- Lack of housing - need new housing built.
- Refurbish buildings for new housing.
- Use Tribal funds to refurbish and build new housing.
- Create a job position that tackles housing issues.
- Improved housing could improve the economy – the business with tourism.

Housing Characteristics

In 2017, the median property value in Nenana declined from \$83,000 from the previous year's value of \$93,800. In Nenana the largest share of households has a property value in the \$50k - \$60k range.

Property Value	
\$83,000	\$93,000
2017 MEDIAN	2016 MEDIAN

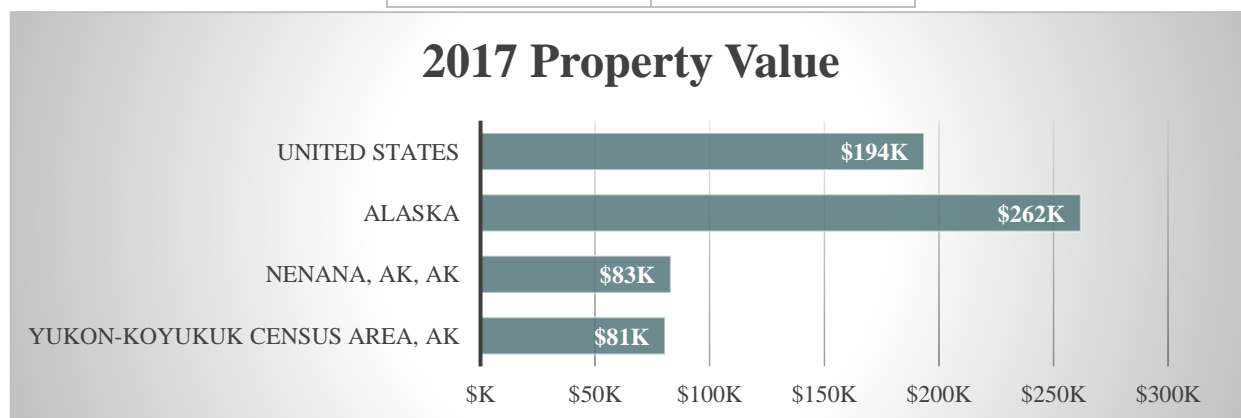


Figure 31 Property Values 2017 (Alaska, 2019)

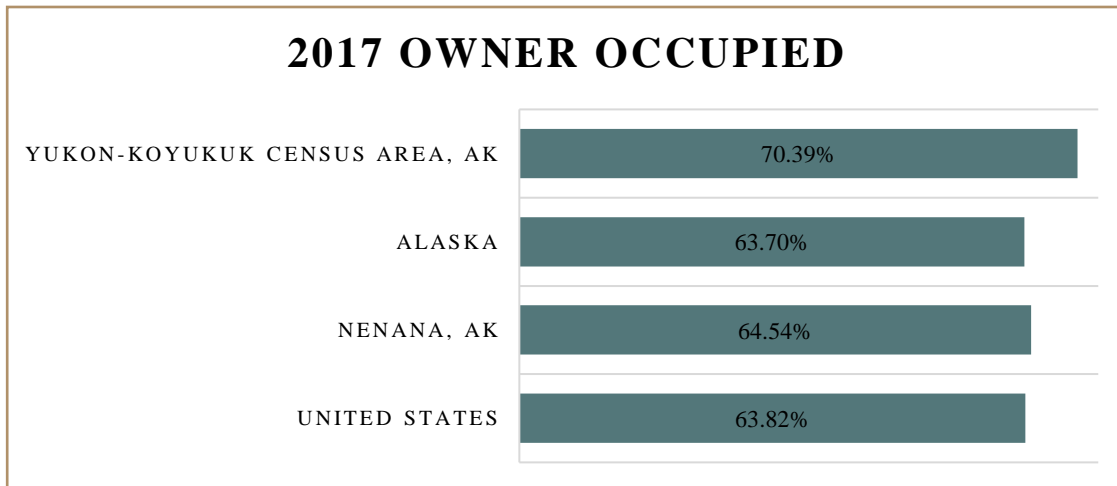


Figure 33 Owner Occupied Comparisons (U.S. Census Bureau ACS 5-Year Estimate, 2017)

<i>Table 4 YEAR UNIT OCCUPIED</i>	HOUSING TENURE	Percent
Occupied housing units	141	
Moved in 2015 or later	11	7.8%
Moved in 2010 to 2014	48	34.0%
Moved in 2000 to 2009	43	30.5%
Moved in 1990 to 1999	18	12.8%
Moved in 1980 to 1989	11	7.8%
Moved in 1979 and earlier	10	7.1%

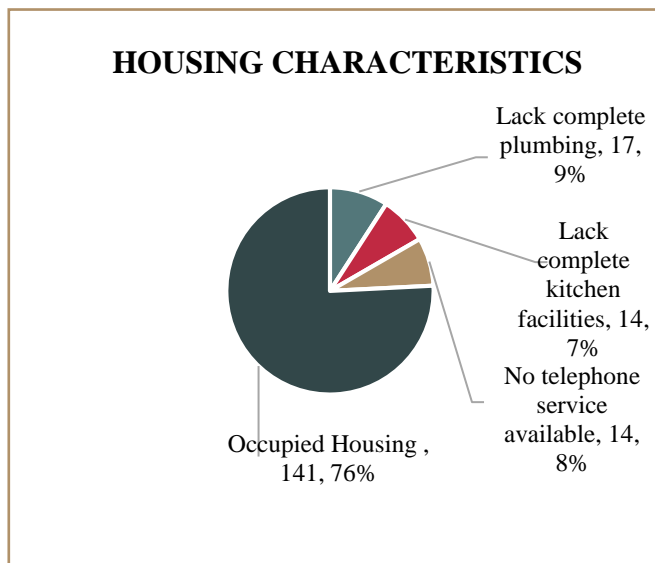


Figure 32 Housing Characteristics (U.S. Census Bureau ACS 5-Year Estimate, 2017)

TOTAL HOUSING UNITS	219	
	Estimate	Percentage
1-unit, attached	171	78.1%
1-unit detached	3	1.4%
2 units	6	2.7%
3 or 4 units	5	2.3%
5 to 9 units	6	2.7%
10 to 19 units	20	9.1%
20 or more units	0	0.0%
Mobile home	8	3.7%

Table 3 Total Housing Units

Nenana Housing Assessment

The Nenana 2019 Community Development *Survey One* had a total of 22 surveys collected. The survey replies concerning the critical housing issues reported are: building upgrades, affordable homes to attract the workforce in surrounding areas, and weatherization.

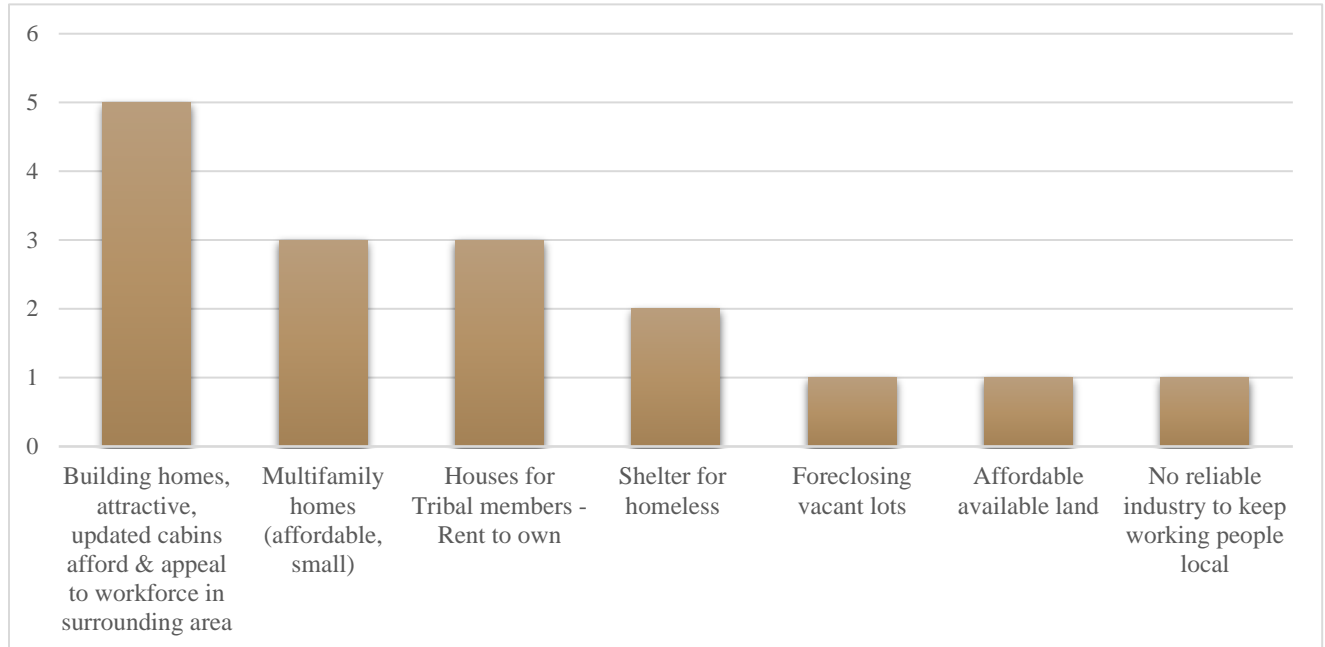


Figure 34 Critical Housing Issues, Survey One

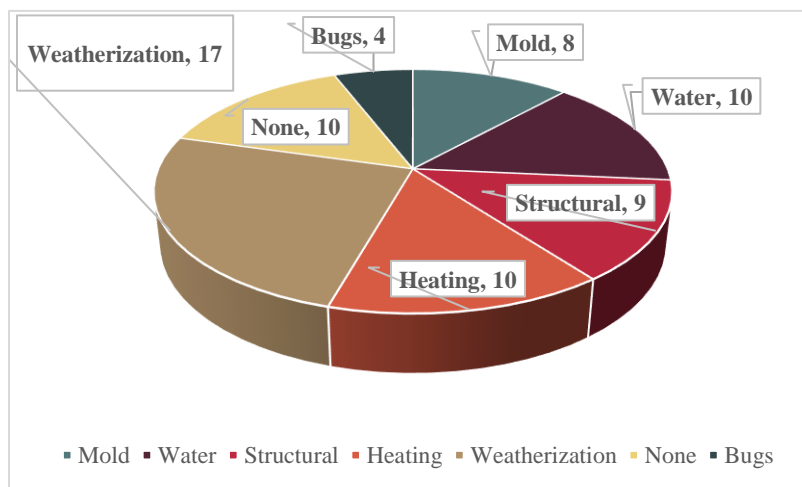


Figure 36 Housing Issues, Survey Two Q22

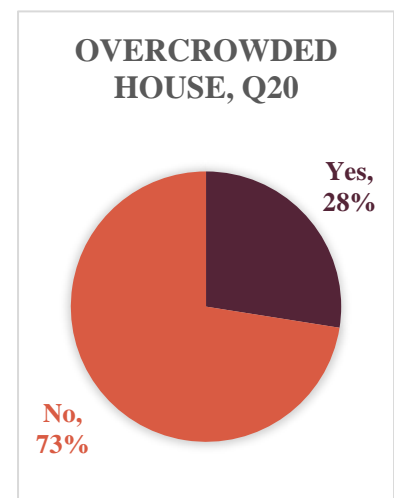


Figure 35 Overcrowd Homes, Survey

Respondents listed the homes needed in Nenana as a single-family, affordable, and shelter as the top three. Figure below, “Type of Home Reside In,” most people listed their home as owned or shared (66%).

The results could be skewed due to homeowners having more accessibility to respond to the surveys. In contrast, those in transitional housing overcrowded, none or shared, have less opportunity to respond to inquiries.

Some surveys were conducted door-to-door to diversify the survey pool.

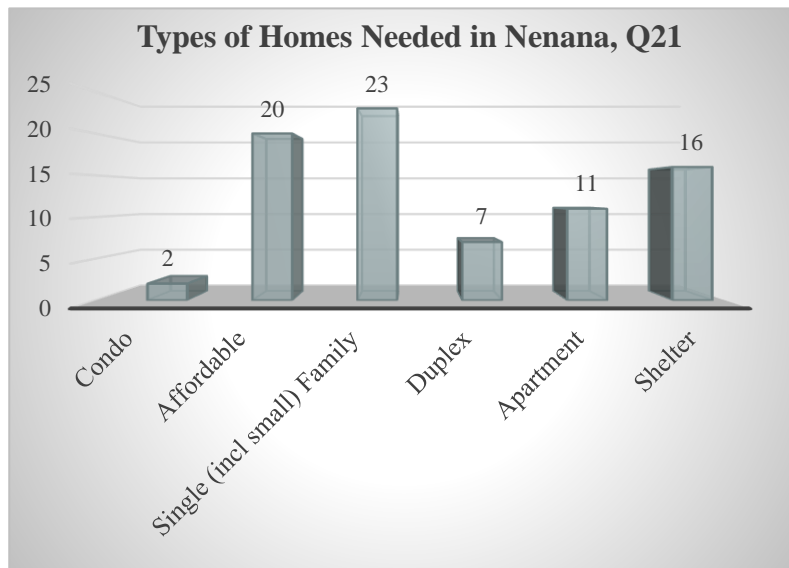


Figure 37 Types of Homes Needed, Survey Two

Homeowner classes were strongly supported in *Survey Two*, as well in town meetings. The ideas generated were classes on home maintenance, budgeting, financing, and programs available to help Tribal members or first-time homebuyers.

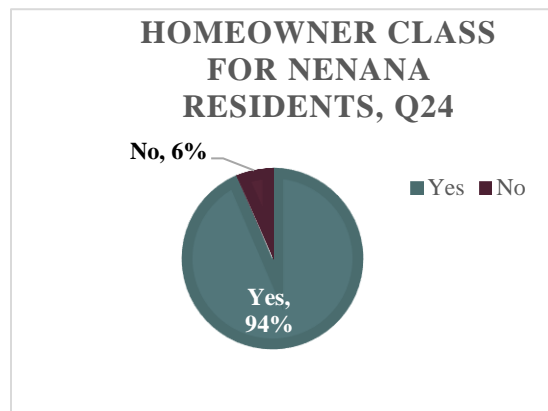


Figure 39 Homeowner Education Classes

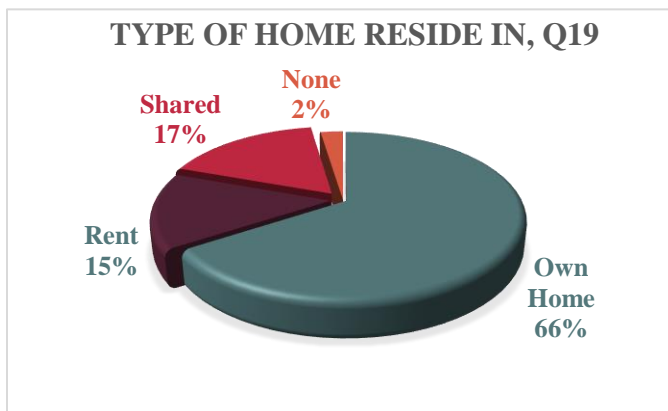


Figure 38 Housing Status, Survey Two

Survey Two, (Lord-Mancuso, Fatima; Nenana Native Council;, 2019)

Nenana has a senior living home, which offers subsidized rent for those who qualify. The Nenana Native Council has ownership of the Meda Lord Senior Center and Interior Regional Housing Authority maintains and operates the facility. *Survey Two* asked what could be done to improve the center. At the time of the study, community members were not aware that the tribe already approved a generator for the building in 2019.



Figure 40 Meda Lord Senior Center

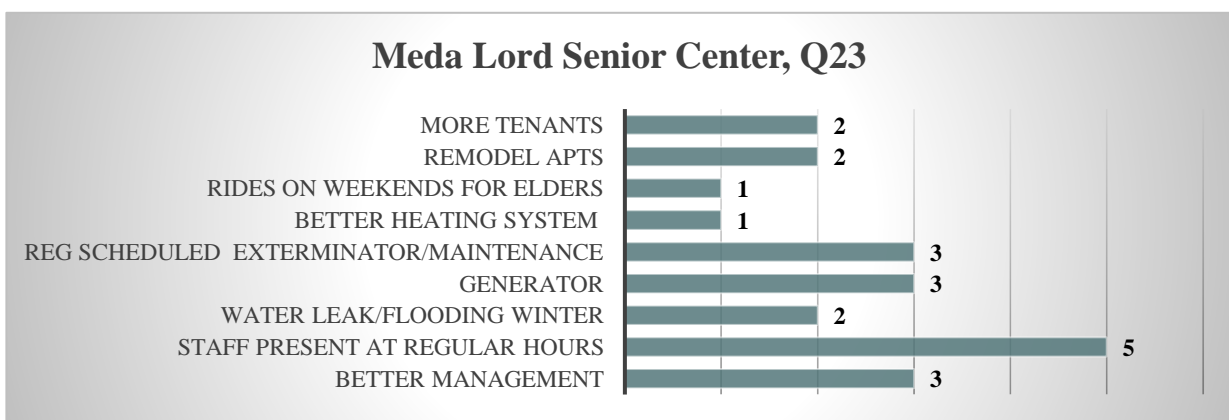


Figure 41 Meda Lord Senior Center, Survey Questions

Year Structure Built	Estimate	Percent
Total Housing	219	
Built 2014 or later	0	0.0%
Built 2010 to 2013	5	2.3%
Built 2000 to 2009	17	7.8%
Built 1990 to 1999	27	12.3%
Built 1980 to 1989	78	35.6%
Built 1970 to 1979	38	17.4%
Built 1960 to 1969	18	8.2%
Built 1950 to 1959	25	11.4%
Built 1940 to 1949	0	0.0%
Built 1939 or earlier	11	5.0%

Table 5 Year Housing Structures Built

Economy

Local Stores and Businesses

A list of current businesses per the State of Alaska Commerce Community and Economic Development are listed in the Appendix, a total of 84 businesses are registered in Nenana.



Figure 42 Coghill's Store Front Street

Households in Nenana have a median annual income of \$38,750, which is less than the median annual income of \$60,336 across the entire United States. This is in comparison to a median income of \$45,000 in 2016, which represents a -13.9% decrease in annual income. Look at the following chart to see how the median household income in Nenana compares to that of its neighboring and parent geographies.

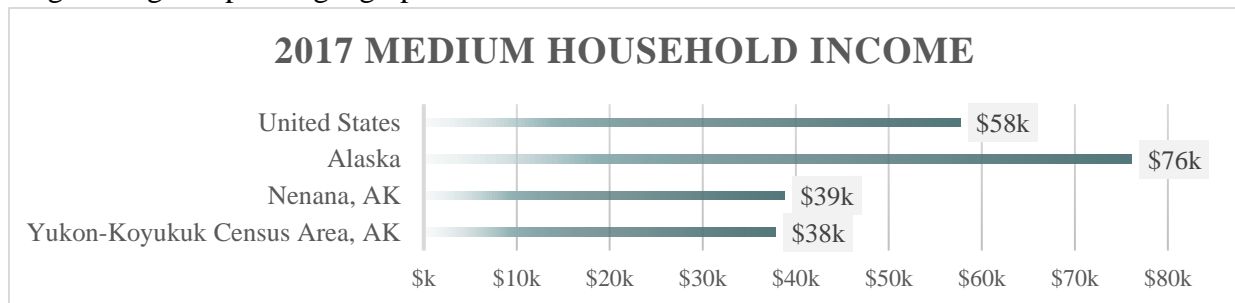


Figure 43 Household Income Comparison 2017

In rural Alaska, other metrics for household income that the Census Bureau does not take into account is seasonal harvesting; which is a viable and long-held income, food, and supply source for rural Alaska, and a big part of the Alaska Native culture.

Survey Two asked if they seasonally harvested, the *NCDS* was conducted on the entire community, including non-Natives.

The results show that 63% of people seasonally harvested.

However, if more tribal members participated in the survey, the numbers could have been higher. The *NCDS* was administered in July during the peak of salmon season when many people were harvesting.

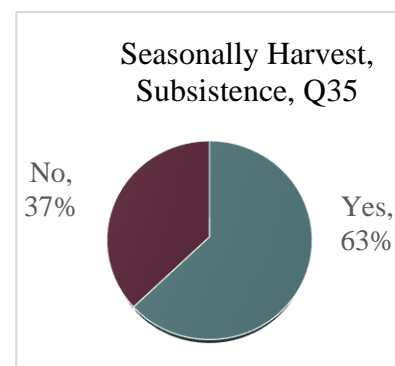


Figure 44 Seasonal Harvest Response

The 2017 wage by ethnicity data was averaged from the American Community Survey for miscellaneous managers, secretaries and administrative assistants, elementary and middle school teachers, janitors and building cleaners, and cashiers.

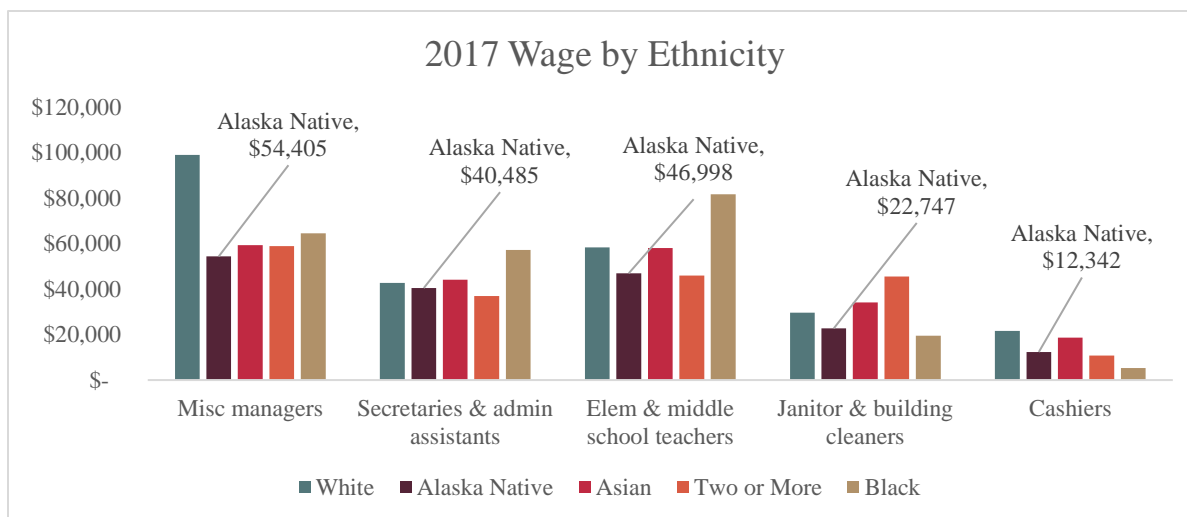


Figure 45 Wage by Ethnicity (Data USA Nenana Economy, 2019)

Sixteen percent of Nenana’s population has been determined in poverty status. 59 out of 368 people live below the poverty line- higher than the national average of 13.4%. The largest demographic living in poverty are females between the ages of 55 - 64, followed by females 65 - 74 and then females 16 – 17 years old. The Census Bureau uses a set of money income thresholds that vary by family size and composition to determine who classifies as impoverished. If a family's total income is less than the family's threshold than that family is considered to be living in poverty.

Poverty by Age and Gender	
Females 55 – 64	
Largest demographic living in poverty	
2017 MALE	2017 FEMALE
± \$12,785	± \$20,697

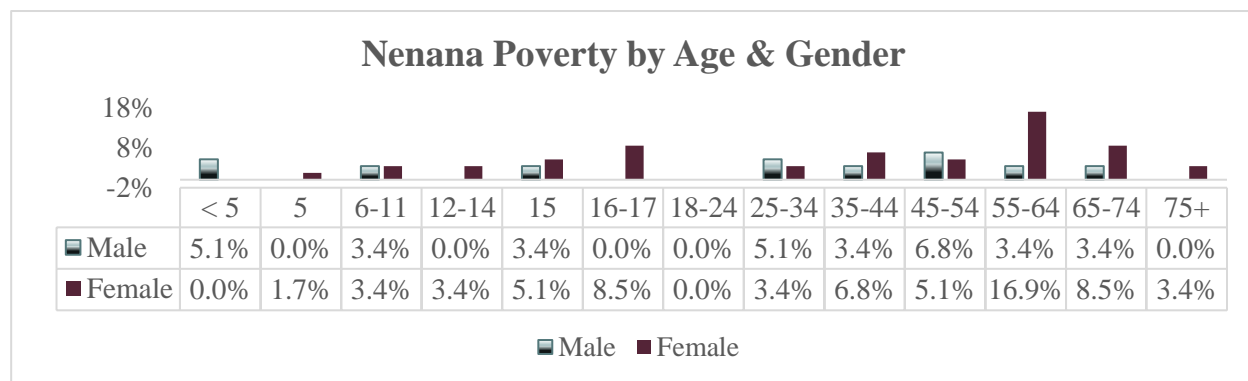


Figure 46 Poverty by Age and Gender (U.S. Census Bureau ACS 5-Year Estimate, 2017)

Industry Experience

- Tribal board
- Carpentry
- Engineering degree
- Art
- College
- Tourism
- Native language
- Contractor / Building homes
- Mechanical Engineering degree
- AutoCAD
- work ethic / Honest, smart
- Business management
- Personal development
- Culture knowledge & love for community

Figure 47 Nenana Residents Skills and Experience, Survey Two

The American Community Survey, a 5-year estimate provided the information for Nenana's 2017 industry experience below. Nenana thrives in arts, trade, health care, and social assistance.

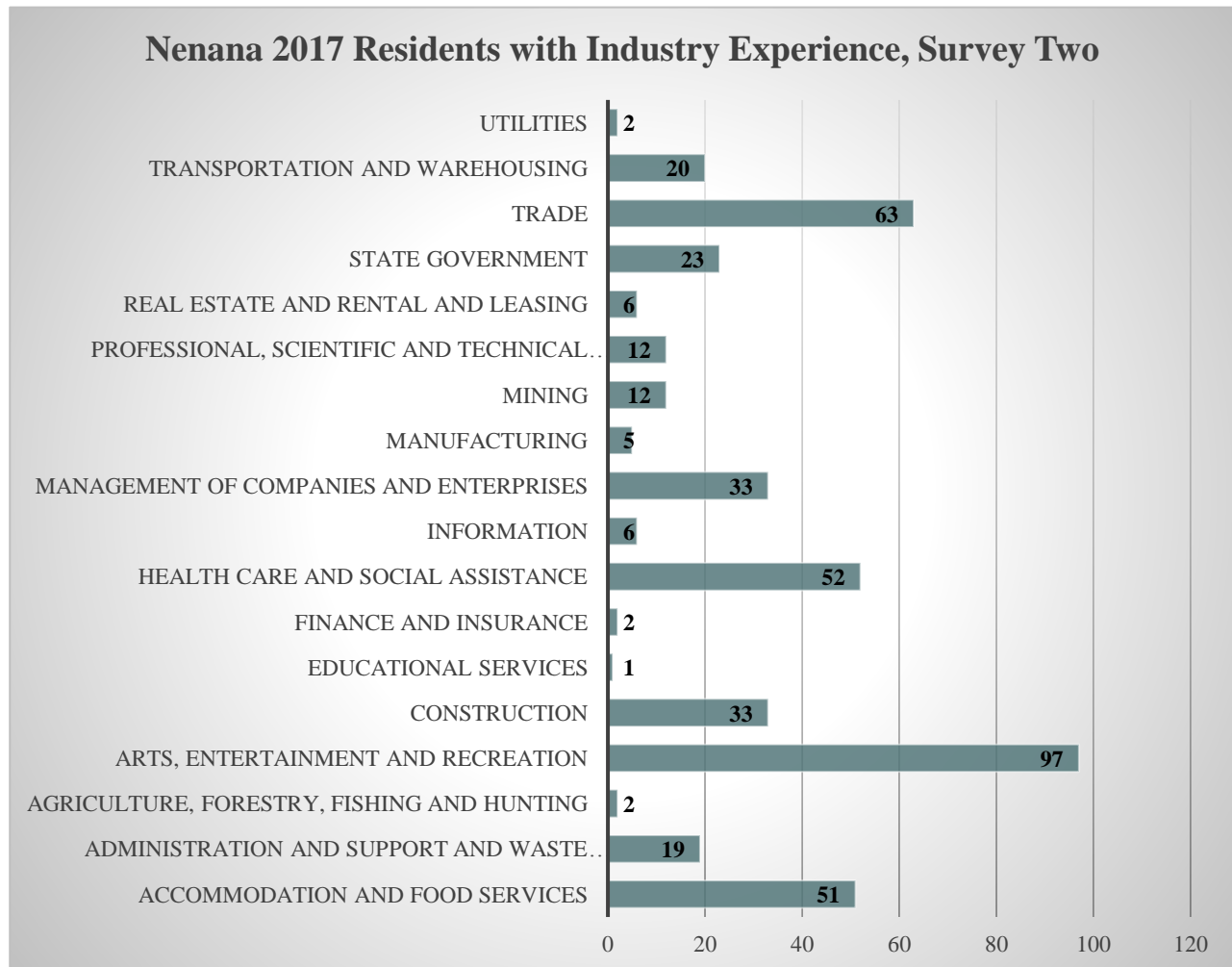


Figure 48 Nenana Resident's Industry Experience

Employment

The economy of Nenana employs 154 people. The largest industries in Nenana are educational services (37 people), public administration (25 people), and construction (13 people), and the highest paying industries are manufacturing (\$190,313), professional, scientific, and management, administrative and waste management services (\$66,875), transportation and warehousing, and utilities (\$37,500) (U.S. Census Bureau ACS 5-Year Estimate, 2017).

The highest paid jobs held by residents of Nenana by median earnings are protective service occupations (\$66,250), firefighting and prevention, and other protective service workers including supervisors (\$66,250), and production occupations (\$66,250). Nenana employment class is approximately 51% private, 4% self-employed, and 45% government (U.S. Census Bureau ACS 5-Year Estimate, 2017). A desire by the community members was to increase the self-employment business opportunities. The following sections have their recommendations.

From 2016 to 2017, employment in Nenana, AK declined at a rate of -7.23%, from 166 employees to 154 employees. The most common job groups, by the number of people living in Nenana, are education, training, and library occupations (23 people), office and sales (25 people), and food service, maintenance, personal care occupations (36 people) and production, transportation and material moving (18), (U.S. Census Bureau ACS 5-Year Estimate, 2017). This chart illustrates the share breakdown of the primary jobs held by residents of Nenana.

In 2017, full-time male employees in Alaska made 1.35 times more than female employees. In comparison, Nenana males made 1.04 times more than female employees.

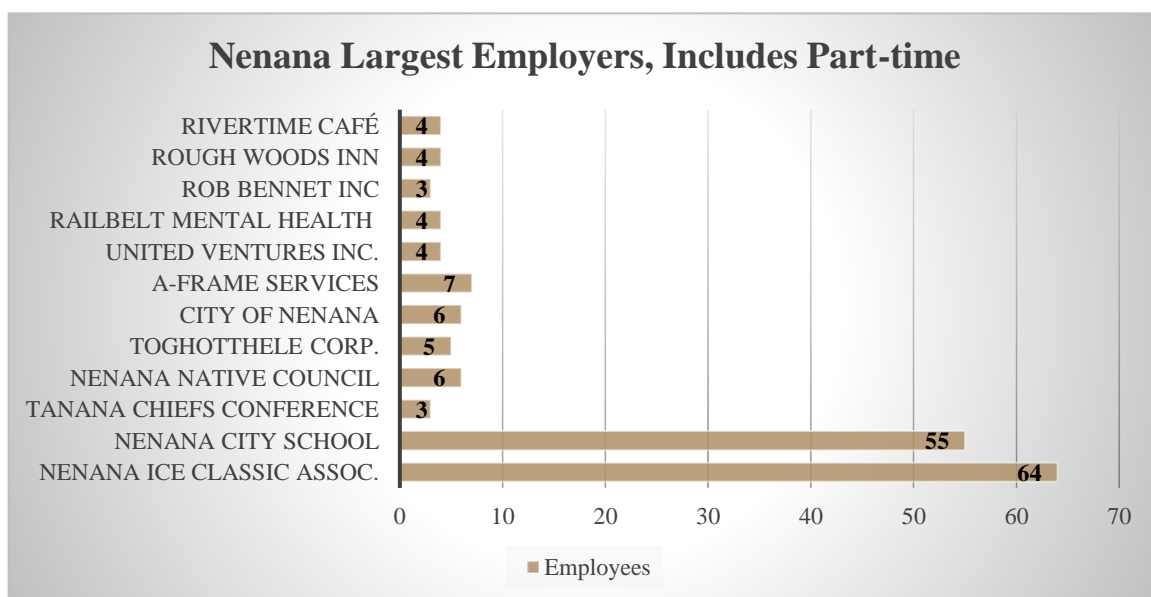


Figure 49 Largest Employers in Nenana (Verhagen, 2019)

Survey Two asked residents to provide their skills that could contribute to boosting the economy and ideas for potential business opportunities.

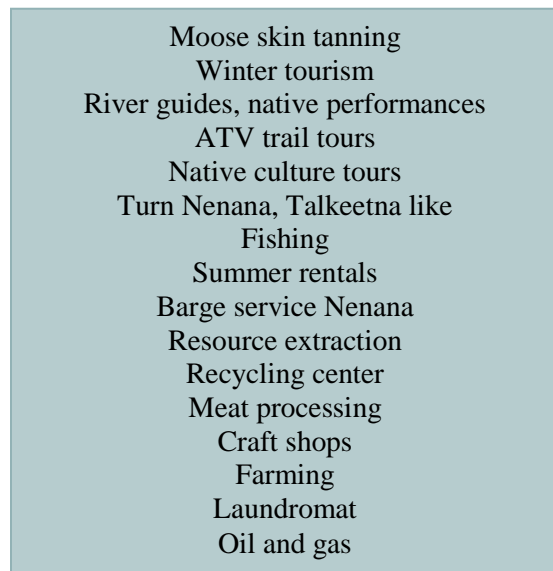


Figure 52 Skills that Residents can Contribute

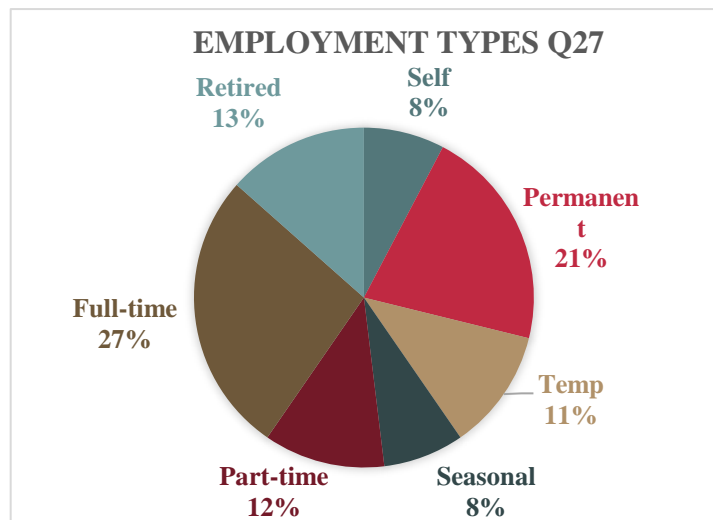


Figure 50 Employment Types in Nenana

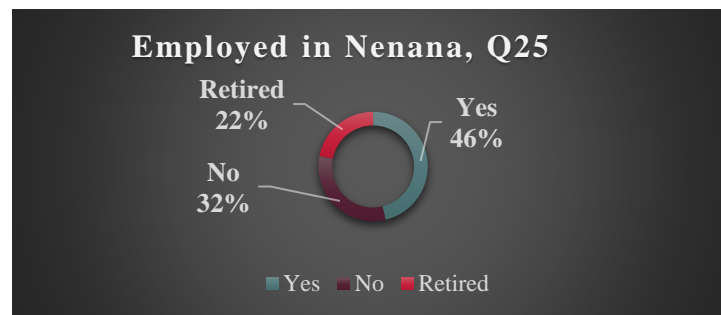


Figure 51 Employed vs Unemployed

Nenana 2017 Industry by Gender	# Workers Estimate	Male	Female
Management, business, & financial	11	4	7
Community & social services	10	7	3
Education, training, & library	23	5	18
Healthcare support	2	0	2
Protective service	4	4	0
Food service, maintenance, personal care	36	13	23
Sales & office	25	10	15
Farming, fishing, and forestry	4	4	0
Construction and extraction	14	14	0
Installation, maintenance, & repair	7	5	2
Production, transportation, & material moving	18	16	2
Total Employed civilians 16 yrs. & over	154	141	123
TOTAL Population over 16 years of age	279		

Table 6 Number of Industry Workers by Gender

(U.S. Census Bureau ACS 5-Year Estimate, 2017)

SWOT Analysis

The SWOT Analysis for Nenana was a community-driven exercise and a useful technique for understanding the strengths, weaknesses, and for identifying the opportunities available, and the threats facing the community.

Strengths are positive attributes about the community such as people, resources, assets, activities, prospects, and programs.

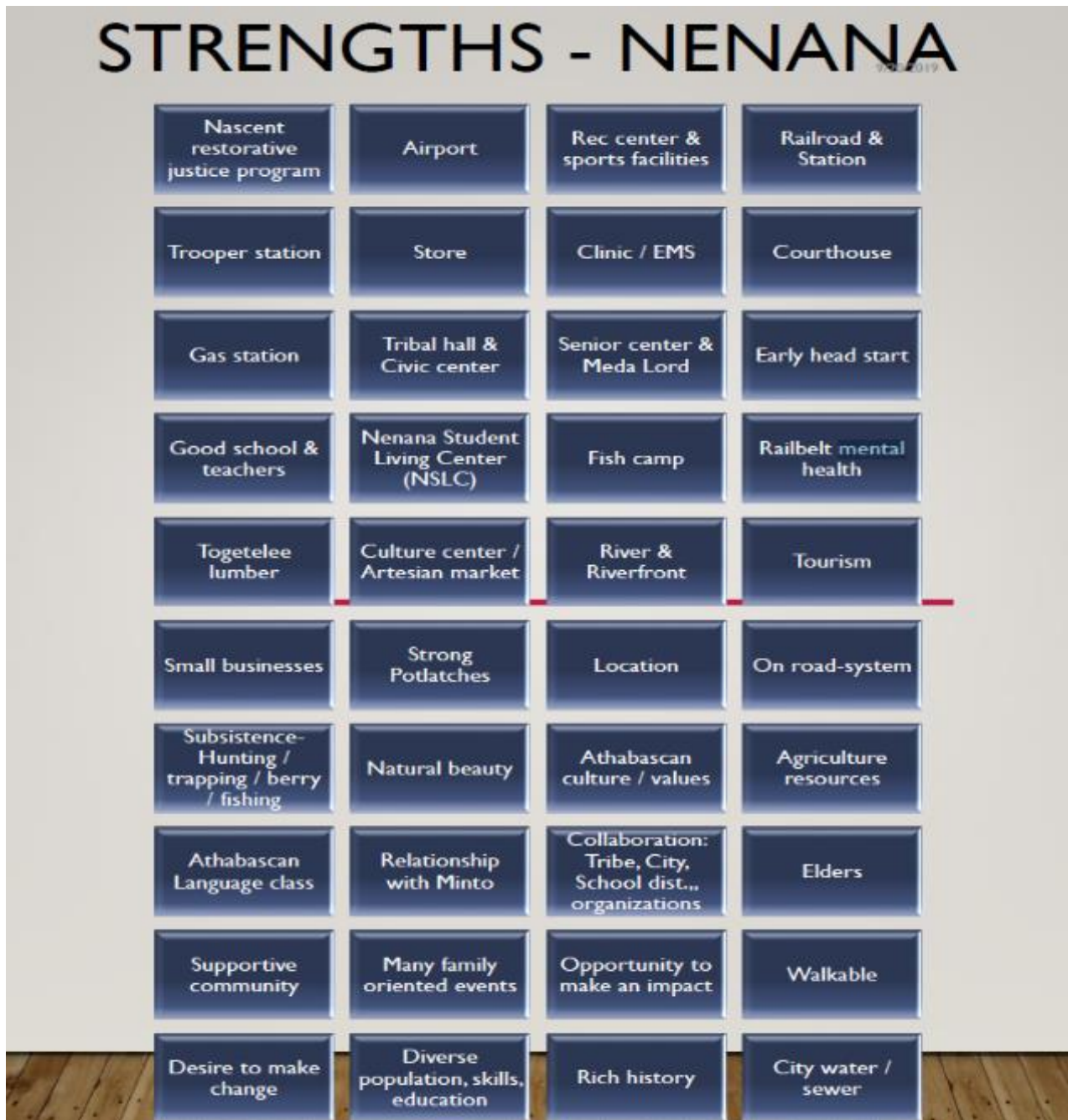


Figure 53 SWOT Strengths

Weaknesses are areas that need improvements. Weaknesses along with Threats are harmful to the community, such as areas of fewer resources and disadvantages.

WEAKNESSES - NENANA

Water & sewer system near failure	Underfunded positive treatment -mental, substance abuse	Meda Lord center needs assisted living	Outdated infrastructure
School needs to implement more Native culture activities	Drug & alcohol affected homes	City debt	City inconsistent collecting property tax for decades
High cost of maintaining water/sewer	Rising poverty	Little local economic development	Lack of jobs
Decrease in elders with traditional knowledge	Subsistence rights	Protected areas for Native subsistence	Relinquish sovereignty for funding
DNR developing on traditional land use	Lack of passing on traditional culture / survival skills	Public relations / marketing of Nenana	Rubbish, cars, run-down buildings/lots
High heating costs	Buildings not efficient or maintained	Cost of living	Affordable /Available housing
Change-resistant people	Training for Changeover in staff	Unstable family life	Crime
Removing drug dealers	In-fighting	Not enough quality, reliable workforce	Backbiting - degrades trust
	Accountability	Transfer site	

Figure 54 SWOT Weaknesses

Opportunity examples include social changes, future funding sources, changes in policies, and change in technology. Opportunities along with Strengths are helpful for the community of Nenana.

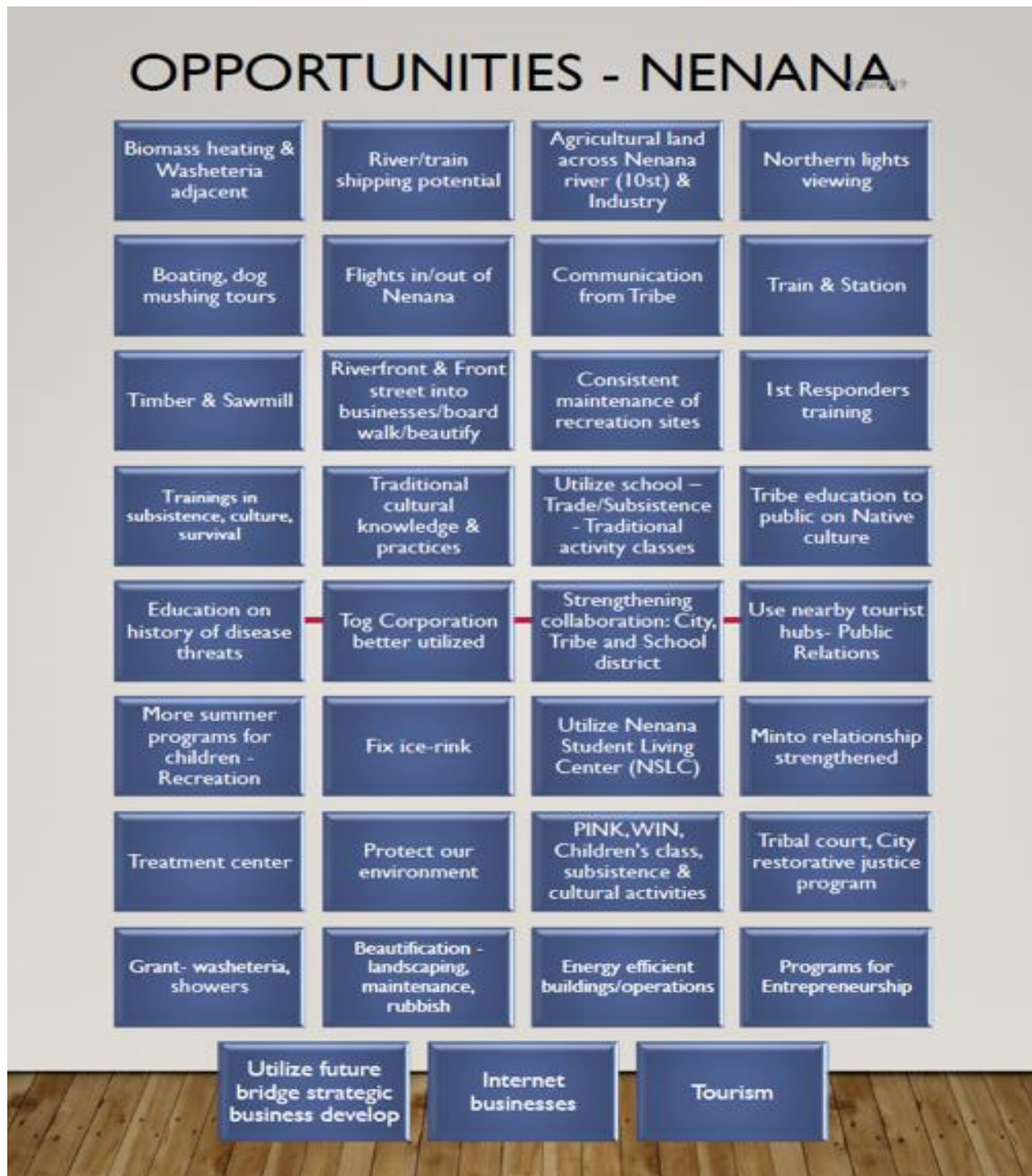


Figure 55 SWOT Opportunities

Threats are external obstacles that may hinder the community's efforts in reaching the goals. What threats could harm you? What is your competition doing? What threats do your weaknesses expose you to? These are questions asked to Nenana residents, the results are below.

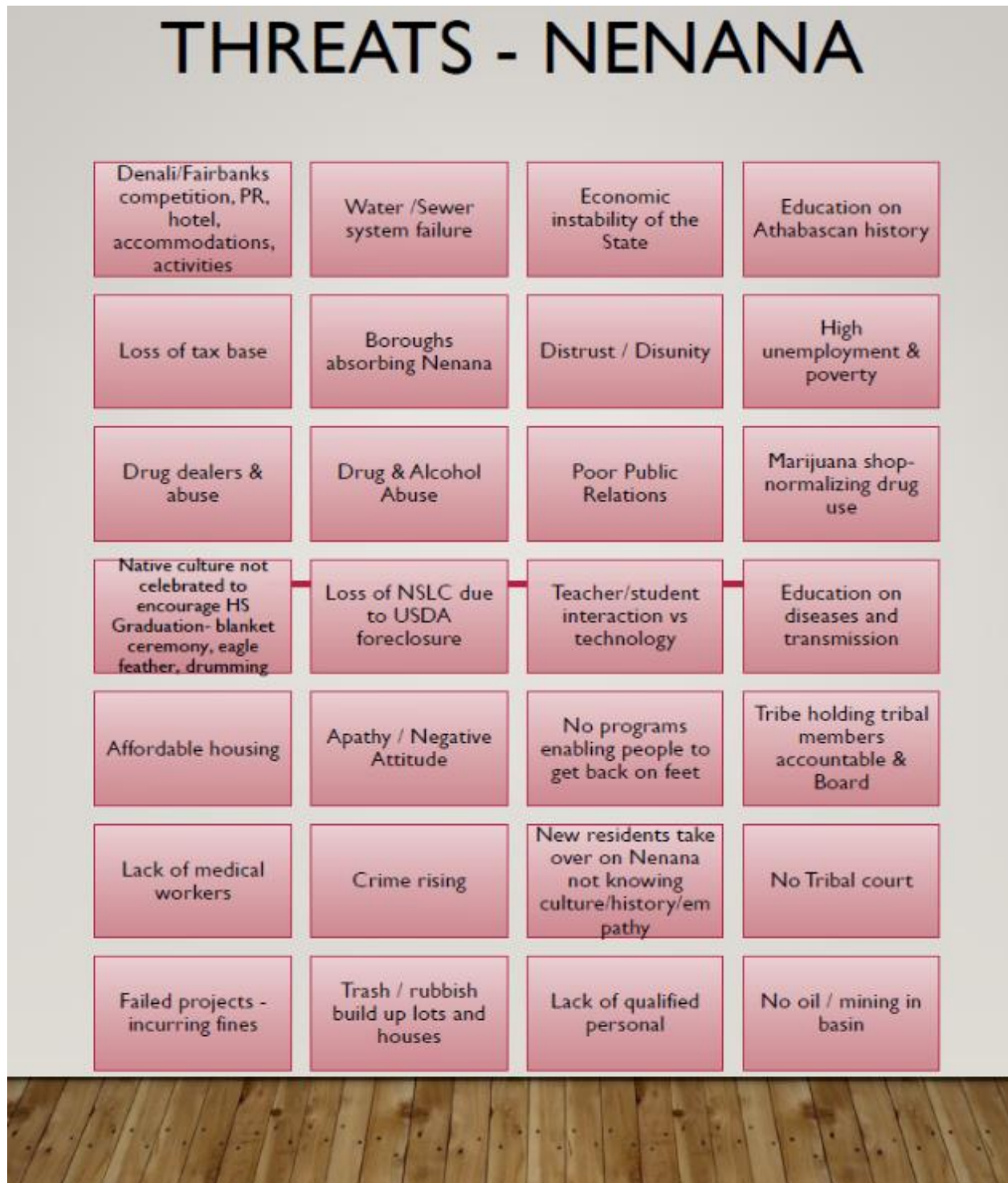


Figure 56 SWOT Threats

Transportation

Nenana has air, river, road, and railroad access. It lies on the George Parks Highway, the road between Fairbanks and Wasilla. The railroad provides daily freight and bus service to Fairbanks and Anchorage year-round. The Nenana Municipal Airport offers a lighted asphalt runway (4,600' long and 100' wide) and a gravel runway ((2,520' long and 60'wide) that doubles as a winter ski strip. The Nenana Port Authority operates the dry cargo loading and unloading facilities, dock, bulkhead, and warehouse. Nenana serves as a barge shipping headquarter for much of the freight headed to the lower Tanana and Yukon Rivers. There is a public boat launch with a recreational area providing access to the Nenana and Tanana Rivers.

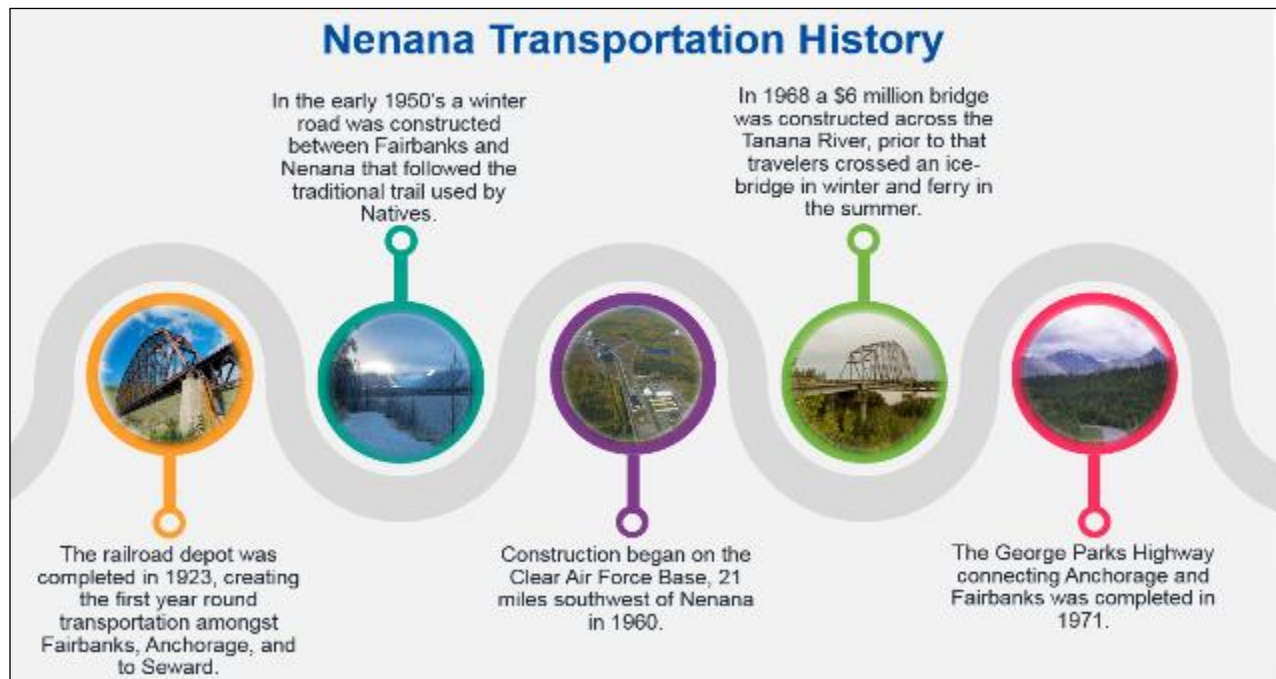


Figure 57 Nenana Transportation Timeline

In 2017, the most common method of travel for workers in Nenana, was (51.1%) drove alone, followed by those (22.3%) who walked, and the remaining (15.1%) carpooled. These results from (U.S. Census Bureau ACS 5-Year Estimate, 2017) correlated with *Survey Two*.

The data from ACS Census 2017 lists public transit use and bikes as zero and fails to ask about boats, 4-wheelers, or snow-machines, also known as a snow-go. Rural Alaska is different from urban areas, where these modes of transport are more common than urban areas. In Nenana, the tribe has a senior shuttle that operates during the week around town and makes regular one-way or roundtrips to Fairbanks for the seniors to shop or other conveniences. The shuttle would be considered "public transit" and is heavily utilized. ACS data of zero people using bikes in 2017, is also inaccurate; many people in Nenana use bikes as a mode of transportation. (U.S. Census Bureau ACS 5-Year Estimate, 2017).

Land Use and Environment

Land Ownership

Nenana Native Council

NNC owns and pays property taxes on thirty-two (32) lots within the town site of Nenana. The map in Appendix 7, St. Mark's addition, has been color-coded to show registered ownership of lots within Nenana. The color-coded map is a rough estimate. It does not include any land/allotments that may be gifted to the Tribe after NNC did this map and research in 2018. The red and orange is what the council owns, green is the restricted lots, which cannot be taxed by the City and need re-assessing. The inventory of the lots may be found in the Appendix.

Village Corporation

Toghotthele Corporation was established by ANCSA and has a total land entitlement of 138,340 acres surrounding the town site of Nenana. Toghotthele Corporation has a nine-member board. Toghotthele Corporation has two subsidiaries, including Nenana Gravel and Nenana Equipment Rental. The corporation has lots for sale in two recently developed subdivisions, the Nenana Valley Subdivision with lots that became available in 2010 and the Cosna Subdivision with lots that became available in 2011.

City of Nenana

The 14(c)3 re-conveyance of land from the regional corporation to the city has been completed. The City of Nenana is a vast landholder. Typically, there is always at least a couple of City land lots that are available for purchase. *Survey Two* asked, "If there are no available lots, what can be done to utilize vacant existing lots and create new lots?" Results are in the figure below.

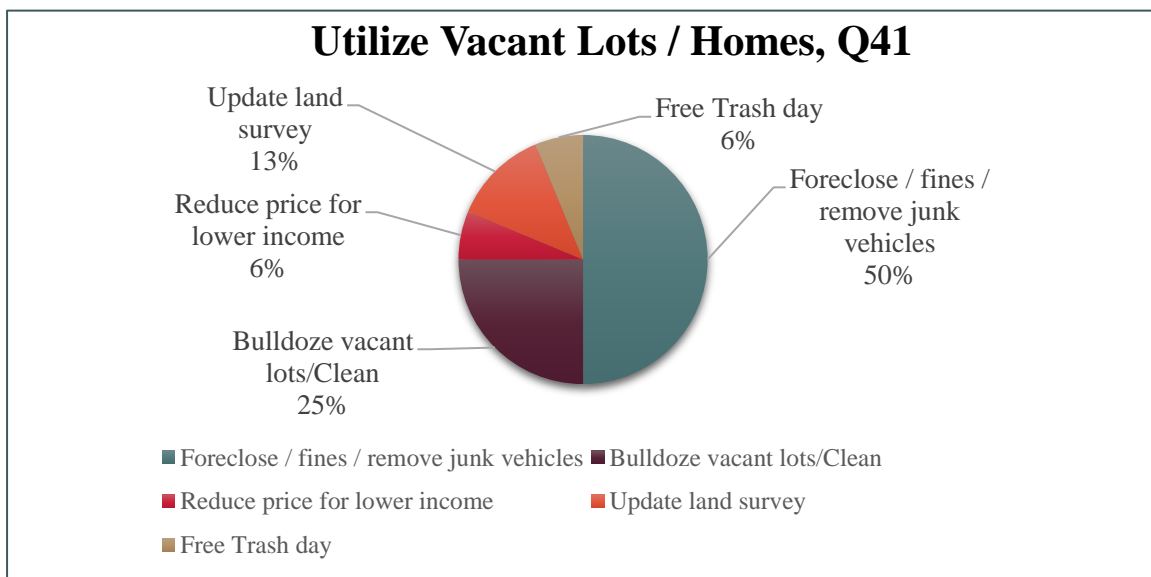


Figure 58 Vacant Lots and Home, Survey Two

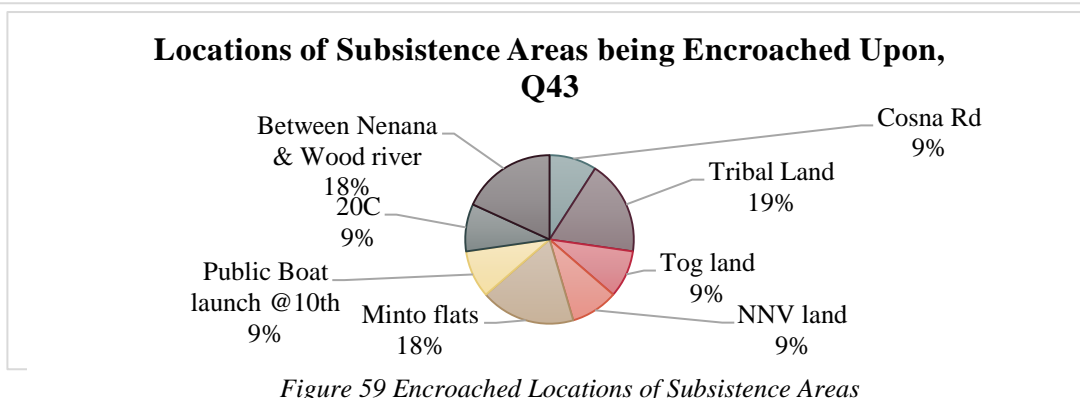
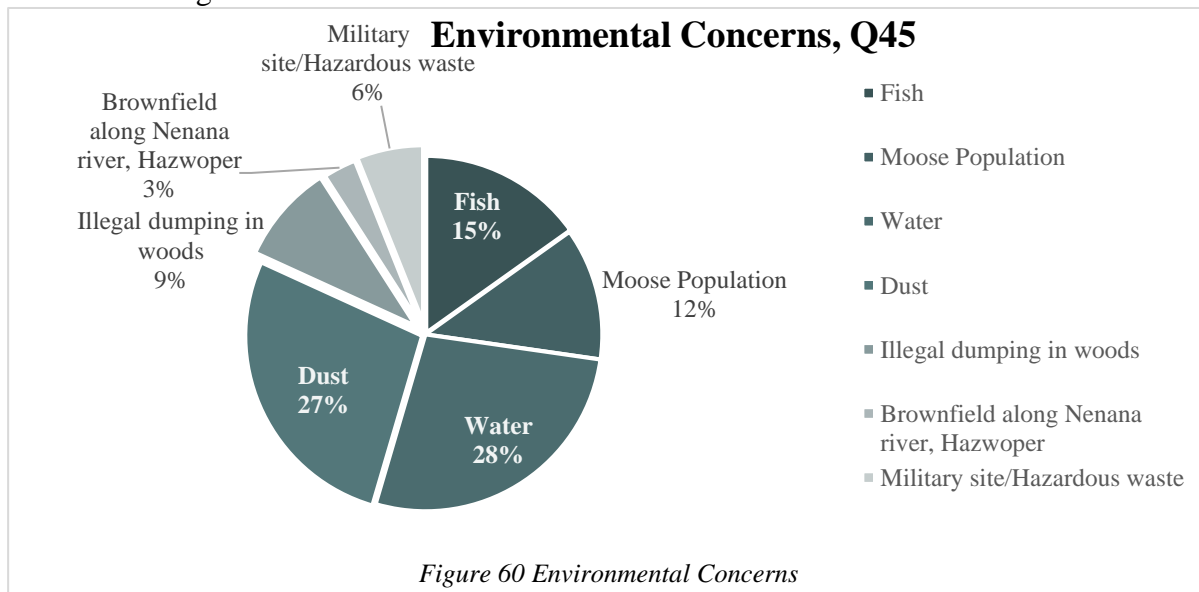
Land Hazards

In 1967 Nenana was devastated by the most significant flood ever recorded on the Tanana River. Smaller recorded flooding events occurred before and after the 1967 flood. The most recent flooding event occurred in 2008. During the high-water mark, much of the community was encompassed by floodwaters. Many buildings retain flood damage.

Survey Two asked about housing, facilities, regulation policies, and utilizing vacant lots/homes. Respondents voiced most concerns (50%) about removing junk vehicles, foreclosed lots and issuing fines, the figure may be found in the Housing section.

Environmental Concerns

Below are figures depicting environmental concerns and people's willingness to pay fees or volunteer for services. One of the main concerns brought up at meetings and 50% of *Survey Two*, question (Q41), was removing junk vehicles and foreclosed lots. Results can be found in the section: Housing Assessment.



Wild Resource Harvest (Subsistence)

Nenana Natives have traditionally used the Nenana – Minto area for wild resource harvesting: trails, trapping, hunting, berry picking, fishing, and woodcutting. Subsistence is a source of income, food, and heat for people of this area. *Survey Two* asked Tribal members and all residents in Nenana how to sustain areas traditionally used for subsistence, if they are being preserved or encroached upon, and where. The following figures have the responses, one of the leading recommendations for sustaining subsistence was stricter fines, more enforcement, and education on Athabascan traditional and state laws. Most survey responders said the land was being encroached upon and must be protected. The responses to subsistence are significant, considering it was near the end of the survey, yet people took their time to carefully answer.

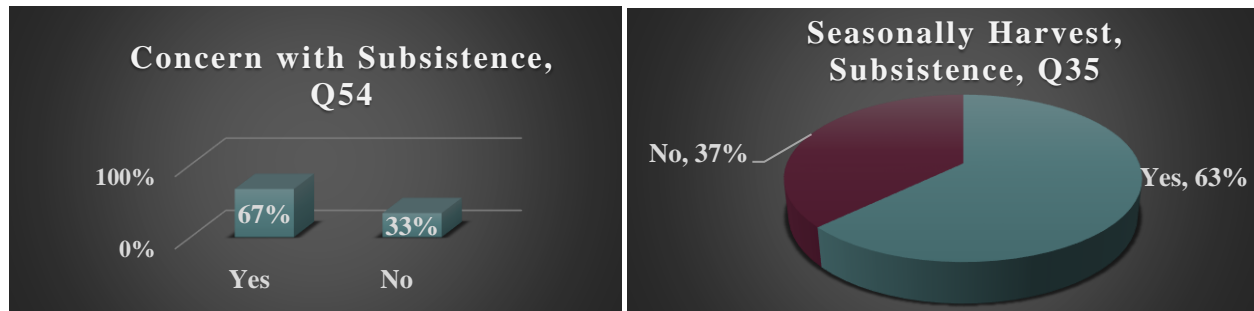


Figure 61 Concern with Subsistence and Participation in Seasonally Harvesting

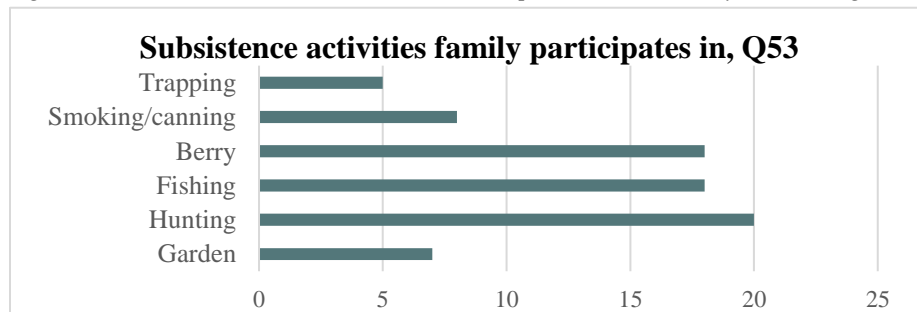


Figure 62 Family Subsistence Activities

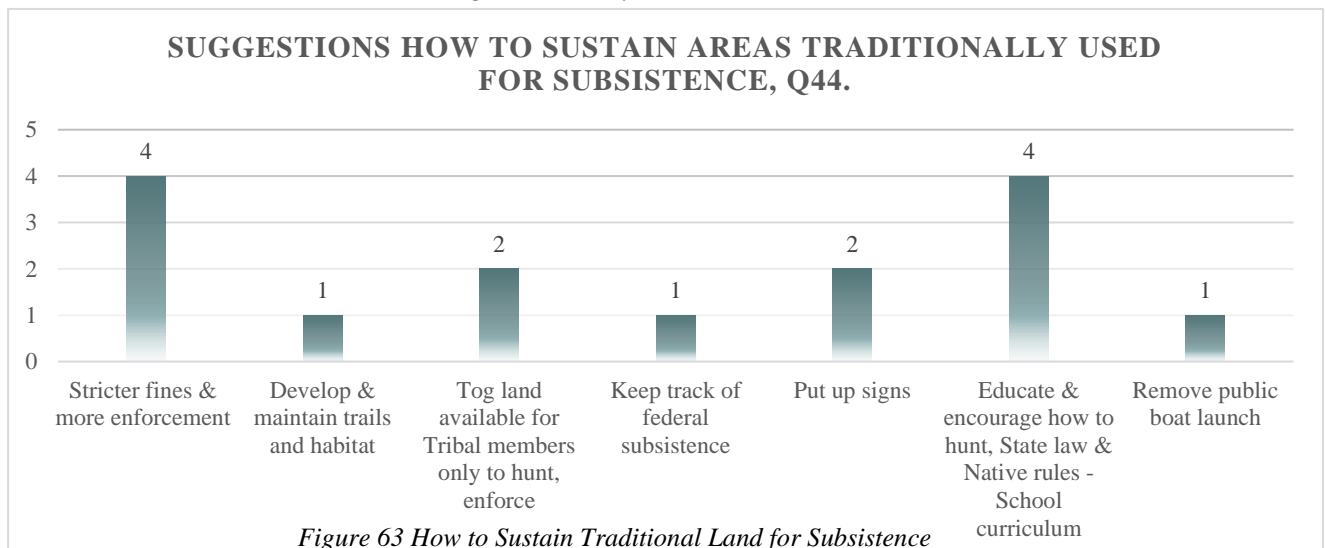


Figure 63 How to Sustain Traditional Land for Subsistence

Community Wellness

A majority of responses from both the Nenana Community Development Surveys, “*What are the critical issues of health and wellness in Nenana*”, “*What health/mental programs would you like to see?*”, “*What projects to improve the community in the next five years?*” and “*What are the top three priorities for the community?*” identified a critical need for a healthy and well community.



Figure 64 Annual Fish Camp

Participants at the 1st Community Planning meeting on July 15th, 2019, were given “money” and asked to prioritize where they would place their limited funds as an activity. The categories to score were: community wellbeing, economy, history, tradition & culture, youth & elders, housing, and infrastructure. Community wellbeing topped the rankings or all the categories.

The second community meeting delved deeper into creating action items, identifying strengths and weaknesses, and a goal statement for Community Wellbeing. During this meeting, the other top goals were assigned objectives and action items as well.

The known issues affecting the community’s wellbeing and solutions are addiction abuse, lack of elder activities and youth mentoring, transitional housing, education, sweat lodge, or other healing ceremonies.

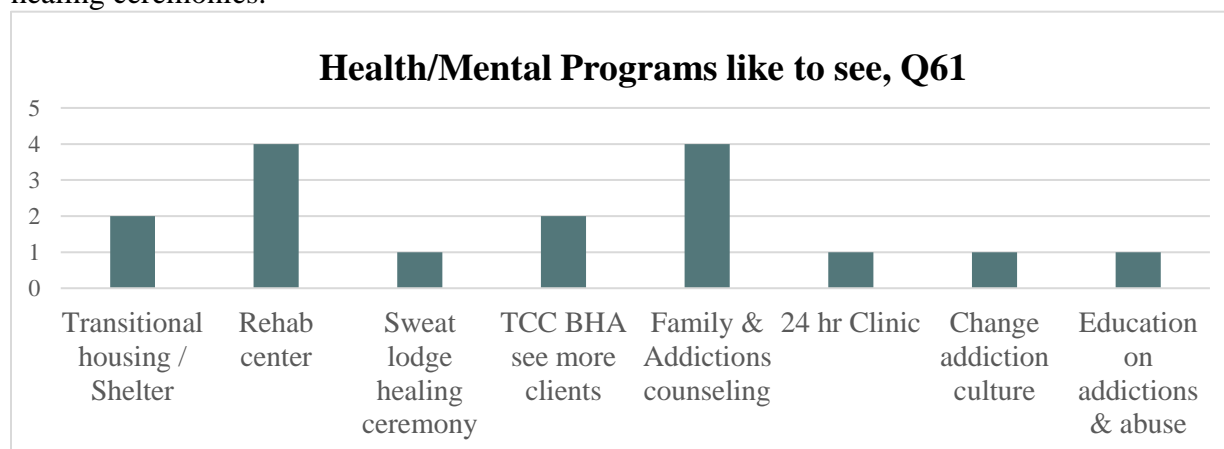


Figure 65 Health/Mental Programs Needed in Nenana

Cultural Events and Gatherings

Fish Camp

The Nenana Native Association and Toghotthele Corporation host their annual Fish Camp in mid-July. Children and families from the Nenana Tribe and neighboring communities attend the camp. Doyon Foundation's Our Language grant and Doyon Limited's Daaga' Award were among the funders for multiple years. The camp promotes Lower Tanana Athabascan values of culture and heritage, which includes knowledge, respect, history, language, and subsistence.

The model of this camp's approach to healing, educating, and celebrating was brought up multiple times at community planning meetings. Attendees wanted more events with a focus on teaching subsistence to model this program, especially the potlatch they put on.



Figure 66 Annual Fish Camp Collage

“I am confident that if you asked my kids if they would rather spend two weeks at fish camp – or two weeks at Disneyland – that they would choose Fish Camp.” – Tracy Snow

Culture Camp

NNC was awarded a grant for the Nenana Culture and Wellness Camp in 2019. The grant funding came from Tanana Chiefs Conference and the Administration for Native Americans. NNC's 2019 Culture Camp kickoff including the following cultural activities: birch bark basket making, beading, fish-cutting, traditional drumming and dancing, berry picking, talks about making good choices,



Figure 68 Culture Camp 2019

bullying, tobacco cessation, and suicide prevention were discussed. The program's goal is to develop culture camps that address healthy parenting, family values, marriage, and self-sufficiency. Through cultural identity, building community connections, teaching traditional skills, and focusing on positive behaviors. The camp's design for sustainability is to assist in preventing and reducing the incidence of out-of-wedlock pregnancies; and encourage the formation of two-parent families — 2019 Camp Coordinator: Jeri Knabe on August 19th-23rd.



Figure 67 Culture Camp with Elders 2019

Potlatches

Nenana has a long, rich history of Potlatch - the Alaska Native social gathering which strengthens the ceremonial, spiritual, social, and cultural aspects of the community. Howard Luke, respected Dené Elder from Nenana, said, “Potlatches are not held traditionally today. Men handed out the gifts because they are the ones who hunted”. Another respected elder from Minto, Geraldine Charlie, voiced her



Figure 69 Edmond Lord Memorial Potlach in Nenana

concerns regarding the strict wildlife laws that make potlatches harder to hold. Similar concerns from the late Chief of Nenana, Edmond Lord, fought for the Native’s right to hunt for Potlatch. This sentiment of preserving traditions, culture, knowledge, and freedom to seasonally harvest has been an ongoing concern in Nenana. To this day the subsistence concern has echoed at the community planning meetings in addition to the community surveys.

Churches

St. Mark’s Episcopal Church Front Street	St Theresa’s Catholic Church 1 st & B Street	Nenana Bible Church E Street
True North Church Nenana Assembly Parks Hwy	Church of Jesus Christ Latter-Day Saints A Street	Spiritual Assembly of The Bahai Of Nenana E Street



Figure 70 St. Mark’s Episcopal Church

Annual Community Events

In the last year, many annual events continue to support the overall health and wellness in Nenana.



Figure 71 Roland Road Memorial Boat Race

Cultural activities	Pink Activities	4 th of July (kid-oriented)
Choose Respect	Sober dances	Potlatches
Dancing in the Streets	Wellness Coalition	River Days by NNC and Lions Club
AWANA Children's Programs	Basketball and other sports	Nenana STARS STEM Camp
Blood drive	Boy Scouts	Native Group Dance- in development
Bible Studies- topics marriage and healing	Recreation Center Activities	Save the Date Prevention Carnival
Nenana Native Council Fish Camp Activities	Community Planning	School prevention program
Operation HO HO HO	Teen Center	Annual Health Fair
Tripod Days	Hired a full-time VPSO	Community Trash Cans
Quarterly Community Dinners	Roland Lord Memorial Boat Race	Fish Camp
Tripod Days by the Nenana Ice Classic (free goods)	Yukon 800 Boat Race	Christmas celebrations by Coghill's (kid-oriented)

Fourth of July Celebration

Fourth of July festivities have been ongoing in Nenana for 105 years. It is a fun, family event for all. Many people from Fairbanks to Anchorage attend the annual festivities.

List of Organizations that are actively involved in making Nenana a healthy place to live.

Nenana Native Council	VPSO Program	Student Living Center	Coghill's Store
Ice Classic	Recreation Center	Early Head Start Program	Churches
Native Education Teacher	Nenana's Lion's Club	Wellness Coalition	Clinic & Staff
Nenana Fire / EMS	Senior Center	Meda Lord Senior Living Center	Tanana Chiefs Conference
City Library	Radio Stations	Language Teacher	Railbelt Mental Health



Figure 73 Fourth of July in Nenana



Figure 72 Boating to the Annual Fish Camp

Goals and Priorities Outline

In order of importance:

1. Community Wellbeing

2. Economy

3. History/Traditions/Culture

4. Youth & Elders

5. Housing

6. Infrastructure

Goals and Objectives

COMMUNITY WELLBEING

Goal 1: Nenana is a vibrant healthy community with strong families who support one another.

Objective 1: Encourage all residents of Nenana to be productive and active through mental and physical health, as well as educational accomplishments.

Action Items:

- Seek grant funding to support a program that implements social and cultural activities that promote community wellness and connect cultural teachings to health and parenting.
- Support cultural events or ceremonies that celebrate the achievements of residents, students, and tribal members.
- Provide outreach and educational material on how to identify and prevent addiction and substance abuse.
- Recommend diversity training for local law enforcement and judges.
- Promote the use of local hiking trails, camping, and picnic areas where residents can adventure and explore nature.
- Ensure that healthcare facilities are adequate and have well-resourced staffed.
- Collaboration between Railbelt Mental Health & Addictions, **BHA the TCC Behavioral Health Aide**, City of Nenana, Nenana School District, Nenana Native Association, and Tanana Chiefs Conference for funding solutions.
- Create Athabascan honoring/naming ceremonies for students and children of the community and Tribe for accomplishments.
- Initiate educational classes on the importance of Athabascan values = family values.

Objective 2: Create a calendar of yearly events with activities that will promote the wellbeing of Nenana residents.

Action Items:

- Schedule services by collaboration with the Nenana Wellness Coalition (NWC), Nenana School District (NSD), Alaska Native Education teacher, TCC Behavioral Health, TCC Wellness and Prevention, Railbelt Mental Health and Addictions (RMHA), Behavioral Health Aid (BHA), and the local law and justice system. The scheduling of services to provide:
 - Substance abuse prevention and recovery, mental health and addictions counseling, sober living tools, domestic violence, sexual assault, and education on wellness.

- Promote activities with partnerships between the Nenana Native Association (NNA), the City, TCC, and the Nenana School District (NSD).
 - Community gatherings, honoring ceremonies, potlaches, parenting skills workshops, community cleanup-day, and homeowner/tenant classes to highlight budgeting, credit, maintenance, and Alaska landlord/tenant act laws.
 - Recognize the accomplishments of those who follow Athabascan values, mentoring, cultural traditions, and knowledge.
 - Encourage community cleanup day and educate residents on hazardous waste cleanup; campaign of curb appeal, litter prevention, and leave no trace.

Objective 3: Effective solutions to crime, abuse (substance, domestic, and sexual abuse), and a responsive justice system.

Action Items:

- Launch Restorative Justice Program and Tribal Court with collaborations between community organizations, courthouse, Alaska State Troopers, VPSO, Nenana School Dist., the City of Nenana, the Nenana Native Association, and Tanana Chiefs Conference.
 - Restorative justice or Tribal court – Men and women’s group.
- Continue to encourage and support events and activities in Nenana that promote healthy choices.
- Educational classes/talks/fliers on what abuse is, (Substance, domestic, and sexual), how to recognize it, prevent it, how to ask for help.
- Impose a Community Watch program - city-wide ordinance between the Tribe & City.
- Invite local law enforcement and justice system staff to community events.
- Utilize Native Council powers to ensure Nenana is a safe place by discussing and referring known cases of drug-dealings and domestic/sexual abuse to the Tribal Court.
- Bring together a sweat lodge ceremony for healing, detoxification, and/or to give thanks.
- Seek funding or volunteer space for transitional housing/shelter.

Objective 4: Build trust and involvement with transparent and open communication from Tribal council, Tribal office, City, and School District.

Action Item:

- Build trust in the community and encourage a trend of open dialog.
- Use multiple sources for regular communication: Newsletters/website updates/social media/meeting invites/notices/public bulletin board etc.

ECONOMY

Goal 2: Nenana creates a supportive economic environment where people are skilled, productive, creative, and self-sufficient.

Objective 1: Help develop and prepare the local workforce by promoting business, entrepreneurialism, and make training and higher learning opportunities available.

Action Items:

- Work with TCC Rural Economic Development Specialist to organize workshops.
- Partner with Alaska Works Partnership, Rural Apprenticeship Outreach program to promote construction education and training.
- Set-up a career fair and team up with the City of Nenana, Nenana City School District, Doyon Shareholder Outreach, Doyon Foundation, TCC Education and Training, Interior Regional Housing Authority, Fairbanks Native Association, Toghothele Corporation, UAF Interior Alaska Campus, and other prospective employers.
- Provide scholarships for vocational training, certificate programs, and higher education.
 - Suggestions from community surveys include, but not limited to: North Slope work, agriculture, tourism, welding, CDL, health field, early childhood, IT, fish wheel making.
- Provide training on entrepreneurship and small business training SBA.
- Secure funding for the planning and development of a business development plan.
- Work with local telecommunication providers to strengthen and improve broadband services.
- Reference SWOT Analysis for further economic development suggestions.

Objective 2: Promote the creation of new jobs and fill current vacancies.

Action Items:

- Apply for TCC's Grant Development Specialist position to train a community member on how to apply for grants and bring funding to Nenana.
- Request TCC grant assistance to focusing on an economic development project Alaska Community Development Block Grant program.
- Provide local summer jobs for youth and adults; utilize TCC's Education and Training for job programs.
- Fill current local job vacancies by active recruitment.
- Apply for tax credits from the City to offset new businesses and development projects.

Objective 3: Tourism is a sustainable business and employment opportunity for Nenana.

Action Items:

- Seek technical assistance through TCC Planning and Development Program to create a business plan for tourism in Nenana.

- Secure funding for the planning and development of a tourism marketing plan.
- Tribe assists, manage or help promote the local gift shop, (Alfred Star Cultural Building, Coghill's) to ensure the accurate reflection of the Athabascan culture while showcasing authentic traditional artwork.
 - Increase public relations through marketing and advertising with tour companies on articles, press releases, business activities, and events.
- Seek volunteers to maintain the riverfront streets of Nenana to attract visitors.
- Encourage local business owners and residents to maintain the property to add curb appeal.
- Expand rural tourism and ecotourism development. Work closely with Fairbanks Convention and Visitors Bureau, Explore Fairbanks, Denali Visitor Center, travel industry businesses, organizations and other interested parties to promote rural tourism.
- Coordinate with the Alaska Native Gift Shop to purchase Athabascan art from Nenana Tribal member artists to ensure that quality items are purchased and sold at a fair price and reselling within a timely matter therefore new items can be purchased.
- Hire Nenana residents as teachers/mentors, as well as host workshops for Nenana, see SWOT analysis for suggestions.

Objective 4: Promote alternative energy projects that reduce heating and energy costs in Nenana, partnership with Nenana Tribe, City and School District:

Action Items:

- Reduce energy costs to School, City, and the Tribe through biomass.
- Locate a future washeteria near biomass plant to help cost sustainability.
- Further, pursue the development of other alternative energy sources.
- Sustainable harvest practices of trees for lumbar.

Objective 5: Continue to be involved with gas and oil development

Action Items:

- Continue to support the Nenana Basin oil and gas development.
- Support investment in long-term energy solutions that affect our community.

HISTORY/TRADITIONS/CULTURE

Goal 3: Nenana's sacred traditional history and culture are shared, preserved, and accessible.

Objective 1: Create a program that preserves the Athabascan culture and traditions, accurately: songs, potlaches, funeral and burials, and ceremonies.

Action Items:

- Seek funding to preserve the Athabascan history and cultural resources.
- Interview Elders on the proper burial and potlach techniques to create a booklet.
- Collect traditional songs and relevant information to begin the recording process.
- Brand material and make available to Tribal members
- Brand non-sacred material and make education information available to the general public.

Objective 2: Ensure that Nenana's traditional lifestyle continues by involving the community and distant Tribal members to cultural events.

Action Items:

- Have a wellness and culture connection camp annually to teach: Traditional rules, safety, fishing, hunting, gathering, camping, trapping, spirituality, survival skills, and wellness.
- Plan celebrations for the community each season, similar to the Fish Camp Potlatch held in 2019.
- Promote Athabascan cultural activities and events via Facebook and other social media outlets.
- Provide communication to Tribal members via Facebook, social media, newsletters, etc. on the Native Council & Tribe's activities, plans, education material, classes, cultural activities, events, programming, and updates.
- Encourage local teachers, parents, and students to participate in cultural activities, events, and mentorship.
- Encourage Nenana School to incorporate education and participation of the local Athabascan history and culture in the classrooms.

Objective 3: Revitalize a Native song and dance group that will serve all tribal members and families of Nenana.

Action Items:

- Appoint a lead to plan and organize the song/dance group practices and performances.
- Seek funding to enhance the resources for the song/dance program; apply to Doyon Daaga and Rural CAP and other related funding sources.

- Perform locally and as invited at the Alaska Federation of Natives Convention, Festival of Natives Arts, TCC Annual Convention, World Eskimo Indian Olympics, and other potlatches or communities' cultural events.
- Set-up a non-profit status for the Dance group to accept donations.
- Hold regular and consistent meeting times for group practices.
- Encourage the whole Nenana community to support, assist, and use as a source of pride.

Objective 4: Create programming for preserving and promoting cultural knowledge and practice.
Action Items:

- Collaboration between Tribe, Tanana Chiefs, Nenana School District, Teachers, and community organizations.
- Create an Athabascan apprenticeship/certificate for subsistence, arts, and traditional ceremonial teachings.
- Encourage & provide education for parents/children/students to learn local subsistence practices such as fishing, hunting, outdoor safety, and food preservation.
- Create Athabascan honoring/naming ceremonies for students and children of the community and Tribe for accomplishments.
- Design educational classes around Athabascan values = family values.
- Encourage local teachers, parents, and students to participate in cultural activities and events.
- Encourage use of the Athabascan dialect at potlatches and everyday use – Signs, phrases, entire community promoting use.
- Create a contact list of volunteers with skills for cultural events, mentoring, etc.

Objective 5: Continue to promote and develop educational resources for Nenana Schools
Action Items:

- Provide diversity training to teachers and staff at the Nenana school district.
- Invite, include, and teach the teachers at Nenana School to the potlatches, drum and dance practices, and ceremonies.
 - Empowering instructors to teach/understand the culture, language, songs, and practices of the local Athabascan people.
- Collect and make available the historical knowledge of Tribal member's facts, accomplishments, stories, etc. Programming useful for diversity training, tourism, Tribal members, community, and educational programming at Nenana schools.

YOUTH AND ELDERS

Goal 4: In Nenana there is a healthy mentorship between the elders and youth, focusing on instilling values and responsibilities.

Objective 1: Launch an Elder Mentor Program in Nenana.

Action Items:

- Seek Elders to participate in the Elder Mentor Program.
- Partner with Rural CAP and Nenana City School, Senior Center to promote the Elder Mentor Program.
- Assist Elders with the application process of the Rural CAP Elder Mentor Program.
- Create a survey for Elders to understand the values, skills, and knowledge offered.

Objective 2: Create a space for Elders and youth to engage and share skills.

Action Items:

- Designate a space to accommodate Elders and youth monthly gatherings.
- Create a parent/guardian consent form and list of interested youth.
- Assign volunteer leads/chaperones to assist with activities.
- Create a list of events for Elders and youth
 - Example: Movie night, fiddle/jig dancing, potlach, storytelling, building a boat, fish wheel, trapping, and blanket/healing/honoring/naming ceremonies.
 - Reach out to other Athabascan communities on what they have done, Elders with knowledge for ceremonies, music, storytelling, etc. Utilize resources already established and use them to create programming for Nenana.

Objective 3: Launch a community Elder watch program.

Action Items:

- Create and keep an updated list of Elders who need rides and who can give rides.
- Elder abuse and Eldercare education in collaboration with the Tribe, City, School, RMHA, Behavioral Health Aid (BHA), Nenana Native Health Clinic, and Senior Center.
- Conduct a survey for the Elders, capturing the data based on their needs/wants.
- Make Elderly informational material and news available to the community.
- Discuss interventions on Elder abuse by Tribe, BHA, Senior Center, local organizations when needed; nascent restorative justice program for Elders.
 - Extend educational outreach on what elder or child abuse is.

HOUSING

Goal 5: Nenana has affordable, energy-efficient housing available for all residents.

Objective 1: Construct a new single-family home each year; rehabilitate and weatherize existing homes.

Action Items:

- Plan an application drive with housing agencies to advertise housing programs, IRHA, USDA, TCC, and AHFC.
- Work with IRHA and designate NAHASDA fund towards the new construction of one single-family home, and the rehabilitation of three to five existing homes each year.
- Work with TCC Tribal Development in promoting the BIA Housing Improvement Program (HIP) to potential eligible applicants.
- Apply and secure funding through AHFC Teacher, Health, and Public Safety Professionals (THHP).
- Work with USDA and Elderly 62+ in applying for the USDA Home Repair Grant, Sec 504.
- Apply for Indian Housing Block Grant Funds (ICDBG) for new construction projects.

Objective 2: Provide residents with useful skills to be self-sufficient and successful homeowners.

Action Items:

- Work with IRHA to offer a spring & fall homeownership counseling workshop, to cover topics such as home-buying process, how to maintain a home, budgeting, the importance of good credit, and other home-buying related subjects.
- Provide residents with land ownership and property tax information to better prepare for homeownership.

Objective 3: Create homeownership incentive programming through the city and tribe of abandoned lots and homes.

Action Items:

- Arrange for incentives for first time homebuyers, tribal members, etc. for homeownership or land development.
- Promote the IRHA Self-Help program and provide land/long-term land lease from the corporation.

INFRASTRUCTURE

Goal 6: Supply improvements to Nenana's public facilities and provide access to safe, quality infrastructure.

Objective 1: Upgrade and regularly scheduled maintenance of Nenana's aged water and sewer systems.

Action Items:

- Effective partnership between the City of Nenana, Nenana Native Association, ANTHC, to upgrade existing water/sewer system.
- Utilize ANTHC Scattered Sites Program to eligible applicants needing to install new water/septic systems.

Objective 2: Build a washeteria in Nenana to provide shower and laundry service to general public.

Action Items:

- Begin planning and development of washeteria, to include the location and site control of land/lot.
 - Suggestion: Near future Biomass plant
- Seek technical assistance from ANTHC or other agency for design and cost of washeteria.
- Collaborate with the City of Nenana to apply for funding through HUD's Community Development Block Grant (CDBG).
- Seek funding from the State of Alaska, Village Safe Water program, and US Environmental Protection Agency.

Objective 3: Transfer Site or landfill for Nenana residents and surrounding communities

Action Items:

Begin planning and development of a new site, including the location, site control of land and security, and cleanup of existing transfer site.

- Include a review of why the last site failed.
- Key variables to consider: waste type and quantity, site constraints, climate, wind, customers (private, commercial, public), local zoning, costs, and security.

Objective 4: Regular and improved maintenance of roads.

Action Items:

- Find effective ways for dust control and reduction of potholes.
- Clearing brush from intersections for safety and visibility.
- Enforce road obstruction laws, due to junked vehicles, homeless camps, and harmful waste.

Works Cited

- ALARI. (2016). *ALARI*. Retrieved from State of Alaska Department of Labor and Workforce Development:
<http://live.laborstats.alaska.gov/alari/details.cfm?yr=2016&dst=01&dst=03&dst=04&dst=06&dst=12&dst=09&dst=11&dst=07&r=3&b=29&p=216#ds09>
- Alaska, S. o. (2019). *Department of Labor and Workforce Development Research and Analysis*. Retrieved from State of Alaska ALARI:
<http://live.laborstats.alaska.gov/alari/details.cfm?yr=2016&yr=2015&yr=2014&yr=2013&yr=2012&dst=01&dst=03&dst=04&dst=06&dst=12&dst=09&dst=11&dst=07&r=3&b=29&p=216>
- Census.org. (2016, 4 3). *Population of Nenana, AK*. Retrieved from Population.us:
<https://population.us/ak/nenana/#1>
- Data USA Nenana Economy. (2019, 10 25). Retrieved from Data USA: <https://datausa.io>
- Department of Environmental Conservation. (2019, 8 30). *Solid Waste Information Management System (SWIMS)*. Retrieved from Solid Waste Information Management System (SWIMS): <https://dec.alaska.gov/Applications/EH/SWIMS/Default.aspx>
- Lord-Mancuso, Fatima; Nenana Native Council;. (2019, July). *Nenana Development Community Survey Two. Nenana Native Council Development Community Survey Two*, 2. (N. N. Council, Ed.) Nenana, AK.
- Macivor, I. (1954, February 6). The Dog Honors That Strayed. *Saturday Evening Post*, 226 (32):93-93.
- Nenana City School District*. (n.d.). Retrieved from <https://www.nenanalynx.org/o/district>
- Nenana Native Council. (2004). *Nenana Community Plan*. Nenana Native Council. Nenana: Tanana Chiefs Conference.
- Salisbury, G. S. (2003). *THE CRUELEST MILES*. New York, New York: W. W. Norton & Company, Inc.
- Schneider, W. (2015, July 18). *Alaska Historical Society*. Retrieved September 2019, from Alaska Historical Society: <https://alaskahistoricalsociety.org/the-1915-tanana-chiefs-meeting/>
- Tanana Chiefs Conference. (n.d.). *Nenana*. Retrieved September 2019, from Tanana Chiefs Conference: <https://www.tananachiefs.org/about/communities/nenana/>
- U.S. Census Bureau ACS 5-Year Estimate. (2017). *American FactFinder*. Retrieved from ACS 5-Year Estimate; ESTIMATES, ACS DEMOGRAPHIC AND HOUSING:
<https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=CF>
- Verhagen, J. (2019, 08 13). Mayor of Nenana. (F. Mancuso, Interviewer)

Table of Figures

Figure 1 Cover Page: Nenana Bridge, courtesy of Fatima Lord Mancuso	2
Figure 2 Meda Lord Beadwork	0
Figure 3 Tanana Chiefs Meeting 1915.....	5
Figure 4 Chief Thomas and Wife Martha - 1930.....	6
Figure 5 Values of Nenana	7
Figure 6 Goals Summary	8
Figure 7: Planning Process.....	9
Figure 8 1 st Community Meeting Flyer	10
Figure 9 1 st Community Meeting 17 Attendees, 2 photos	10
Figure 10 2 nd Community Meeting Flyer.....	11
Figure 11 3 rd Meeting Working Lunch	11
Figure 14 Aerial View of Nenana	13
Figure 15 Athabascan Language.....	15
Figure 16 Bring Tribal Members to the Community	16
Figure 17 Survey Responses on Preserving Culture & History.....	16
Figure 18 Family Cultural Activities, Survey Two	17
Figure 19 Nenana Riverbank	18
Figure 20 Sunset at Old Minto Recovery Camp.....	18
Figure 21 Tanana River at Nenana Riverbank.....	18
Figure 22 Nenana Historical Population.....	19
Figure 23 Population by Race and Gender	19
Figure 24 Nenana Volunteer Fire Service	23
Figure 25 Mary C. Demientieff Health Center	25
Figure 26 Health/Mental Programs Needed	25
Figure 27 Critical Issues Health and Wellness in Nenana	26
Figure 28 Community Suggestions for Improvement	26
Figure 29 Nenana City School.....	27
Figure 30 Nenana Student Living Center	27
Figure 31 Improve Curriculum	28
Figure 32 Chief Mitch Demientieff Tribal Hall Property	29
Figure 33 Property Values 2017	30
Figure 34 Housing Characteristics.....	31
Figure 35 Owner Occupied Comparisons.....	31
Figure 36 Critical Housing Issues, Survey One.....	32
Figure 37 Overcrowd Homes, Survey Two	32
Figure 38 Housing Issues, Survey Two Q22	32
Figure 39 Types of Homes Needed, Survey Two.....	33
Figure 40 Housing Status, Survey Two	33
Figure 41 Homeowner Education Classes	33
Figure 42 Meda Lord Senior Center	34
Figure 43 Meda Lord Senior Center, Survey Questions.....	34
Figure 44 Coghill's Store Front Street.....	35
Figure 45 Household Income Comparison 2017	35
Figure 46 Seasonal Harvest Response	35

Figure 47 Wage by Ethnicity	36
Figure 48 Poverty by Age and Gender	36
Figure 49 Nenana Residents Skills and Experience, Survey Two.....	37
Figure 50 Nenana Resident’s Industry Experience.....	37
Figure 51 Largest Employers in Nenana	38
Figure 52 Employment Types in Nenana	39
Figure 53 Employed vs Unemployed	39
Figure 54 Skills that Residents can Contribute.....	39
Figure 55 SWOT Strengths.....	40
Figure 56 SWOT Weaknesses	41
Figure 57 SWOT Opportunities.....	42
Figure 58 SWOT Threats.....	43
Figure 59 Nenana Transportation Timeline.....	44
Figure 60 Vacant Lots and Home, Survey Two	45
Figure 61 Encroached Locations of Subsistence Areas	46
Figure 62 Environmental Concerns	46
Figure 63 Concern with Subsistence and Participation in Seasonally Harvesting	47
Figure 64 Family Subsistence Activities	47
Figure 65 How to Sustain Traditional Land for Subsistence.....	47
Figure 66 Annual Fish Camp.....	48
Figure 67 Health/Mental Programs Needed in Nenana	48
Figure 68 Annual Fish Camp Collage	49
Figure 69 Culture Camp with Elders 2019	49
Figure 70 Culture Camp 2019.....	49
Figure 71 Edmond Lord Memorial Potlach in Nenana.....	50
Figure 72 St. Mark’s Episcopal Church.....	50
Figure 73 Roland Road Memorial Boat Race.....	51
Figure 74 Boating to the Annual Fish Camp	52
Figure 75 Fourth of July in Nenana	52
Figure 76 What do you enjoy the most about living in Nenana?.....	67
Figure 77 Why we like Nenana?.....	67
Figure 78 Second Community Meeting Notetaking	76

Tables

Table 1 Population by Age in Nenana	19
Table 2 Nenana Native Village Council Programs.....	20
Table 3 Total Housing Units	31
Table 4 YEAR UNIT OCCUPIED	31
Table 5 Year Housing Structures Built.....	34
Table 6 Number of Industry Workers by Gender	39

Appendices

Appendix 1: Letter of Support



City of Nenana
PO Box 70, Nenana, Alaska 99760
907-888-5036
www.cityofnenana.com

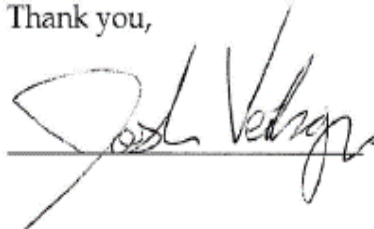


1/10/2020

To whom it may concern:

The City of Nenana would like to express our support for the Nenana Community Development Plan that was put together by TCC. I had the privilege of being involved in most of the public meetings and believe it is a good representation of the direction we are hoping to go as a community. The City of Nenana appreciates the work that has been put into this and hopes to continue to see each entity working together to improve Nenana and its future.

Thank you,

 City Mayor

Appendix 2: Survey Two Community Feedback

Community feedback reflecting Nenana's vitality based on *Survey Two*.

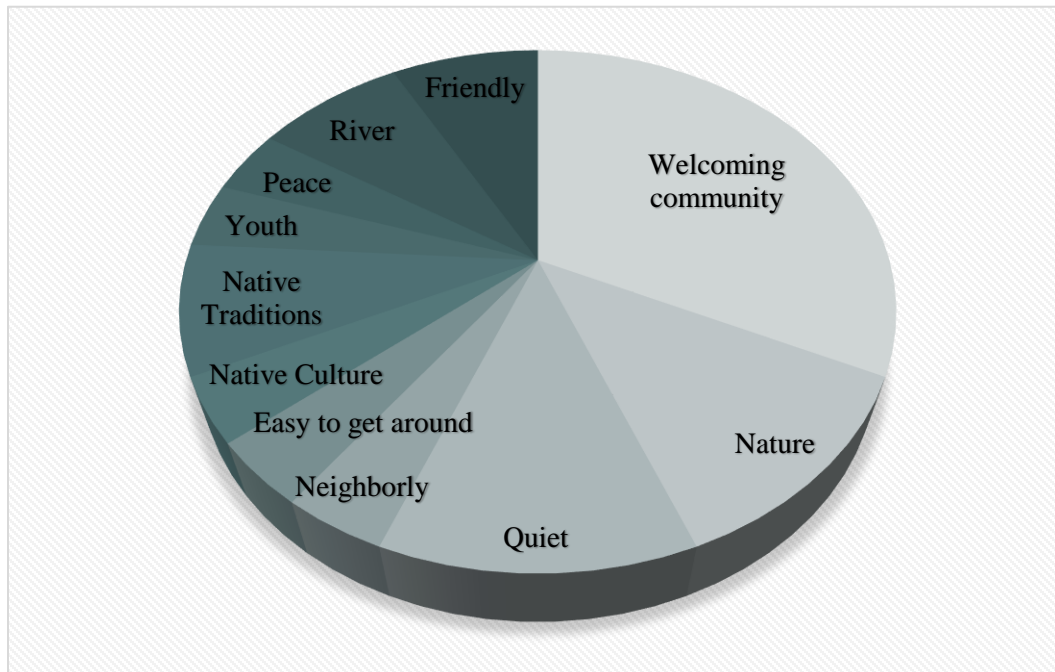


Figure 74 What do you enjoy the most about living in Nenana?

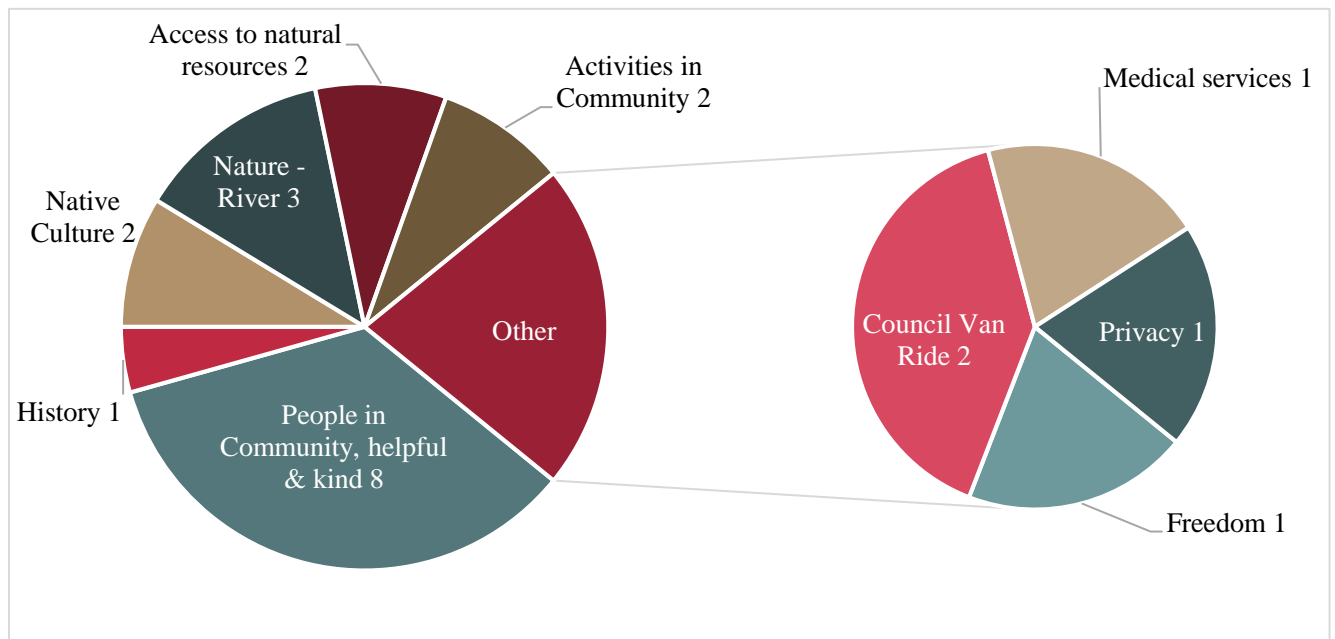
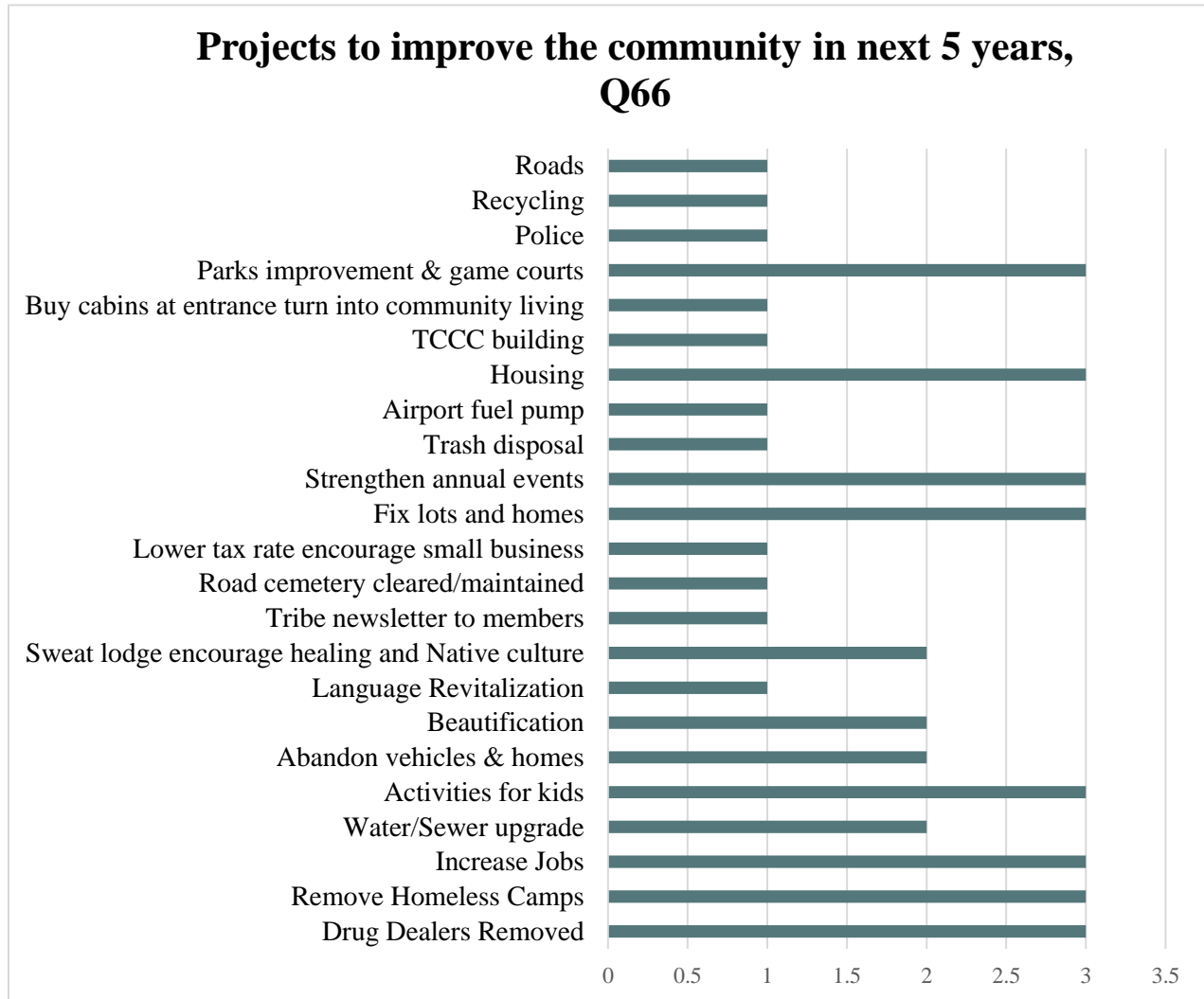
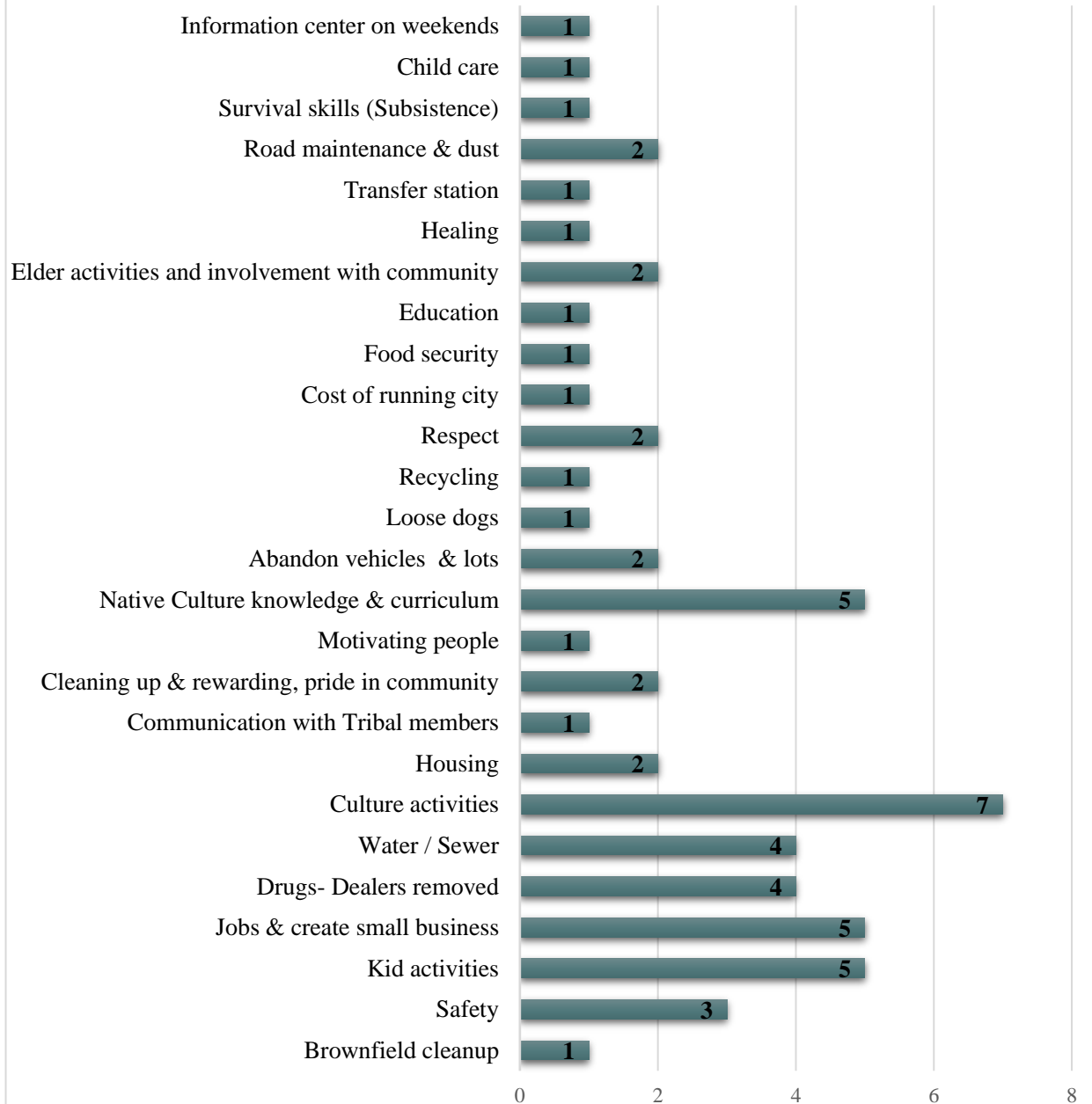


Figure 75 Why we like Nenana?

Survey Two Q.66, “What projects are needed to improve the community in the next five years?” and “What are the top three priorities for the community in the next five years?” Responses to these questions gave significant insight and reflected the outcome of the three community meetings.



Top 3 Priorities for Community in Next 5 years, Q65



Appendix 2: Survey Results

Nenana Community Survey 2019 Results

Nenana's Top 5 Goals



7/27/19

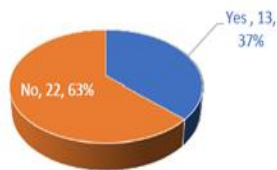


Note:
Graphs marked Q1 refer to: Survey 2, Question 1.
Other graphs reference Survey 1

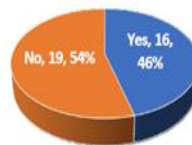
1

LAND

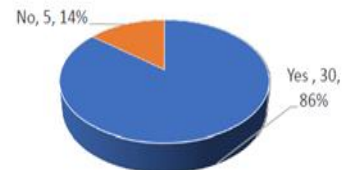
Volunteer for Recycling. Q49



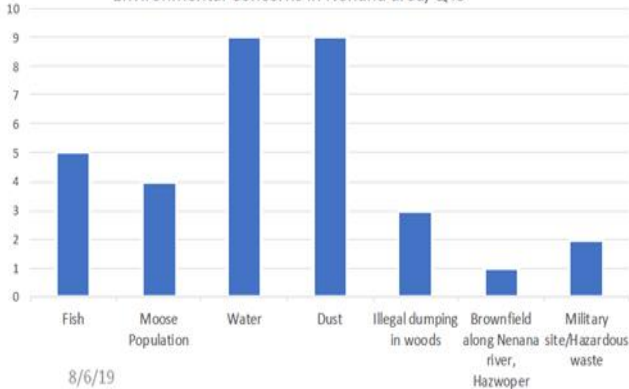
Pay a fee for recycling program, Q48



Rubbish/contamination problem on private properties, Q46

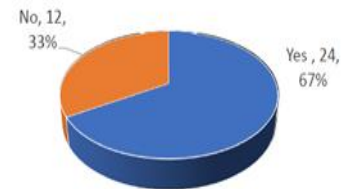


Environmental Concerns in Nenana area, Q45



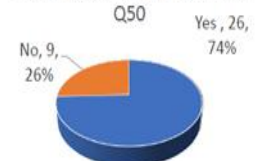
8/6/19

Pay a fee/tax for solid waste landfill, Q47



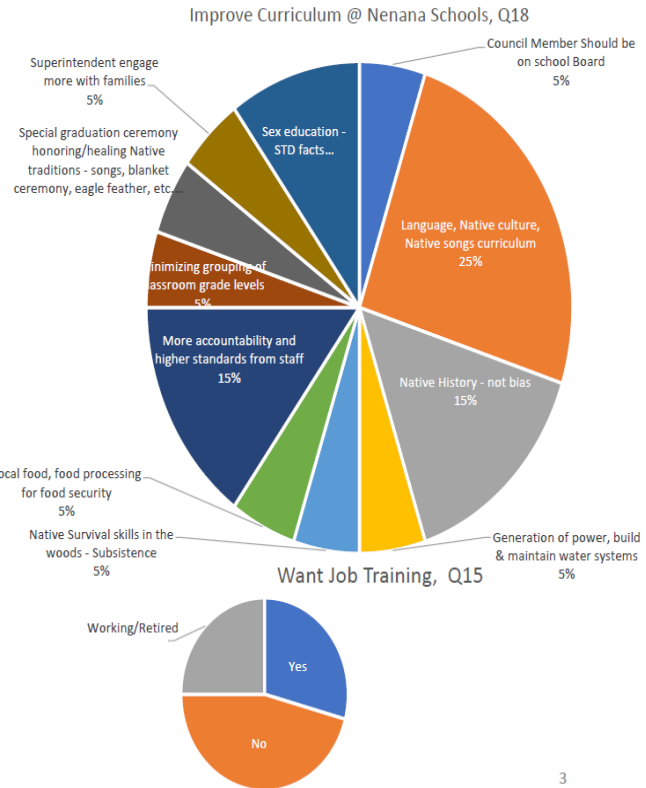
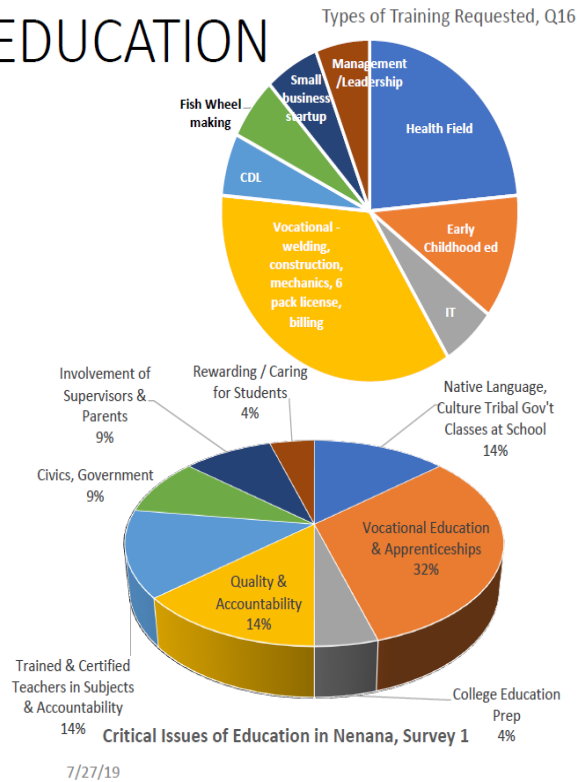
Most comments stressed low fee cost

Community ban on Styrofoam, Q50

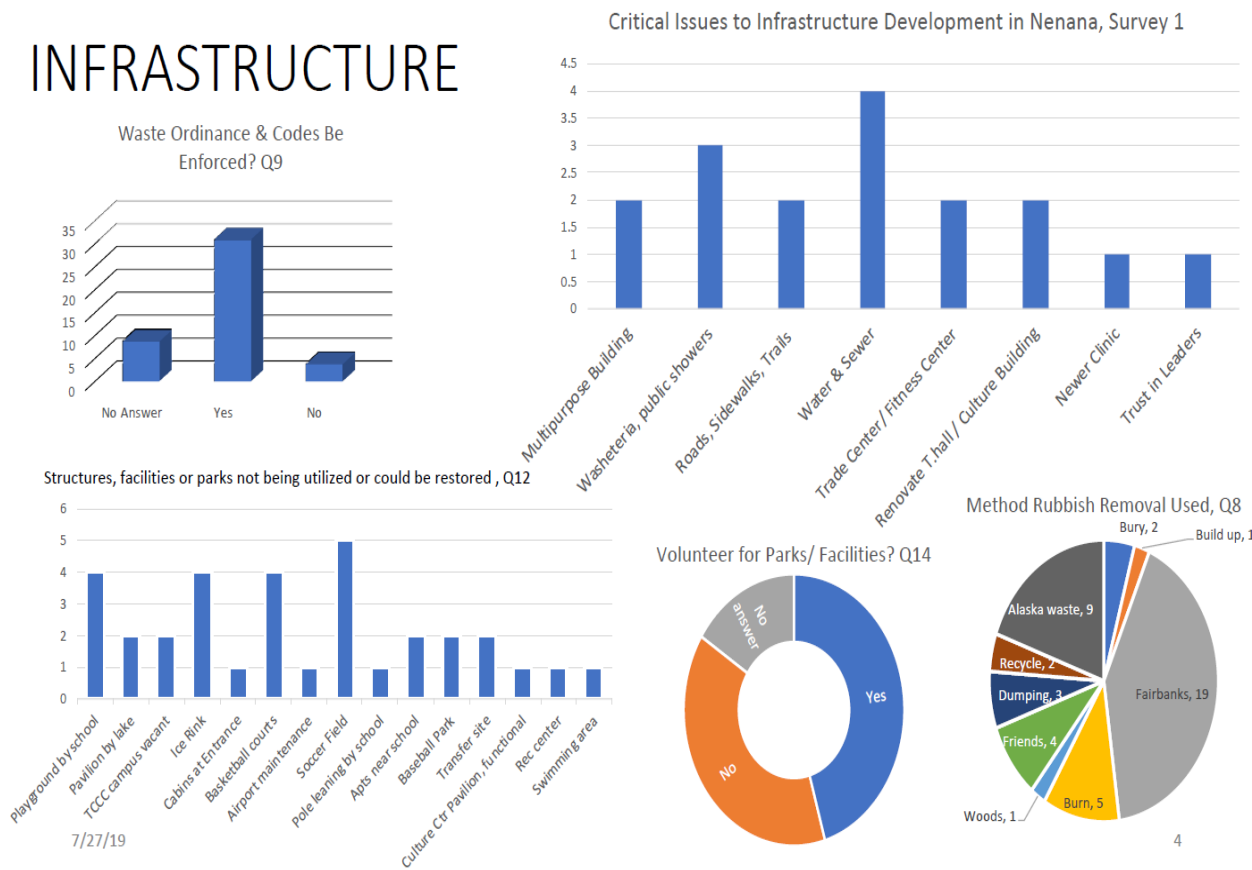


4

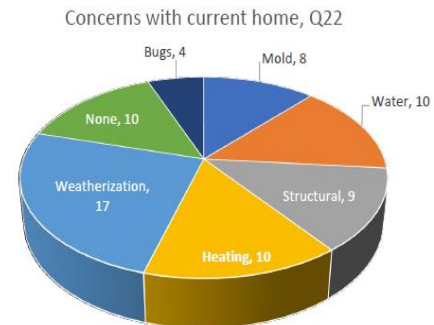
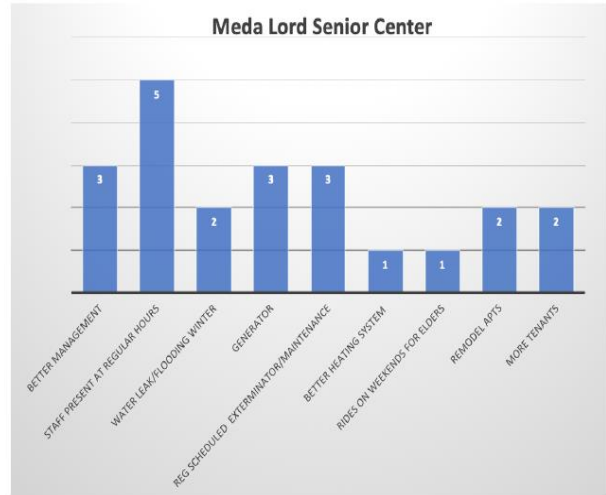
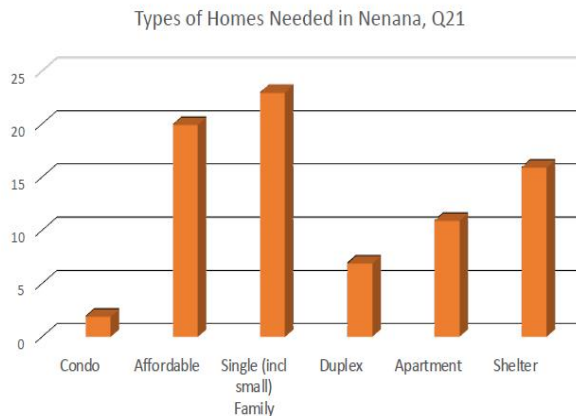
EDUCATION



INFRASTRUCTURE



HOUSING

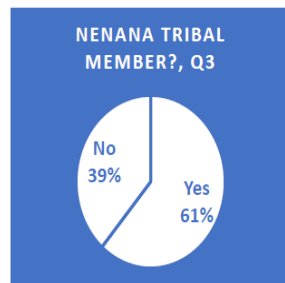
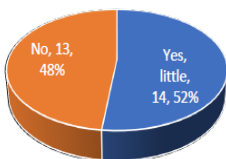


7/27/19

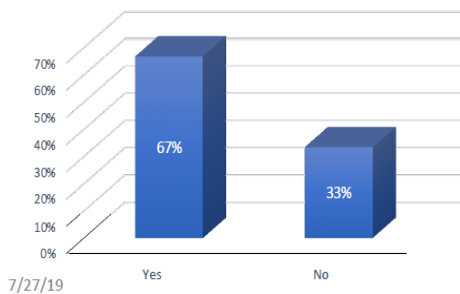
5

TRADITION & CULTURE

Athabascan language spoken in the home (Tribal Members), Q55

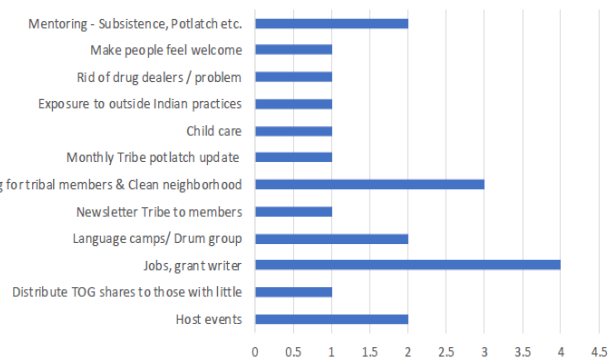


Concern with Subsistence, Q54

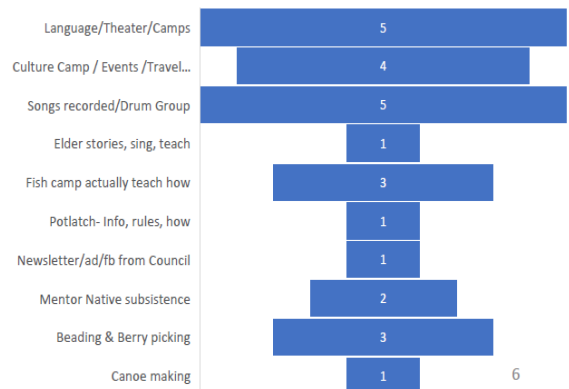


7/27/19

Bring Tribal Members Back - More Involved, Q57

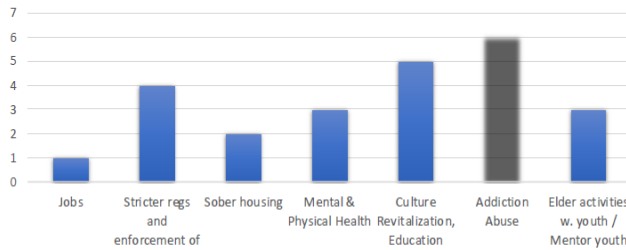


Cultural Activity Ideas for Nenana, Q56

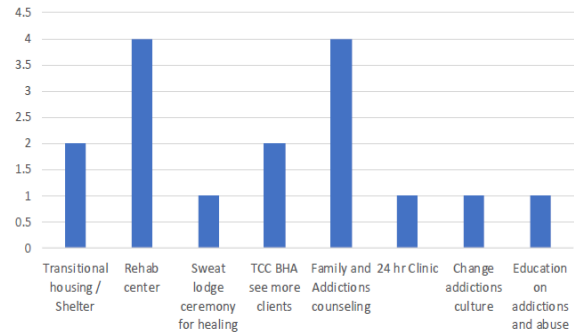


Health & Wellness

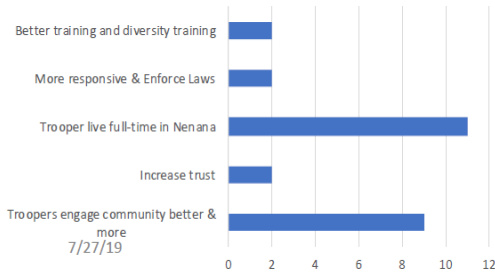
Critical Issues Health & Wellness in Nenana
Survey 1



Health/Mental Health Programs like to see, Q61



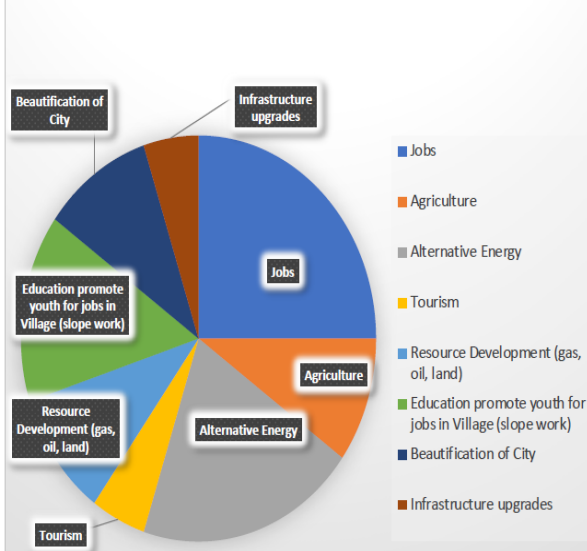
How to Improve Law Enforcement, Q63



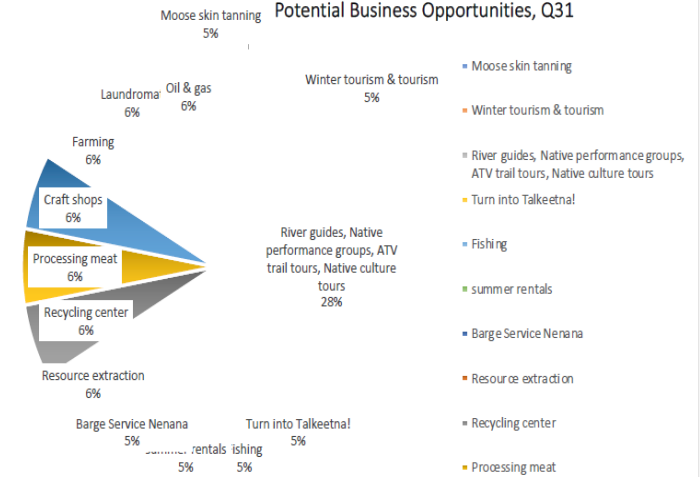
7

ECONOMY

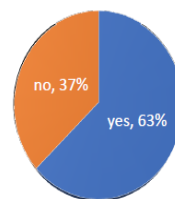
Issues to Economic Development in Nenana - Survey 1



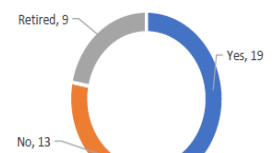
Potential Business Opportunities, Q31



Seasonally Harvest, Subsistence, Q35



Employed in Nenana, Q25



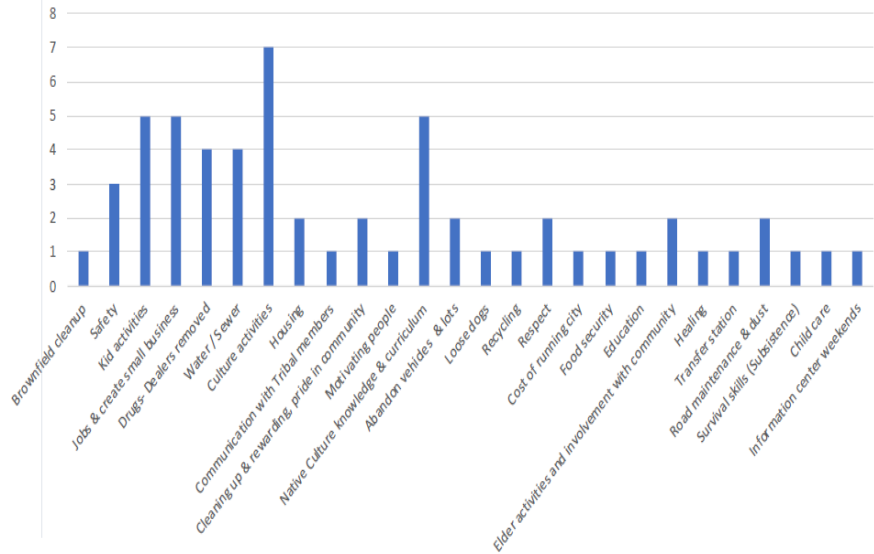
8

Top Priorities Community Survey

Projects to improve the community in next 5 years,



Top 3 Priorities for Nenana Community in Next 5 years, Q65

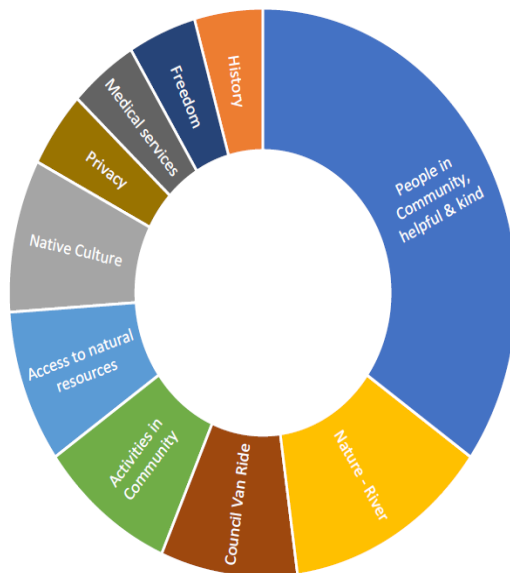


7/27/19

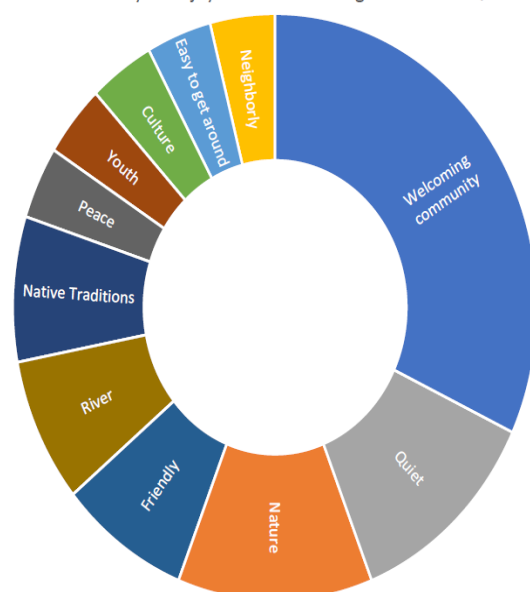
9

Nenana benefits

What do you like about Nenana? Survey 1



What do you enjoy most about living in Nenana? Q4



Appendix 4: Community Meeting 1 Sign-in

Nenana Community Planning Meeting

Sign in

7/15/19

	Name: Please Print; Title Example: Jolene Malamute, Community Planning Coordinator, TCC
1.	Jerilyn Krabe - Admin. Assistant NNC
2.	
3.	Ginger Charlie Council Member Nenana
4.	Donald Charlie 2nd Chief BHA# Nenana
5.	Mamum Mamum - Nenana
6.	Julia Hlicka community member nenana
7.	Bonnie Reed Nenana
8.	Pennis Argall Nenana Tribal Council member
9.	Danielle Clark TWDS NNC
10.	Josh & Amie Verhagen City of Nenana
11.	Lucy Boysen Nenana
12.	Victor W. Lord Nenana
13.	Ken McManus 4th Chief Nenana
14.	Robin Ann Lord Community Member
15.	Jessie Shaw NNC-employee
16.	Fatima Lord Mamum, NNC
17.	
18.	
19.	
20.	
21.	
22.	
23.	

Appendix 5: Community Meeting 2

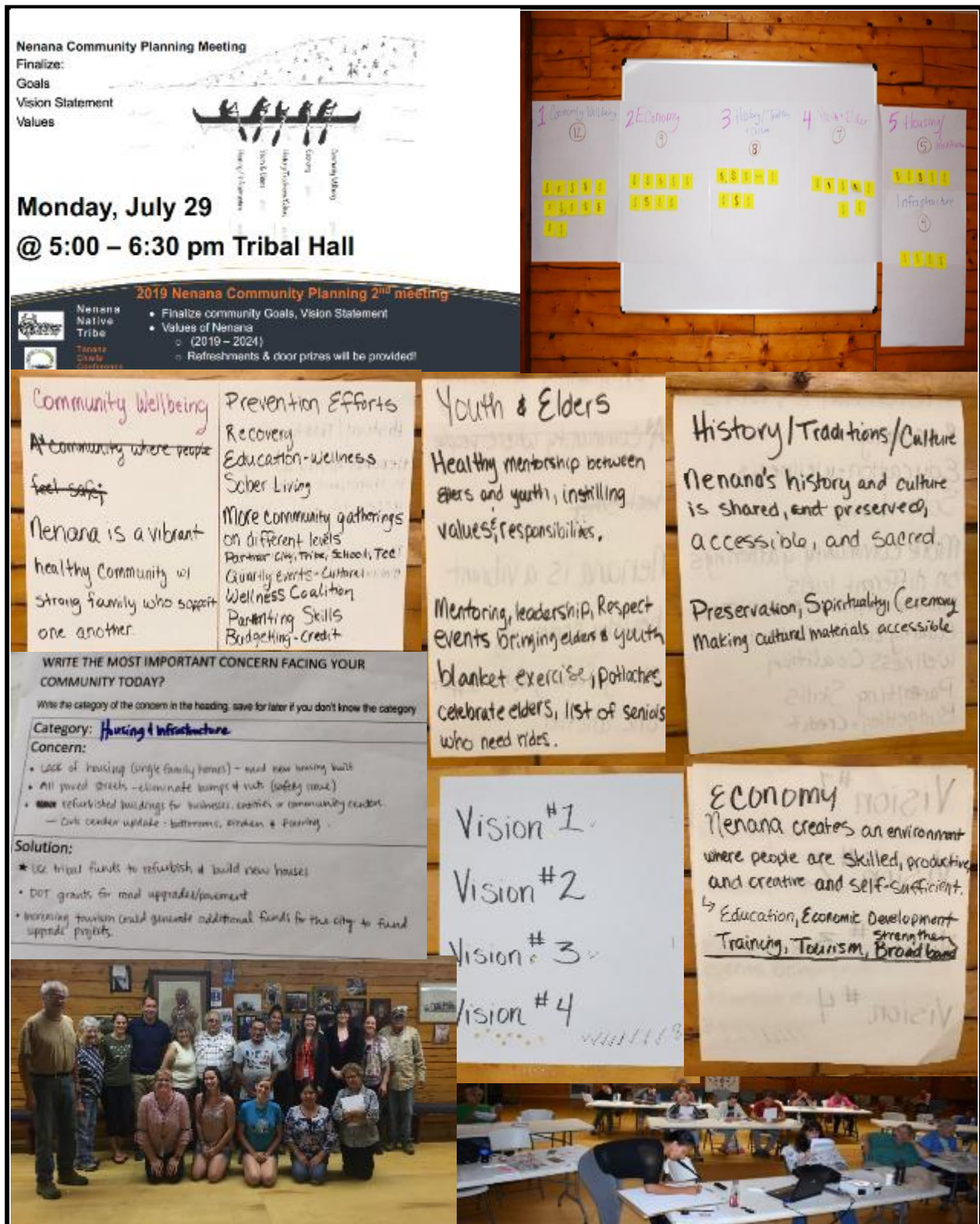


Figure 76 Second Community Meeting Notetaking

Appendix 6: Work Session Meeting Sign-in

Wed, Aug 7, 2019

Community Meeting #3
SWOT

Name

DONALD E CHARLIE
Danielle Clark

Amie Verhagen

Tim Horn

Bonnie Reed

Josh Verhagen

JACK TIEPELMAN

Jeri Knabe
Jessica Shaw

Fatima MANCUSO

Kurt McElroy
McELROY

Appendix 7: Local Stores and Businesses

1	MONROES MONDEROSA	28149
2	NORTHWOODS ENTERPRISES	269238
3	PARKS HIGHWAY SERVICE & TOWING	280821
4	NENANA ICE CLASSIC, INC	294558
5	NENANA TORTELLA COUNCIL ON AGING, INC	312681
6	COGHILLS, INC	2843
7	WOODSMOKE FARM	233470
8	NENANA HEATING SERVICES, INC	6665
9	MILES OF ALASKA	298808
10	RAILBELT MENTAL HEALTH & ADDICTIONS	726807
11	FIREWEED ROADHOUSE @ DENALI	912855
12	NENANA RENTALS AND DENALI VIEW LODGE	945349
13	ARCTIC AGRICULTURE	978162
14	NENANA GRAVEL, LLC	979019
15	TOGHOTTHELE CORPORATION	988029
16	TIMBERADO	1028305
17	GOLDSTREAM HUSKY	1031138
18	FRONTIER PHOTOGRAPHY	1033422
19	ROB BENNETT ENTERPRISES	1038496
20	H & W RIVER SERVICES, INC.	902024
21	VOICE FOR CHRIST MINISTRIES INCORPORATED	949716
22	COY CLAN ART	953421
23	H AND H HARDWOODS LLC	994124
24	THE OLD LADIES FLOWER FARM	1024571
25	GEEKERY HANDMADE	1029401
26	NENANA URBAN FARM	1038974
27	MOOCHERS BAR AND LIQUOR STORE	1053467
28	BURMEISTER SERVICE SOLUTIONS LLC.	1054209
29	SUNNYSIDE ARMS AND TAXIDERMY	129575
30	NENANA SALES & SERVICE	280611
31	ROUGH WOODS, L.L.C	293201
32	ENERGY ENGINEERING, INC	1065098
33	NENANA REPAIR AND FAB, INC	723739
34	RUBY MARINE, INCORPORATED	935813
35	MONDEROSA GRILL	973110
36	TATLANIKA TRADING COMPANY AND MUSEUM	978564
37	SPRINGERHILL FARM	982494
38	MCMILLAN ADVENTURE COMPANY	1018894
39	ALASKA ADVENTURE LODGE	1031136
40	GGALAAY MOUNTAINS UNLIMITED	1031139
41	ALASKAS BEST LIP BALM	1033568
42	SHAW BRAND GOODS	1051062
43	UNITED VENTURES INCORPORATED	705144

44	UNITED BUILDERS	901957
45	MACKEY'S SLED DOG TOURS	942919
46	A-FRAME SERVICES	950604
47	CARL R. HORN CPA	972955
48	DUGANHP ENTERPRISES LLC	1021197
49	NENANA RV PARK AND CAMPGROUND	1028978
50	OG STORE	1036427
51	B & J SERVICES	1053452
52	TOG SERVICES	1054066
53	TOG PROJECTS, LLC	1058892
54	RURAL GLAM	1068122
55	NENANA VOLUNTEER FIRE/EMS DEPARTMENT	1071284
56	TNT LUMBER FARM	1077153
57	A TOUCH OF ALASKA BY DEE	1087888
58	Lemony Snackets	2083308
59	Memaw's Emporium	2084246
60	Nenana RV Park & Campground	2086116
61	ALASKANNIE ENTERPRISES	1061671
62	SPRINGERHILL FARM, LLC	1065618
63	RIVERSIDE PIZZA	1071545
64	ARCTIC SWEETS & TREATS	1111411
65	Nenana Artisan Market	2084632
66	AK Books	2086432
67	Rivertime Cafe LLC	2087045
68	The OG Store	2087805
69	ALASKAN GALLERY	1068049
70	BUILDING ALASKAN DREAMS	1068163
71	TOG TIMBERS LLC	1074337
72	HANSON ENTERPRISES	1077305
73	ENERGETIC AMIE	1109958
74	Monroe's Monderosa	2084197
75	Kate and Cris chugga chugga chaga	2085141
76	Simply Alaskan	2086723
77	NENANA LAUNDRY AND APARTMENTS	2087676
78	LAST IRON ENTERPRISES LLC	1052652
79	ADAMS ANALYTIC SOLUTIONS	1062719
80	HIGH STAKES FARMING, INC	1067182
81	65°N CREATIONS	1076589
82	A TOUCH OF ALASKA BY "DEE	1111730
83	The Big M Farm LLC	2085491
84	Taylor's Fine Gold Recovery	2088959

Appendix 8: Nenana Community Feedback Survey

Nenana, AK Community Feedback Survey

The Nenana Village Council has partnered with Tanana Chiefs Conference to develop an updated 2019 - 2024 Community Plan. The plan is to help guide the Nenana community by setting goals and objectives for the next five years. Please answer the anonymous questions to the best of your ability.

General

1. Do you live within 20 miles of Nenana or reside at least 3 months? Yes ☐ No ☒
2. Do you reside at least 3 months of the year in Nenana Yes ☐ No ☐
3. Nenana tribal member? Yes ☐ No ☐
4. What do you enjoy most about living here?
5. What in Nenana has been successful in the last 5 years?

Infrastructure

6. Do you have any specific concerns with the current water and sewer system?
7. Please list specific suggestions on how to stop illegal dumping around Nenana.
8. What method of rubbish/trash removal do you use?
9. Should waste ordinance and codes be enforced? I.e. Junked cars, right-away, hazardous material, right-of-way blocks, lowering property values.
Yes ☐ No ☐
10. Do you have any concerns with the current emergency response services (EMS)?
11. Would you volunteer? Yes ☐ No ☐

12. Are there structures, facilities or parks not being utilized or could be restored for the community? Which?

13. Please identify the top needs/concerns with the Tribal Hall and/or Civic Center

14. Would you be willing to volunteer to help with concerns regarding public facilities/parks?

Yes ☐ No ☐

Education

15. Would you like to attend Job Training?

Yes ☐ No ☐

16. What type of education or training are you interested in? _____

17. Would you be willing to travel for training and work?

Yes ☐ No ☐

18. Please identify specific ways to improve curriculum at the Nenana public school

Housing

19. Do you: Own ☐ Rent ☐ Shared ☐ None ☐

20. Is your household overcrowded?

Yes ☐ No ☐

21. Which type of homes are most needed in Nenana? Primary concern? (i.e. apartment, condo, duplex, single family homes, homeless shelter)

22. Do you have any of the following concerns with your home: mold, water leaking, structural failures, heating, and weatherization?

23. What is most needed for the Meda Lord Senior Center?

24. Would home owner classes benefit the community? Yes ☐ No ☐

Economy

25. Are you employed? Yes ☐ No ☐

26. If not, what are your employment barriers for getting a job?

27. If employed, was/is the job: Permanent ☐ Temporary ☐ Seasonal ☐

Part-time ☐ Full-time ☐

28. How do you currently provide for your family?

29. Do you utilize supplemental nutrition assistance program (SNAP)? Yes ☐ No ☐

30. What skills do you have that would help contribute to the boosting of the local economy?

31. What are some potential business opportunities for your community?

32. Do you sell arts or crafts? Yes ☐ No ☐

33. What type of craft?

34. Do you spend more money in the local store, in the city or shopping online?

35. Do you seasonally harvest (subsistence)? Yes ☐ No ☐

Transportation

36. What is your primary mode of transportation?

Car ☐ Bike ☐ ATV ☐ Boat ☐ Walking ☐ Other _____

37. How do you access groceries/food/supplies? Car ☐ Ride share ☐ ATV ☐ Boat ☐ Other ☐

38. How often do you leave you community? For what reason? i.e. Food, shelter, health, etc.

39. Please give specific top needs /or/ suggestions for improvement of local roads, intersections & maintenance of the roads

Land Use

40. Are there lots available for purchase in the community? Yes ☐ No ☐
41. If there are no available lots, what can be done to utilize vacant existing lots and create new lots?
42. Are the areas traditionally used for subsistence (seasonally harvesting) being preserved or are they being encroached upon by recreational hunting, or development? Why?
43. Where specifically is the problem occurring?
44. Do you have any suggestions on how to sustain areas traditionally used for subsistence (seasonally harvesting)?

Environmental

45. Do you have environmental concerns that affect village residents (fish and animal population, water, land, dust, etc.)?
46. Is rubbish/trash or contamination a problem on private properties? Yes ☐ No ☐
47. Would you pay a fee for use of a solid waste landfill? Yes ☐ No ☐
48. Would you pay a fee for a recycling program service? Yes ☐ No ☐
49. Would you volunteer for a recycling program? Yes ☐ No ☐
50. Would you support a community ban on Styrofoam plates/cups Yes ☐ No ☐

Cultural Traditions

51. What cultural activities does your family participate in?

52. Would you volunteer to help Athabascan culture-Nenana songs, language, drum, traditions etc?

Yes ☐ No ☐

53. What subsistence activities does your family participate in?

54. Do you have any concerns with subsistence? How to improve?

55. Do you speak any Athabascan language in your home?

Yes ☐ No ☐

56. What are some cultural ideas you have for youth activities?

57. What ideas do you have to bring more tribal members back to the Nenana community?

Health Wellness & Safety

58. How satisfied are you with the current Health/Mental services and programs in Nenana?

Please Rate 1 – 10; 1) Not Satisfied 10) Very Satisfied

59. How satisfied are you with the Railbelt Mental Health services?

Please Rate 1 – 10; 1) Not Satisfied 10) Very Satisfied

60. What health/mental health programs in Nenana have been successful?

61. What kind of health/mental health programs would you like to see in Nenana?

62. Are you satisfied with the current law enforcement?

Satisfied ☐ Not Satisfied ☐

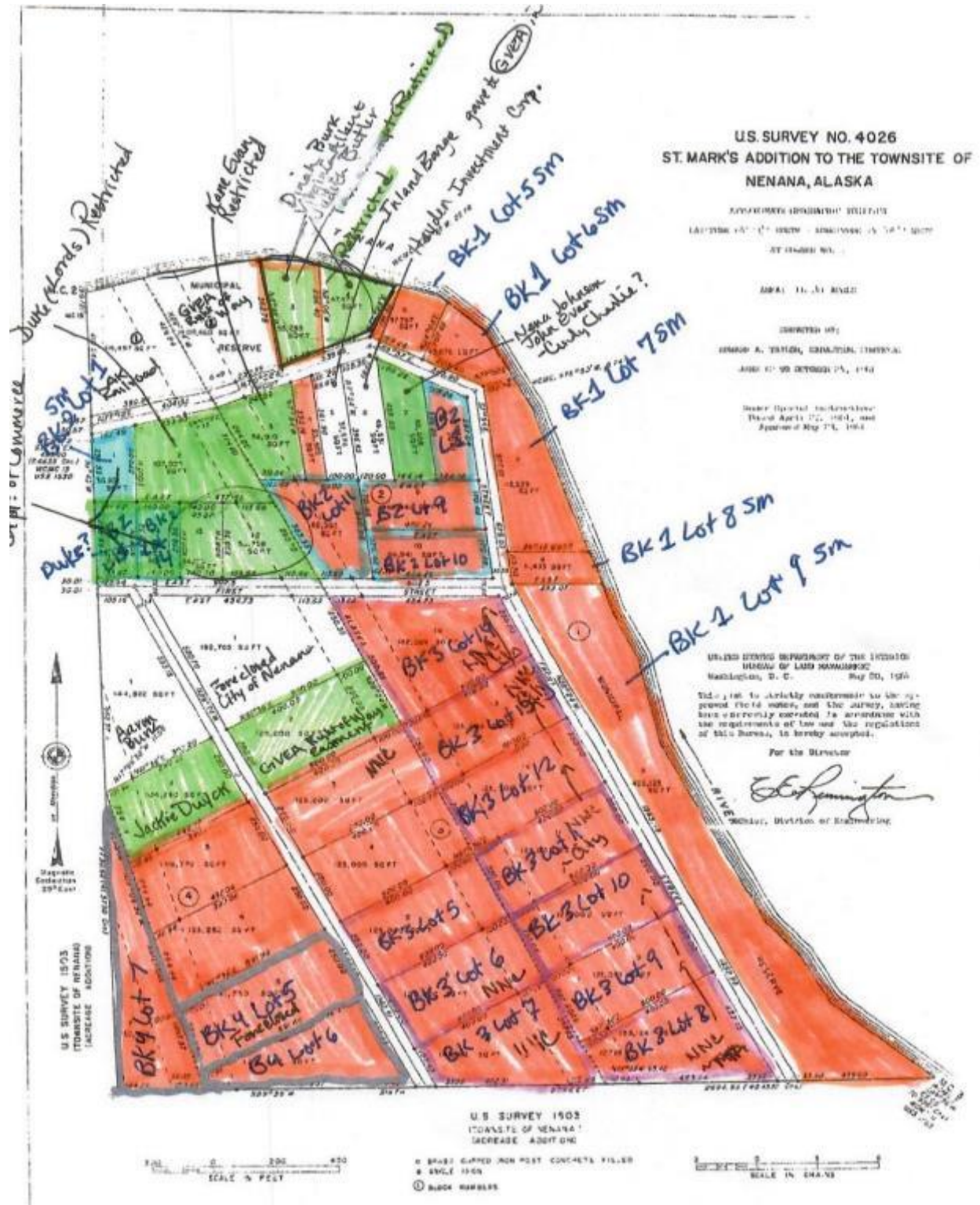
63. What specifically could be done to improve law enforcement?

Goal Areas

64. What are some projects that could be done to improve the community in the next 5 years?

65. What are your top 3 priorities for the community?

Appendix 9: Nenana Land Lots



Community Contact Information

City of Nenana

P.O. Box 70

Nenana, AK 99760

Office: (907) 832-5441

<https://www.cityofnenana.org/>

Nenana City School District

P.O. Box 10

Nenana AK, 99760

Office: (907) 832-5464

<https://www.nenanalynx.org/o/district>

Nenana Native Council

P.O. Box 368

Nenana, AK 99760

Office: (907) 832-5461

Fax: (907) 832-1077

Mary C. Demientieff Health Clinic

P.O. Box 160

Nenana, AK 99760

Office: (907) 832-5247

1-800-478-6822 ext. 3560

Toghotthele Corporation

P.O. Box 249

Nenana, AK 99760

Phone 907-832-5461

Fax 907-832-1077

<http://togcorp.net/>

