

# 2036 Dillingham Comprehensive Plan Update

City Council Draft

*June 4, 2026*



# Acknowledgements

The City of Dillingham's 2036 Comprehensive Plan Update reflects the collective input, dedication, and vision of the Dillingham community. The City extends its sincere gratitude to all residents and regional partners who participated in the planning process through public surveys, community meetings, and individual engagement, and whose contributions shaped the goals and priorities contained in this plan.

This plan was developed between 2023 and 2025 through a collaborative process led by the Dillingham Planning Commission, with technical assistance provided by Agnew::Beck Consulting. The Planning Commission committed to a thorough and inclusive process that ensures this updated plan reflects current conditions and a forward-looking vision for Dillingham's future.

The City thanks all who gave their time and knowledge in service of this effort and the community they call home.

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# Resolution

To come in final document when adopted.

# Acronyms

ADEC	Alaska Department of Environmental Conservation
ADF&G	Alaska Department of Fish and Game
AHFC	Alaska Housing Finance Corporation
ANCSA	Alaska Native Claims Settlement Act
ANSEP	Alaska Native Science and Engineering Program
ANTHC	Alaska Native Tribal Health Consortium
BBAHC	Bristol Bay Area Health Corporation
BBEDC	Bristol Bay Economic Development Corporation
BBNA	Bristol Bay Native Association
BBRCTE	Bristol Bay Region Career and Technical Education
BIA	Bureau of Indian Affairs
CEDS	Comprehensive Economic Development Strategy
CRSA	Coastal Resource Service Areas
DCCED	Alaska Department of Commerce, Community, and Economic Development
DOT&PF	Alaska Department of Transportation and Public Facilities
EMS	Emergency Medical Services
FAA	Federal Aviation Administration
FHA	Federal Housing Administration
HUD	U.S. Department of Housing and Urban Development
NAHASDA	Native American Housing Assistance and Self-Determination Act
NFIP	National Floodplain Insurance Program
PFAS	Per- and Polyfluoroalkyl Substance
SAVEC	Southwest Alaska Vocational and Education Center
UAF	University of Alaska Fairbanks
USDA	U.S. Department of Agriculture
VPSO	Village Public Safety Officer

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# Plan at a Glance

## What You'll Find in the Plan

This plan includes a shared community vision, guiding principles, and goals, followed by strategies and actions organized by focus area. Each chapter combines existing conditions, community priorities, and practical actions the City and its partners can take to guide policy decisions, capital investments, and partnerships over time.

## How To Use This Plan

This Comprehensive Plan is a practical guide for everyday decisions and long-term investments. City officials and boards should use it to evaluate policies, development proposals, and capital projects. Community partners can use it to align programs and pursue funding. Residents can use the plan to understand priorities, stay informed, and track progress over time.

## Focus Areas

 <b>Housing</b>	 <b>Land Use</b>	 <b>Transportation</b>	 <b>Waterfront</b>
Increase the availability of safe, attainable housing that meets the needs of residents, families, and the local workforce.	Guide growth and development in ways that reflect community values, protect natural resources, and support long-term resilience.	Improve safety, access, and connectivity for roads, trails, aviation, and marine transportation.	Support a safe, functional waterfront that serves fishing, subsistence, regional access, and public use.
 <b>Economic Development</b>	 <b>Energy</b>	 <b>Community Wellness and Education</b>	 <b>Public Facilities and Services</b>
Strengthen a diverse, resilient local economy that supports jobs, businesses, and long-term opportunity.	Reduce energy costs and improve reliability through efficiency and innovative energy solutions.	Support education, health, cultural connection, and quality of life for residents of all ages.	Maintain and improve essential public facilities, utilities, and services that support community health and safety.

# Executive Summary

## Goals and Strategies by Focus Areas

### Housing

Goal A	Goal B	Goal C
Expand Dillingham's supply of safe, functional, attainable housing.	Strengthen pathways to homeownership and long-term housing stability for Dillingham residents.	Create diverse partnerships to maximize funding and other resources that support affordable housing options.
<p><b>Themes:</b></p> <ul style="list-style-type: none"> <li>• Housing gaps constrain recruitment, retention, and growth.</li> <li>• High development costs and limited buildable land require strategic, phased expansion.</li> <li>• Homeownership tools can reduce barriers.</li> <li>• Multi-partner strategies are essential to increasing affordable units.</li> </ul>		
<p><b>Strategies:</b></p> <ol style="list-style-type: none"> <li>1. Create new residential lots through phased subdivision of City land.</li> <li>2. Reduce the cost of building and owning a home through targeted local incentives and educational resources.</li> <li>3. Coordinate with Tribal, regional, and local partners to align long-term housing efforts.</li> <li>4. Encourage a greater variety of housing types and sizes in Dillingham, including more housing within the purchasing power of young families, single people, schoolteachers and other workers.</li> <li>5. Attract developers and rebuild local construction capacity.</li> <li>6. Prioritize infrastructure system improvements that enable new housing development.</li> </ol>		

### Land Use

Goal A	Goal B
Guide land use and development to reflect community values, protect natural resources, and support Dillingham's long-term resilience.	Plan for efficient, well-connected growth that supports local businesses, public services, transportation access, and healthy neighborhoods.
<p><b>Themes:</b></p> <ul style="list-style-type: none"> <li>• Expand housing capacity through strategic growth.</li> <li>• Incomplete land use standards hinder development and resilience.</li> <li>• Downtown safety and appearance require coordinated investment.</li> <li>• Increased hazard risks need coordinated, proactive planning.</li> </ul>	
<p><b>Strategies:</b></p> <ol style="list-style-type: none"> <li>1. Update the City's generalized plan for future land use in Dillingham, identifying areas intended for various categories of use.</li> <li>2. Update and improve the City's Title 17 Subdivision Code and Title 18 Planning and Land Use Regulation to better respond to existing and future issues and opportunities.</li> <li>3. Improve the safety, accessibility, and appearance of downtown Dillingham.</li> <li>4. Promote land use policies that protect the natural environment, safeguard public health, and mitigate natural hazards.</li> </ol>	

## Transportation

Goal A	Goal B	Goal C
<p>Maintain a safe, reliable, and efficient transportation system that supports access to goods and services in and out of Dillingham.</p>	<p>Improve transportation networks to enhance connectivity between neighborhoods, downtown, schools, the airport, and regional destinations.</p>	<p>Provide diverse and safe travel options including walking, biking, motorized recreation, transit, and marine and air access.</p>
<p><b>Themes:</b></p> <ul style="list-style-type: none"> <li>• Consistent investment and management supports road maintenance.</li> <li>• Roadway connectivity reduces risk.</li> <li>• Safe routes improve mobility.</li> <li>• Reliable air and marine access provide critical connections.</li> </ul>		
<p><b>Strategies:</b></p> <ol style="list-style-type: none"> <li>1. Maintain and operate Dillingham’s existing road system safely and efficiently.</li> <li>2. Coordinate transportation planning, funding, and operations with Tribal, state and regional partners.</li> <li>3. Plan and improve the road network to support safe, efficient access and reduce long-term costs.</li> <li>4. Develop safe, connected trails, sidewalks and crossings, and manage motorized recreation on streets and trails.</li> <li>5. Support safe and efficient marine and air transportation that connects Dillingham to the region.</li> </ol>		

## Waterfront

Goal A	Goal B	Goal C
<p>Maintain a functional, safe, and adaptable waterfront that supports commercial fishing, regional access, and subsistence fishing.</p>	<p>Guide long-term waterfront development to ensure efficient upland use, safe circulation, and coordinated investment among regional partners.</p>	<p>Expand public access, recreation, and community-facing amenities along the waterfront that highlight Dillingham's identity.</p>
<p><b>Themes:</b></p> <ul style="list-style-type: none"> <li>• Modernizing infrastructure strengthens the working harbor.</li> <li>• Public spaces build a welcoming waterfront.</li> </ul>		
<p><b>Strategies:</b></p> <ol style="list-style-type: none"> <li>1. Upgrade core waterfront facilities to sustain fishing-related activity, improve safety, and support local economic opportunity.</li> <li>2. Develop a balanced waterfront that accommodates recreation, subsistence, marine industries, and regional access through local and partnered improvements.</li> </ol>		

## Economic Development

Goal A	Goal B	Goal C
<p>Diversify and strengthen Dillingham’s economic base to ensure a prosperous and environmentally sustainable future for the community.</p>	<p>Expand opportunities for locally owned businesses and year-round employment by strengthening entrepreneurship, workforce development, and City regulatory capacity.</p>	<p>Invest in infrastructure, land readiness, and harbor improvements that support fisheries, tourism, regional commerce, and long-term economic resilience</p>
<p><b>Themes:</b></p> <ul style="list-style-type: none"> <li>• Strengthen the fisheries and marine economy.</li> <li>• Build local workforce, business capacity, and year-round economic opportunity.</li> <li>• Invest in infrastructure, land readiness, and sustainable community growth.</li> </ul>		
<p><b>Strategies:</b></p> <ol style="list-style-type: none"> <li>1. Increase the role of commercial fisheries in the Dillingham economy. Raise the overall value of the Dillingham fishery while promoting sustainability in fish harvesting and production.</li> <li>2. Complete the Dillingham City Harbor upgrades as a cornerstone of marine economic growth.</li> <li>3. Support efforts to educate the local workforce and to provide opportunities for living-wage employment.</li> <li>4. Position Dillingham as the “Heart of Bristol Bay” – a welcoming base for sportfishing, wildlife viewing, cultural experiences while ensuring tourism supports local businesses, culture, and the environment.</li> <li>5. Enhance Dillingham’s ability to meet its own food and basic resource needs through local production, preservation, and innovation to support resilience, reduce the cost of living, and create new economic opportunities.</li> <li>6. Invest in well-maintained infrastructure, efficient development processes, and coordinated regional planning to support business growth, housing, and quality of life.</li> <li>7. Support the creation, retention, and expansion of locally owned businesses in Dillingham.</li> </ol>		

## Energy

Goal A	Goal B	Goal C
<p>Reduce energy consumption and costs to lower the cost of living, support economic development, and ensure Dillingham’s long-term sustainability and resilience.</p>	<p>Increase local capacity to manage, operate, and upgrade energy systems.</p>	<p>Diversify Dillingham’s energy supply with renewable and innovative systems that reduce dependence on imported fuel and improve reliability.</p>
<p><b>Themes:</b></p> <ul style="list-style-type: none"> <li>• High energy costs affect every part of community life.</li> <li>• Local capacity and reliable infrastructure are critical to progress.</li> <li>• Growing interest in renewable and innovative energy solutions.</li> </ul>		
<p><b>Strategies:</b></p> <ol style="list-style-type: none"> <li>1. Lower overall energy use in homes, businesses, and public facilities through efficiency improvements, education, and local expertise.</li> <li>2. Develop renewable energy sources and innovative methods that stabilize or reduce the cost of energy.</li> </ol>		

## Community Wellness and Education

Goal A	Goal B	Goal C
Strengthen education, youth development, and family support systems so that children and young adults can thrive, build skills, and contribute to a healthy future for Dillingham.	Promote community connection, cultural identity, and social wellbeing.	Improve access to physical, behavioral, and public health services so residents of all ages can remain close to home and live safe, healthy, resilient lives.
<b>Themes:</b> <ul style="list-style-type: none"> <li>• Education, youth opportunity, and family support are central to wellness.</li> <li>• Cultural connection and social belonging support a healthy, resilient community.</li> <li>• Behavioral health, safety, and access to healthcare are urgent priorities.</li> </ul>		
<b>Strategies:</b> <ol style="list-style-type: none"> <li>1. Provide a high-quality education system in the greater Dillingham area.</li> <li>2. Promote cultural awareness, social connectedness, and physical health.</li> <li>3. Increase the integration of the public health system, focusing on health education, prevention, substance misuse, and behavioral and mental health services.</li> </ol>		

## Public Facilities and Services

Goal A	Goal B	Goal C
Guide land use and development to reflect community values, protect natural resources, and support Dillingham's long-term resilience.	Plan for efficient, well-connected growth that supports local businesses, public services, transportation access, and healthy neighborhoods.	Provide diverse and affordable housing options that offer access to jobs, services, and community amenities for all residents.
<b>Themes:</b> <ul style="list-style-type: none"> <li>• Strong city capacity is essential to maintaining services.</li> <li>• Aging facilities and equipment require significant investment.</li> <li>• Reliable utilities and core infrastructure are critical to health, safety, and economic development.</li> <li>• Public safety, fire, and EMS systems face facility and staffing gaps.</li> <li>• Expanded recreation facilities and community spaces support wellness.</li> </ul>		
<b>Strategies:</b> <ol style="list-style-type: none"> <li>1. Improve staffing, financial systems, and partnerships to deliver high-quality services and maintain essential public facilities.</li> <li>2. Create a systematic approach to managing City buildings, equipment, and infrastructure so they remain safe, functional, and financially sustainable.</li> <li>3. Develop and maintain indoor and outdoor recreation facilities that support community health, wellbeing, youth engagement, and tourism.</li> <li>4. Strengthen Dillingham's public safety, fire, EMS, and emergency response systems by ensuring safe, modern facilities; reliable staffing and equipment; and strong coordination among City, Tribal, State, and regional partners.</li> <li>5. Ensure safe, compliant, and cost-effective solid waste management that extends the life of the landfill and protects public health.</li> <li>6. Invest in reliable, safe water systems that support public health, development, and resilience.</li> <li>7. Protect public health and the environment through reliable wastewater treatment and maintenance systems.</li> </ol>		

# Introduction

The 2036 Dillingham Comprehensive Plan Update is a community-driven tool that serves as both a guiding framework and a resource for shaping the future of the City of Dillingham. It covers key areas such as Land Use and Housing, Transportation, Waterfront, Economic Development, Energy, Community Wellness and Education, and Public Facilities and Services. The Plan outlines goals and priorities that support both daily operations and long-term decision-making related to focus areas and reflects the values and priorities of residents and is intended to enhance quality of life for current and future generations.

## Community Vision and Core Values

*Dillingham’s residents, Tribes, businesses, and community partners will work together to build a vibrant, resilient community – revitalizing infrastructure, expanding opportunities, and protecting the land, waters, and traditions that sustain our way of life.*

Core Values	
<b>Community Wellbeing</b>	We value a community where residents have access to the basics - safe and affordable housing, reliable infrastructure, economic opportunity, and food and energy security – so people of all ages can thrive and remain in Dillingham.
<b>Stewardship</b>	We commit to protecting the natural environment that sustains our health, culture, and livelihood, including our fisheries, waterways, and subsistence areas.
<b>Cultural Values</b>	We honor the cultural heritage, Tribal leadership, and subsistence traditions that shape Dillingham’s identity, ensuring they inform decisions today and for future generations.
<b>Opportunity and Prosperity</b>	We value a vibrant and resilient local economy with thriving small businesses, a strong harbor and fishing sector, and meaningful opportunities, especially for youth and working families, to live, work, and stay in Dillingham.
<b>Safe and Connected Community</b>	We strive for a well-maintained, walkable, and welcoming community – with functional infrastructure, quality public facilities, good transportation connections, and places that bring people together.
<b>Collaboration</b>	We believe in partnerships – among residents, Tribes, service organizations, businesses, and government – to solve problems, support one another, and move the community forward with unity and purpose.
<b>Education</b>	We value strong educational opportunities, programs for youth, and spaces for learning, creativity, recreation, and mentorship that empower future generations.

## About the City of Dillingham

The City of Dillingham is located in the Dillingham Census Area in Southwest Alaska, a vast region of communities situated around the rich fisheries and watersheds of Bristol Bay. The census area includes the communities of Aleknagik, Clark's Point, Manokotak, New Stuyahok, and several smaller villages, and covers approximately 20,000 square miles of land and water. Incorporated in 1963, the City of Dillingham covers 36 square miles of land and water and serves as the region's transportation and services hub. Dillingham's governance, land ownership and economic patterns reflect a long and ongoing partnership between the city and the Curyung Tribal Council, the federally recognized tribe for Dillingham. The Tribe works closely with the city to collaborate on



shared priorities, infrastructure, and community services. Land ownership and development opportunities in and around Dillingham have been shaped by the 1906 Alaska Native Allotment Act and the 1971 Alaska Native Claims Settlement Act. Their holdings strongly influence Dillingham's growth, housing availability, and long-term development patterns. Dillingham's socioeconomic conditions are also closely tied to the Bristol Bay commercial fishery and to continued access to subsistence resources, both of which remain foundational to household livelihoods and the local economy.

## City Powers and Partners

The City of Dillingham operates as a first-class city with a council-manager form of government, which defines both its authority and its limits. Under Alaska law and the City's charter, Dillingham is responsible for core municipal functions such as public safety, utilities, planning, and local infrastructure. The City Council sets policy and adopts regulations, while the City Manager oversees day-to-day operations and implementation. These authorities guide what the City can realistically lead, fund, and regulate. At the same time, not all community needs fall within municipal powers, funding capacity, or legal jurisdiction. This Plan reflects that distinction by focusing City-led actions on areas where the City has a clear and appropriate role.

Meeting broader community needs depends on strong collaboration with partners. In Dillingham, key partners include Tribal organizations, regional nonprofits, State and federal agencies, and institutions such as, but not limited to:

- Alaska Court System
- Alaska Department of Fish and Game
- Alaska Department of Health
- Alaska Department of Transportation and Public Facilities
- Alaska Division of Family and Youth Services
- Alaska Job Service
- Alaska Legislative Information Office
- Alaska Sea Grant Marine Advisory Program
- Alaska State Troopers
- Bristol Bay Area Health Corporation
- Bristol Bay Economic Development Corporation
- Bristol Bay Housing Authority
- Bristol Bay Native Association
- Bristol Bay Native Corporation
- Choggiung Limited, Inc.
- Curyung Tribal Council
- Dillingham City School District
- Dillingham Police Department
- Federal Aviation Administration
- Nushagak Cooperative
- Southwest Alaska Municipal Conference
- Southwest Region School District
- U.S. Department of Agriculture
- U.S. Fish and Wildlife Service
- University of Alaska Fairbanks Bristol Bay Campus
- United States Army Corps of Engineers

These and many other partners often have authorities, expertise, or funding that complement City responsibilities. For this reason, many strategies in this Plan include **potential partner-led actions** alongside City-led actions. In most cases, the City’s role is to support, coordinate, advocate, or help align efforts, recognizing that meaningful progress depends on shared responsibility across multiple organizations.

## Our People and Economy

<b>People</b> (For City of Dillingham 2024)	<b>Population:</b> <b>2,086</b> <i>Gradually declining</i>	<b>Median Age:</b> <b>31.3 years</b> <i>An increase from past decade</i>	<b>School Enrollment (2023-24 school year):</b> <b>403</b> <i>Gradually declining</i>
<b>Economy</b> (For City of Dillingham 2023)	<b>Median Household Income:</b> <b>\$99,097</b>		<b>Top Three Employment Industries:</b> <b>Education and Healthcare (29%)</b> <b>Public Administration (26%)</b> <b>Fishing (10%)</b>

Sources: Alaska Department of Labor and Workforce Development, Population Estimates, 2025; US Census Bureau, State of Alaska Department of Education and Early Development, Selected School Indicators for Dillingham City School District, 2014-2024. 2023 American Community Survey 5-Year Estimates, Tables DP04 and S2404.

**Population Projections:** While population projections are not available at the city level, statewide data and projections for the Dillingham Census Area indicate a gradual decline in population through 2050 – driven by an aging population, lower birth rates, and continued net out-migration. Alaska’s total fertility rate – the average number of children a woman is expected to have over her lifetime – has remained below replacement level since 2017. Although some parts of the Southwest Region are projected to grow due to higher birth rates, recent trends show the Dillingham Census Area is likely to continue losing more residents than it gains, with its population expected to decline by approximately 12 percent by 2050.

**Figure 1. Historic Population Estimates, City of Dillingham and Dillingham Census Area (1990-2024)**

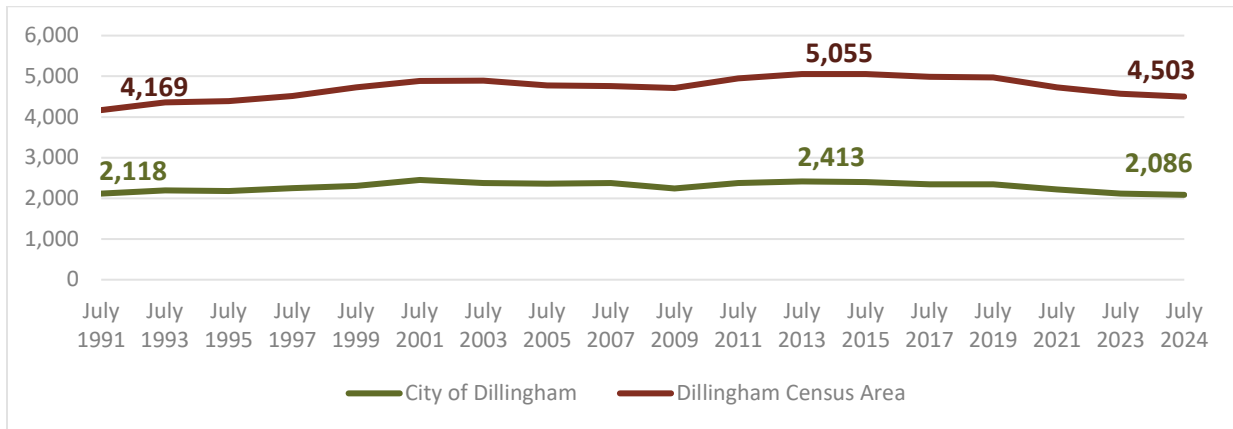
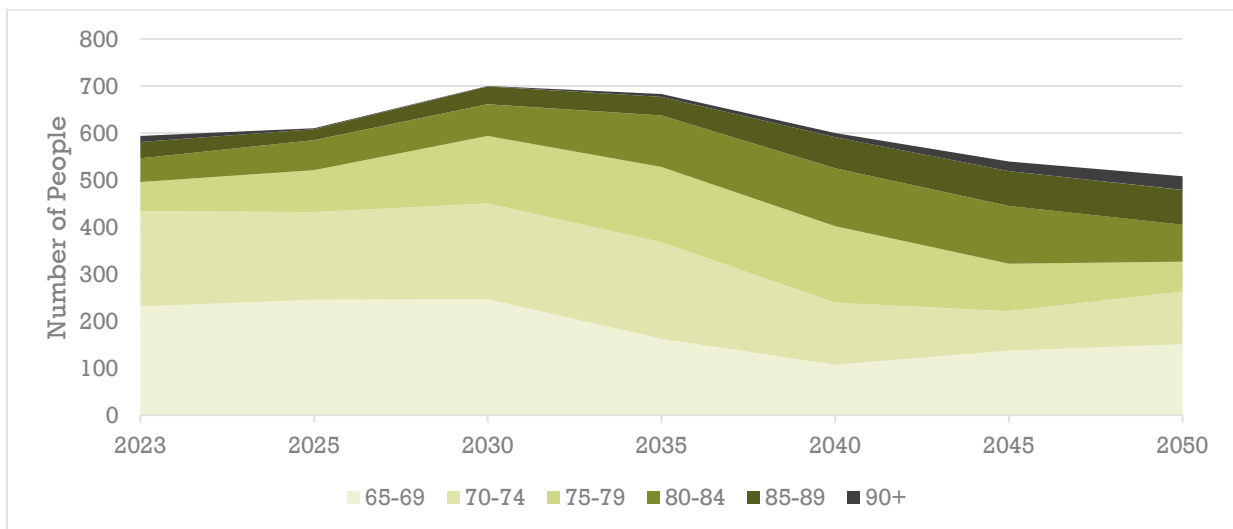


Figure 2 illustrates a gradual increase in the number of older adults in the Dillingham Census Area through approximately 2030, followed by a steady decline through 2050. While the total population ages 65 and older is projected to decrease over the long term, older age cohorts (particularly ages 80 and above) are expected to comprise a larger share of the senior population, with implications for healthcare, housing, and community services.

**Figure 2. Dillingham Census Area Age 65+ Population Projections (2023-2050)**



Source: Alaska Department of Labor and Workforce Development, Research and Analysis Section Population Estimates and Projections, 2025

## Plan Process and Timeline

Spring 2023 to Fall 2025 Discover and Learn	Winter 2026 Listen and Engage	Spring 2026 Share and Finalize
<ul style="list-style-type: none"> <li>▪ May 15, 2023 Community Visit</li> <li>▪ Compiled data on the people, economy, lands, infrastructure, and more.</li> <li>▪ Conducted survey and interviews Fall 2023.</li> </ul>	<ul style="list-style-type: none"> <li>▪ January 28, 2026 Planning Commission Workshop</li> <li>▪ February 2026 Public Review Draft</li> <li>▪ Revise draft based on public feedback</li> </ul>	<ul style="list-style-type: none"> <li>▪ Planning Commission Public Hearing</li> <li>▪ City Council Public Hearing</li> <li>▪ Revised, finalized, and adopted plan</li> </ul>

## Plan Organization and Purpose

Core Plan	Appendices
Includes an executive summary, information on the process, project area, and how to use the plan. Provides detailed goals, strategies, and actions for each focus area.	Includes detailed background information used to develop the comprehensive plan, such as additional policy guidance for certain focus areas.



The goal of this plan is to give the City of Dillingham a broad vision and direction to work toward in the coming years. This plan serves as a basis and rationale for City policies and actions, ordinances and other policies carrying out the goals of the Comprehensive Plan; projects carried out by City staff; and a tool for communicating priorities and funding requests to state and federal government or other funders. Most importantly, this plan should serve as a key tool for community leaders and residents in their short-term and long-term planning and decision-making. In conjunction with more detailed plans and current information, the plan should be the backdrop and foundational reference for all Dillingham Planning Commission and City Council meetings and rulings regarding the project area, and for City departments in their daily operations. See below for a specific breakdown of how different stakeholders might use the plan.

## How to Use this Plan if You are a...

Resident	City Staff	Regional Representative
Use as a tool to protect or improve the things you love about the region and community; for example, to learn about where future development might occur and preservation take place.	Guide decision-making on City-wide policy and as a reminder of community-specific values, challenges, projects, and goals.	Official guiding document for Planning Commissioners and Council Members when making decisions, rulings, and creating policy in the project area.
Housing Authority	Business Owner	Grant Writer
Identify areas where different types of growth are encouraged/discouraged and as a summary of housing, transportation, and commercial needs.	Use to understand where your type of business may be best located or what community priorities could inform a business idea and plan.	Use to demonstrate City and community support for key priorities in the project area when applying for funding from state, federal, and other sources.

## Accomplishments Since the 2010 Plan

Over the past fifteen years, Dillingham has demonstrated the power of community-driven planning by turning goals into real, visible improvements, investing in new infrastructure, expanding youth and educational programs, and strengthening services that enhance the quality of life across the region.

### Land Use and Housing

- Completed the Downtown Streets Rehabilitation Project (2022), upgrading Main Street, D Street, and Central Avenue with new surfaces, pedestrian improvements, and coordinated utility documentation to support future maintenance and development.

### Transportation

- Paved key city roads, improving safety, access, and year-round drivability for residents and businesses.
- Built and opened the community bike and pedestrian trail, now heavily used by families and youth and enhancing safe recreation and connectivity.

### Waterfront

- Undertook planning and incremental upgrades around the small boat harbor and City Dock, improving access, public safety, and readiness for future expansion.

## **Economic Development**

- Expanded youth workforce development programs, including BBEDC youth hiring, ANSEP pipelines, and local training initiatives that help young residents gain skills and stay engaged in the regional economy.

## **Energy**

- Secured significant state and federal investment in school energy efficiency, enabling audits, facility upgrades, and ongoing reductions in operating costs.
- Advanced renewable energy feasibility work with partners such as Nushagak Cooperative and Choggiung, including assessments of wind, wood heat, and waste-to-energy opportunities.

## **Community Wellness and Education**

- Leveraged millions of dollars in state and federal grants to expand literacy programs, mental health services, after-school programming, preschool access, and food security initiatives.
- Built strong partnerships – including BBNA, BBRCTE, and local school districts – that improved early childhood outcomes, increased access to vocational training, and strengthened the local workforce pipeline.

## **Public Facilities and Services**

- Coordinated exemplary COVID-19 public outreach and response in partnership with the hospital and Tribal organizations, improving health communication and community safety.
- Continued investment in Senior Center operations and essential community facilities, maintaining critical services for Elders and families.



## Implementation

The process for implementing this plan will include developing an annual work plan of “priority actions” that support the strategies identified in the plan. This annual work plan will consider existing and anticipated resources and will provide direction to City leadership, staff and their partners. Equally important, the annual work plan will give Dillingham residents, businesses, and partners a detailed picture of what progress is being made on the plan. The update will include a summary of actions taken, and progress made toward plan-identified goals and objectives. Additionally, the City will implement a process for gauging community satisfaction with plan progress. Dillingham residents should be regularly encouraged to share comments, questions and concerns on plan contents and implementation, and more importantly, to get involved in plan implementation.

The following table outlines a potential format for the annual work plan, which could be completed as a part of plan implementation.

SAMPLE			
Goal: What broad or long-term change do we want to make?			
Objective: What measurable change do we hope to achieve over the next year? (For example, "Increase housing units by X over 10 years" or "Reduce energy costs by Y% by 2030.")			
Priority Strategy	Actions (specific steps)	Lead (who)	Timeline (when)
1.	a. b.		
2.	a. b.		
3.	a. b.		

Additional considerations and ideas when developing a work plan and implementation of goals and strategies in the comprehensive plan:

- Specific milestones for the first 2-3 years.
- Phasing guidance (what must happen first vs. what can happen in parallel).
- Estimated costs or funding needs for priority strategies.
- Community engagement strategy for ongoing plan implementation.
- Metrics dashboard concept for tracking progress toward goals.
- Partnership MOUs or agreements template for formalizing collaborative implementation.

## Key Themes Guiding the Plan

*Housing gaps constrain recruitment, retention, and growth.*

Housing availability is one of Dillingham’s most significant challenges, with 93 percent of 2023 Community Survey respondents identifying affordability and availability as top concerns. Employers in the survey reported that housing shortages limit their ability to recruit and retain teachers, healthcare staff, and other essential workers. The City’s 2023 Housing Study found substantial need for both new units and rehabilitation of older homes, many of which were built before modern standards and lack complete facilities. Data from the 2021 Multi-Jurisdictional Hazard Mitigation Plan Update reinforces these needs: portions of Dillingham’s residential areas lie within floodplains or on unstable or steep slopes, increasing long-term risks and underscoring the importance of siting new housing in safer, physically suitable locations. To address these conditions, the community strongly supports expanding the range of housing types, creating clear design standards, improving permitting processes, and coordinating with partners such as BBHA and BBNA to meet the needs of workers, Elders, and families.

*High development costs and limited buildable land require strategic, phased expansion.*

Construction costs in Dillingham regularly exceed \$300 per square foot, driven by material prices, labor scarcity, and specialized subcontractor needs. Transportation and freight contribute an additional 20–30 percent to project costs, according to builder input. Utility capacity also varies significantly by location, and some areas outside service boundaries face high costs to connect to water and sewer or rely on on-site systems that may not be feasible. Two major infrastructure concerns identified by stakeholders include limited water and sewer service and PFAS contamination in certain areas. Stakeholders emphasized that more land must be made available for housing, but development is constrained by unclear parcel boundaries, title restrictions, access and right-of-way needs, and the high cost of extending utilities. These conditions make phased subdivision, predictable permitting, and coordinated infrastructure planning essential.

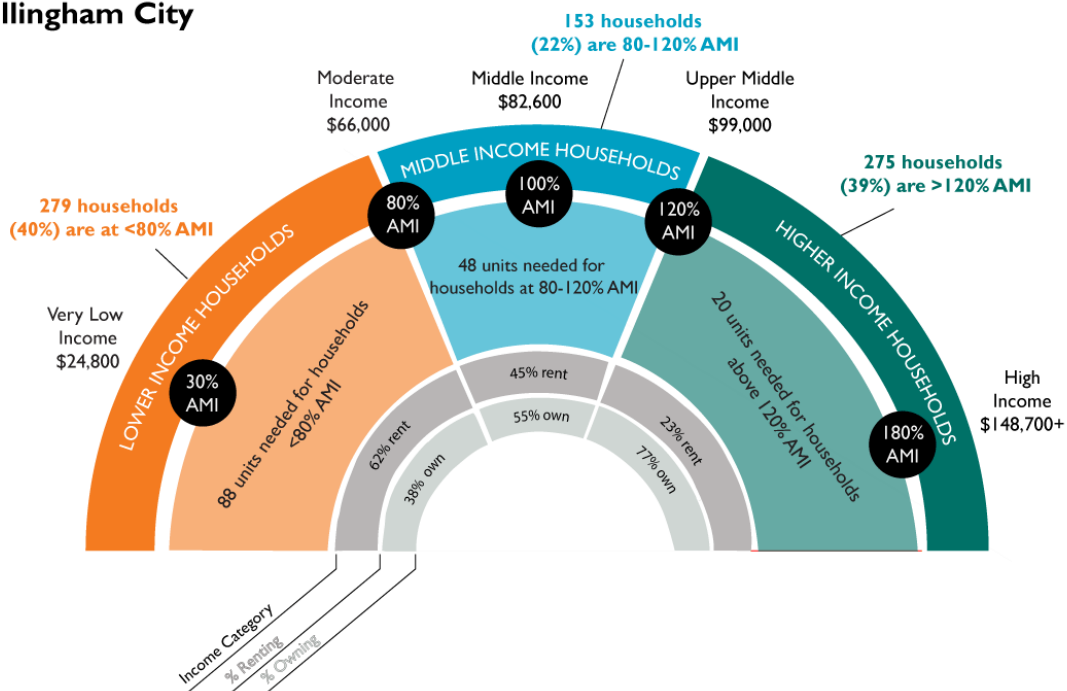
*Homeownership tools can reduce barriers.*

While programs such as USDA 502, FHA, HUD-184, and AHFC down-payment assistance are available to Dillingham residents, many potential homebuyers lack awareness of eligibility, steps involved, or how to prepare financially. Lenders and housing partners note that buyers often struggle with credit readiness, loan documentation, or understanding long-term maintenance obligations, barriers that can delay or prevent home purchases. This affects residents' ability to transition from renting to homeownership and increases pressure on subsidized or income-restricted units.

*Multi-partner strategies are essential to increasing affordable units.*

Meeting Dillingham's 232-unit housing need over 10 years will require coordinated actions across multiple entities. Stakeholders emphasized that no single organization can meet Dillingham's housing need. Each partner brings different funding sources, land access, engineering capacity, and workforce resources. Further, structured collaboration, such as regular meetings, shared data, coordinated funding pursuits, will be key to building additional attainable housing units in Dillingham.

**Dillingham City**



From the 2023 Dillingham Housing Needs & Strategies, the Housing Bridge Diagram helps estimate the need for housing across all income levels.

## Housing Goals

Goal A	Goal B	Goal C
Expand Dillingham's supply of safe, functional, attainable housing.	Strengthen pathways to homeownership and long-term housing stability for Dillingham residents.	Create diverse partnerships to maximize funding and other resources that support affordable housing options.

## Housing Strategies and Actions

■ Priority for implementation.

🍏 See Appendix A for more details about specific actions.

### Strategy 1. Create new residential lots through phased subdivision of City land.

#### ★ Potential City-led Actions:

- Clarify title and resolve subsurface rights for priority City-owned parcels.
- Conduct surveys and prepare a phased subdivision plan for an initial group of new lots. ■ 🍏
- Secure easements and rights-of-way for utilities, fiber, and access.
- Modernize subdivision standards to support phased development and utility coordination.
- Coordinate with BBHA and ANTHC on subdivision design, utilities, and required engineering. ■ 🍏
- Conduct infrastructure capacity analysis before permitting large developments.
- Consider offering lots in a mix of sizes, including larger parcels, based on community preference.

(Cross-reference: **Housing Strategy 1** ↔ **Land Use Strategy 2** – Title 17 and 18 strategies for zoning and subdivision design.)

### Strategy 2. Reduce the cost of building and owning a home through targeted local incentives and educational resources.

#### ★ Potential City-led Actions:

- Evaluate a graduated property tax abatement program for new housing. Explore tax-abatement-as-down-payment models to help residents meet upfront loan requirements. ■ 🍏
- Consider reduced or waived port fees for building materials for qualifying projects.
- Assess, and, where appropriate, implement 99-year land leases as a tool to lower land costs and support long-term affordability. 🍏
- Establish affordability or owner-occupancy requirements for developments that receive municipal incentives to ensure benefits accrue to year-round residents.
- Incentivize rehabilitation of aging or substandard housing. 🍏
- Publish a homeownership guide for Dillingham residents that summarizes financing tools, eligibility steps, and pathways to build, purchase, repair, and/or maintain a home. 🍏

 **Potential Partner-led Actions:**

- g. Coordinate with agencies to deliver rehabilitation, weatherization, and repair programs that address aging or substandard housing in Dillingham. This may include outreach, referrals, and integration of local incentives. 🍏
- h. Work with lenders and financial institutions to provide homebuyer counseling and underwriting support, ensuring residents can access loan programs, such as USDA 502, FHA, HUD-184, and AHFC down-payment assistance.
- i. Collaborate with BBHA to expand homebuyer readiness programs, including financial education, mortgage preparation, and transition pathways for renters who wish to become homeowners.

*“Lack of housing is an existential threat to the City of Dillingham. When housing isn't available, we are unable to fill jobs locally. This puts us in a negative spiral of expatriation to larger cities like Anchorage.”*

*From 2023 Community Survey*

(Cross-reference: **Housing Strategy 2** ↔ **Energy Strategy 1** – Strategies to reduce housing costs.)

**Strategy 3. Coordinate with Tribal, regional, and local partners to align long-term housing efforts.**

★ **Potential City-led Actions:**

- a. Establish and convene a Housing Working Group to coordinate land development, workforce housing needs, rehabilitation resources, financing tools, and subdivision planning among key partners such as BBHA, BBNA, Choggiung Ltd., ANTHC, utilities, lenders, and major employers. 🏢 🍏
- b. Integrate housing needs and priorities into local and regional planning efforts, including City planning updates, capital project lists, BBHA and Tribal housing plans, utility planning efforts, and regional workforce development initiatives. 🍏

 **Potential Partner-led Actions:**

- c. Provide advocacy for BBHA as it leads development and financing of NAHASDA-supported housing, including new construction, rehabilitation, replacement of aging units, and administration of income-qualified programs in coordination with City subdivision efforts.
- d. Encourage employers to continue to identify workforce housing needs and commit to housing solutions, such as master leases, employer-assisted housing models, participation in subdivision planning, or co-investment in housing built for essential staff.
- e. Continue to follow ANTHC guidelines for sanitation, water, and sewer integration in new housing areas, ensuring that subdivision designs, site layouts, and lot readiness meet health and utility standards.

**Strategy 4. Encourage a greater variety of housing types and sizes in Dillingham, including more housing within the purchasing power of young families, single people, schoolteachers and other workers.**

**★ Potential City-led Actions:**

- a. Encourage housing development in physically suitable areas in the ring of land just outside of downtown. 🍏
- b. Develop design guidelines and/or development standards to promote high quality housing development. 🍏
- c. Encourage sufficient housing for vulnerable and/or transient populations. 🍏

**🤝 Potential Partner-led Actions:**

- d. Work with the Bristol Bay Housing Authority to improve quality of life in the Tower Road housing area by strengthening connections to schools, jobs and downtown services and by enhancing parks, playgrounds, and family-supportive facilities.

*(Cross-reference: **Housing Strategy 4** ↔ **Land Use Strategy 3** – Strategies for downtown improvements and development of higher-density housing.)*

**Strategy 5. Attract developers and rebuild local construction capacity.**

**★ Potential City-led Actions:**

- a. Issue targeted Requests for Proposals (RFPs) to attract private developers to build single-family or small-scale multifamily homes on City-prepared lots, using transparent evaluation criteria and offering predictable permitting timelines. 🍏
- b. Prepare clear and comprehensive developer packets that summarize available parcels, zoning and subdivision requirements, utility information, incentives, timelines, and permitting steps so builders can accurately assess feasibility and costs. 🍏
- c. Clarify and streamline local permitting pathways to make new construction, modular placement, and rehabilitation more predictable and easier to navigate, including opportunities for coordinated reviews or reduced turnaround times..

**🤝 Potential Partner-led Actions:**

- d. Support schools, university programs, Tribal workforce entities, and regional training partners as they expand trades training, apprenticeships, and certification pathways needed to rebuild the local construction workforce.
- e. Encourage modular and panelized housing suppliers to expand availability and reduce construction timelines by providing technical specifications, installation requirements, and cost information that help local builders, developers, and homeowners evaluate these options.

*(Cross-reference: **Housing Strategy 5** ↔ **Land Use Strategy 2** – Title 17 and 18 strategies for streamlining permitting pathways and **Economic Development Strategy 3** – Workforce development of contractors and partnerships.)*

**Strategy 6. Prioritize infrastructure system improvements that enable new housing development.**

**★ Potential City-led Actions:**

- a. Evaluate electric, water, sewer, and road capacity prior to approving subdivision phases and ensure that proposed layouts align with utility provider engineering standards and long-term maintenance needs.
- b. Phase housing development in coordination with utility availability so new subdivisions do not overextend municipal systems and can be served efficiently as upgrades occur.
- c. Assess access and rights-of-way needs for each development area and initiate surveys, easements, or acquisitions necessary to support buildable lots and future utility extensions..

**🤝 Potential Partner-led Actions:**

- d. Collaborate with State and Tribal partners on right-of-way acquisition, surveying, and engineering when access improvements or utility extensions cross non-City lands.

*(Cross-reference: **Housing Strategy 6** ↔ **Public Facilities and Services Strategy 6 – Water, wastewater, and utility coordination strategies for planning that informs development.**)*



## Key Themes Guiding the Plan

*Expand housing capacity through strategic growth.*

One of Dillingham’s biggest barrier to new housing is the limited supply of land that is legally, physically, and environmentally ready for development. Much of the community’s platted area is constrained by incomplete or outdated parcel surveys, unclear title or right-of-way conditions, steep or unstable slopes, wetlands, or flood-prone zones. These constraints increase development costs and make it difficult for builders to bring new units to market. Community survey respondents consistently identified unclear standards and slow permitting as barriers to new housing. To increase housing capacity, Dillingham will need to modernize its land use regulations to create more buildable lots, streamline subdivision processes, guide development toward physically suitable areas, and reduce uncertainty for both private builders and Tribal and regional housing partners. Strengthening Title 17 and 18 and supporting a mix of housing types through updated land use policy are essential steps toward long-term housing availability.

*Incomplete land use standards hinder development and resilience.*

Dillingham’s aging subdivision and zoning codes were developed for a different era and now struggle to address site conditions, drainage, hazard risks, fragmented parcel patterns, and rising development costs. Community survey feedback reinforces the need for clearer development rules, faster permitting processes, and more predictable standards, with respondents emphasizing that outdated code and unclear site-control requirements hinder housing supply and economic growth. Additional gaps - such as the absence of a functional Parks and Recreation Department to oversee trails and open-space dedications – further highlight the need for modernized standards and coordination across city departments.

*Downtown safety and appearance require coordinated investment.*

Downtown Dillingham remains the community’s central hub, yet aging buildings, inconsistent site conditions, and underutilized parcels limit its ability to support year-round economic and civic activity. Community survey respondents emphasized the need for downtown cleanup, improved maintenance, safer crossings, and more welcoming public spaces, underscoring broad support for revitalization and coordinated investment. Strengthening downtown land use policies – through a Downtown Master Plan, a working group, improved drainage and mobility design, and updated building condition standards – will enhance safety and resilience. Partnerships with the Curyung Tribal Council and local organizations to support cleanup, cultural signage, and public space enhancements will help downtown evolve into a more vibrant, welcoming, and economically resilient district.

*Increased hazard risks need coordinated, proactive planning.*

Dillingham’s future resilience depends on integrating natural systems data directly into land use decisions, given the community’s extensive wetlands, erosion-prone shorelines (Dillingham ranks 12th of 58 rural Alaska communities for erosion risk), and sensitive tundra ecosystems. Creating a Natural Systems Map and applying buffers, setbacks, and conservation priorities during subdivision and development review will help safeguard public safety and reduce long-term maintenance costs. Coordinated planning with the Curyung Tribal Council and regional partners, supported in part through NFIP eligibility, can also strengthen monitoring, data sharing, and environmental stewardship.

## Land Use Goals

Goal A	Goal B
Guide land use and development to reflect community values, protect natural resources, and support Dillingham's long-term resilience.	Plan for efficient, well-connected growth that supports local businesses, public services, transportation access, and healthy neighborhoods.

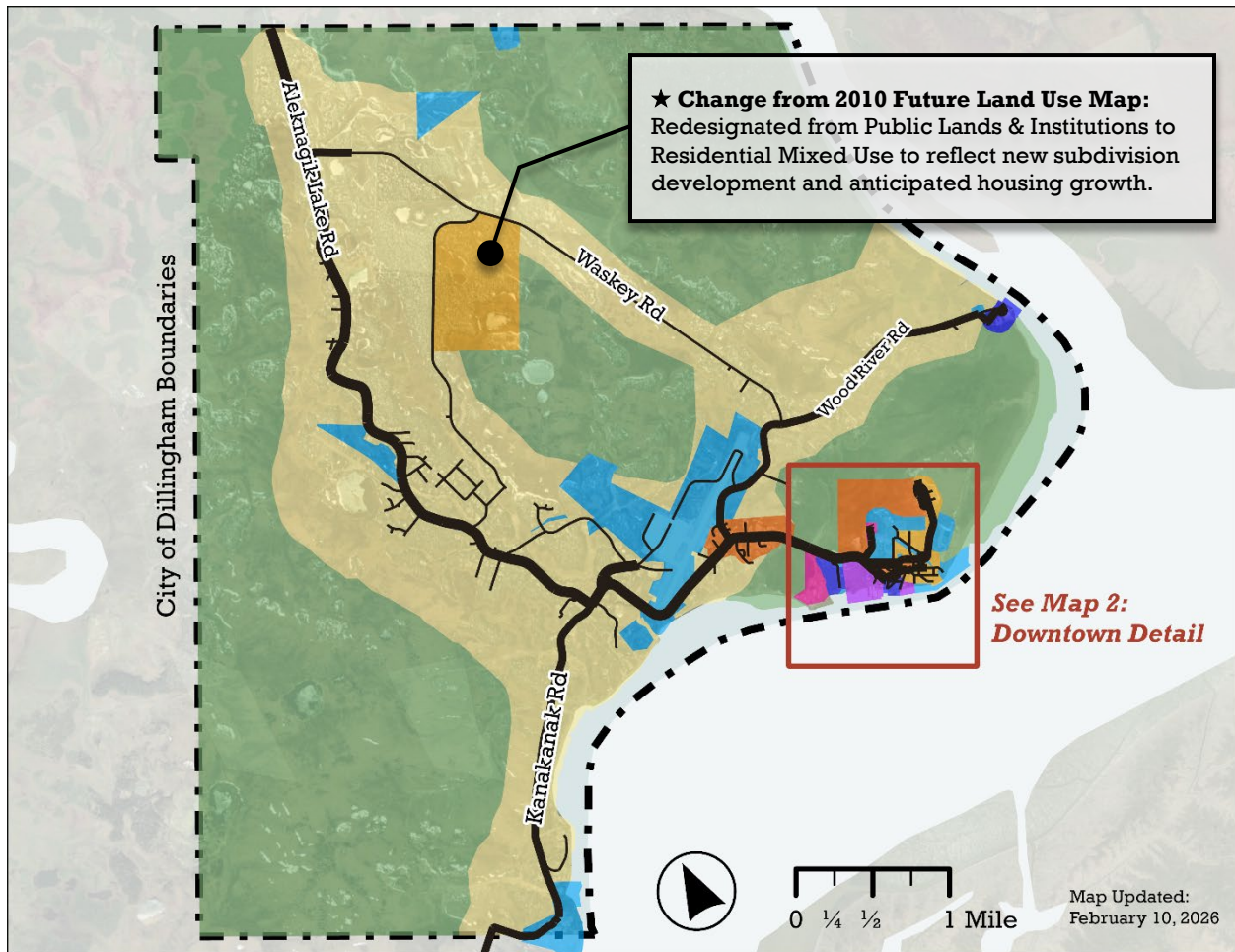
## Land Use Strategies and Actions

■ *Priority for implementation.*

🍏 *See Appendix A for more details about specific actions*

**Strategy 1. Update the City’s generalized plan for future land use in Dillingham, identifying areas intended for various categories of use. 🏠 🍏**

Figure 3. Future Land Use Map (FLUM) 1: City Overview



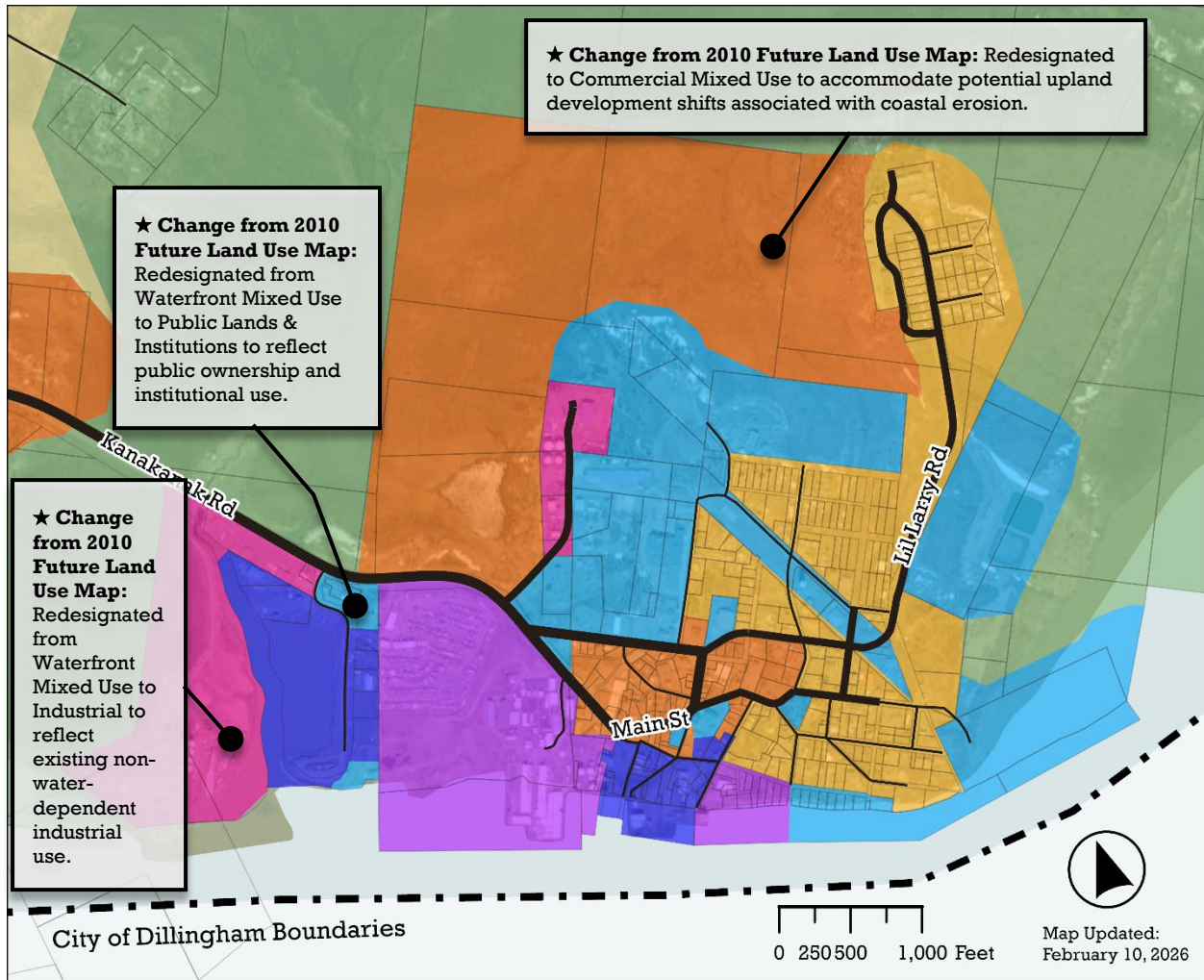
**City of Dillingham Future Land Use Map**



**Map 1: City Overview**

- |   |  |
|---|--|
| <p><b>Residential Focus</b><br/>Primarily low density residential (&gt;1 acre); option for home-based and other businesses compatible with a predominantly residential area.</p> <p><b>Residential Mixed Use</b><br/>Primarily smaller lot and higher density residential (&lt;1 acre); options for secondary uses, including commercial.</p> <p><b>Commercial Mixed Use</b><br/>Primarily commercial and retail services, options for secondary uses, including residential.</p> <p><b>Industrial</b><br/>Primarily heavy and light industrial uses in non-waterfront locations.</p> | <p><b>Waterfront Mixed Use</b><br/>Primarily water-dependent commercial and industrial uses, commonly on a seasonal basis; options for secondary uses, including public recreation.</p> <p><b>Public Lands and Institutions - C / I</b><br/>Primarily commercial and industrial uses on public lands.</p> <p><b>Public Lands and Institutions - Facilities</b><br/>Primarily public facilities, such as schools, police or fire stations, or sewer treatment.</p> <p><b>Open Space / Watershed / Low Intensity Use</b><br/>Primarily intended to remain in a natural condition to safeguard natural resources and open space, with development limited to low-intensity, resource-compatible uses.</p> |
|---|--|

Figure 4. Future Land Use Map (FLUM) 2: Downtown Detail



## City of Dillingham Future Land Use Map

### Map 2: Downtown Detail



- |  |  |
|--|--|
| <p><b>Residential Focus</b><br/>Primarily low density residential (&gt;1 acre); option for home-based and other businesses compatible with a predominantly residential area.</p> | <p><b>Waterfront Mixed Use</b><br/>Primarily water-dependent commercial and industrial uses, commonly on a seasonal basis; options for secondary uses, including public recreation.</p>  |
| <p><b>Residential Mixed Use</b><br/>Primarily smaller lot and higher density residential (&lt;1 acre); options for secondary uses, including commercial.</p>                     | <p><b>Public Lands and Institutions - C / I</b><br/>Primarily commercial and industrial uses on public lands.</p>  |
| <p><b>Commercial Mixed Use</b><br/>Primarily commercial and retail services, options for secondary uses, including residential.</p>  | <p><b>Public Lands and Institutions - Facilities</b><br/>Primarily public facilities, such as schools, police or fire stations, or sewer treatment.</p>  |
| <p><b>Industrial</b><br/>Primarily heavy and light industrial uses in non-waterfront locations.</p>  | <p><b>Open Space / Watershed / Low Intensity Use</b><br/>Primarily intended to remain in a natural condition to safeguard natural resources and open space, with development limited to low-intensity, resource-compatible uses.</p> |

## Land Use Strategies and Actions *Continued*

■ *Priority for implementation.*

🍏 *See Appendix A for more details about specific actions*

### **Strategy 2. Update and improve the City’s Title 17 Subdivision Code and Title 18 Planning and Land Use Regulation to better respond to existing and future issues and opportunities.** ■

#### ★ *Potential City-led Actions:*

- a. Modernize subdivision code to require onsite water and sewage systems, practical legal and physical access, and appropriate easement and signage standards, while ensuring roads are located and designed to minimize impacts on water quality, drainage, and natural resources.
- b. Adopt a flexible conservation subdivision tool that allows smaller lot sizes in exchange for dedicated open space, increased buffers, and environmental protections; consult with organizations like the Cold Climate Housing Research Center to adapt model designs suited to local conditions.
- c. Create clear, illustrated design guidelines for subdivision planning that encourage good road layout, trail protection, stormwater management, and sensitive area buffers while being compatible with rural building practices and minimizing added construction costs.
- d. Designate and reserve land for industrial, commercial, and institutional development to support economic and community needs while minimizing land use conflicts. 🍏
- e. Improve the City’s land use permit and enforcement system so that development requirements are clear and regulations are enforced fairly and uniformly to protect property values and neighboring land uses. 🍏
- f. Maintain and update the conditional use and zoning framework so that uses with significant off-site impacts are reviewed carefully and managed to protect public safety, neighborhood character, and the environment. 🍏
- g. Strengthen code enforcement tools to address blighted and unsafe properties, especially in the downtown area. 🍏

#### 🤝 *Potential Partner-led Actions:*

- h. Collaborate with BBNA to establish mutual standards for subdivision development that respect cultural and legal land status and enhance access and environmental stewardship across public and Native lands. 🍏
- i. Partner with BBNA and Bureau of Indian Affairs to address legal uncertainties and title disputes related to Native allotments within targeted areas, including resolution of split estates, trespass claims, and rights-of-way conflicts that may affect subdivision planning and land development.

*(Cross-reference: **Land Use Strategy 2** ↔ **Public Facilities and Services Strategy 2** – Utilities and Infrastructure strategies for coordinated drainage, access, and utility design requirements and*

**Housing Strategy 1** – Title 17 and 18 strategies for zoning and subdivision design and **Housing Strategy 5** – Title 17 and 18 for streamlining permitting pathways.)

**Strategy 3. Improve the safety, accessibility, and appearance of Downtown Dillingham.** 🏠

★ **Potential City-led Actions:**

- a. Establish a collaborative Downtown Working Group (or designate the Planning Commission) to steer implementation of downtown improvements, engage local businesses and tribal partners, and coordinate cleanup and revitalization initiatives.
- b. Develop and implement a Downtown Master Plan to guide coordinated redevelopment, connect land uses and public space, improve multi-modal mobility, and activate underutilized sites. 🍏
- c. Support redevelopment and infill of downtown sites, prioritizing walkable, mixed-use development and increasing access to underutilized parcels through improved access strategies and incentives.
- d. Enhance and create public spaces including plazas, seating areas, signage, landscape amenities, and potential recreation or community event spaces that reflect local culture and storytelling. 🍏
- e. Advance downtown mobility improvements by adopting a complete streets approach – balancing safety, accessibility, and aesthetics in the street network, sidewalks, and parking facilities. 🍏
- f. Encourage the development of higher-density housing in Downtown Dillingham. 🍏
- g. Create a land banking or strategic acquisition program (Land Buyback Program) with transparent criteria for purchasing downtown properties that support redevelopment goals, focusing on blighted sites, key corner parcels, access improvements, or assemblage opportunities that unlock larger revitalization projects.

*“Collaboration with Curyung Tribe and UAF Arctic Coastal Geoscience Lab on erosion monitoring at critical points is essential in order to properly plan for future development.”*

*From 2023 Community Survey*

🤝 **Potential Partner-led Actions:**

- h. Work with BBNA, Curyung Tribal Council, and local organizations to support downtown cleanup and beautification efforts, fund landscape or public art projects, and secure grants or volunteer labor for ongoing maintenance.

*(Cross-reference: **Land Use Strategy 3** ↔ **Transportation Strategy 3** – Safe routes and accessibility improvements and **Economic Development Strategy 7** – Downtown business support for actions aligned with revitalization and **Housing Strategy 4** – Strategies for downtown improvements and development of higher-density housing.)*

**Strategy 4. Promote land use policies that protect the natural environment, safeguard public health, and mitigate natural hazards.**

★ *Potential City-led Actions:*

- a. Develop a Natural Systems Map (Green Infrastructure Layer) to identify wetlands, surface waters, subsistence areas, erosion zones, recharge areas, and critical habitat to guide future development and conservation decisions. 🍏
- b. Integrate natural and hazard data into subdivision and development review, using mapped natural systems to apply environmentally protective buffers, setbacks, and conservation priorities.
- c. Strengthen hazard mitigation strategies, including coordinated shoreline monitoring and implementation of flood and erosion mitigation measures consistent with the Multi-Jurisdictional Hazard Mitigation Plan. 🍏
- d. Maintain local vegetative cover, encouraging the use of native species, replanting cleared areas where practical, and minimizing tundra and sensitive vegetation disruption.

*“Ensure that all development and efforts in any of the above arenas protect fish & the environment.”*

*From 2023 Community Survey*

🤝 *Potential Partner-led Actions:*

- e. Partner with Curyung Tribe and other stakeholders to co-develop natural resource conservation plans and share data on subsistence lands, priority habitats, and erosion trends.

(Cross-reference: **Land Use Strategy 4** ↔ **Waterfront Strategy 2** – Shoreline stabilization and public access.)



## Key Themes Guiding the Plan

*Consistent investment and management supports road maintenance.*

Dillingham’s ability to maintain safe, reliable access depends on year-round upkeep of its gravel and paved road network, which faces persistent challenges from freeze-thaw cycles, drainage issues, dust, and winter ice conditions. Limited staffing capacity – only two City operators for roughly 128 miles of roads – constrains timely grading, pothole repair, snow removal, and striping, contributing to deteriorated surfaces and inconsistent service across neighborhoods. 2023 Community Survey respondents repeatedly cited poor winter maintenance, dust conditions, and inadequate drainage on subdivision roads, reflecting a strong need for clearer maintenance agreements and updated priorities. Crash data shows that 46 percent of recorded accidents occurred on icy or snowy roads, indicating surface conditions and maintenance timing play a larger role in safety than weather alone.

*Roadway connectivity reduces risk.*

Dillingham’s road network reflects years of incremental growth, resulting in disconnected routes and several high-risk intersections. Major arterials and school-area corridors lack continuous sidewalks and safe crossings, creating barriers for children, Elders, and residents traveling to clinics or downtown. Winter conditions worsen these challenges, forcing bicyclists into travel lanes when paths are unplowed and reducing sight distance along corridors like Kanakanak Road. Community survey responses echo these patterns, citing confusing intersections, poor visibility, and limited multimodal connectivity. These conditions highlight the need for coordinated long-range planning that improves safety, reserves future corridors, and strengthens connections between key destinations.

*Safe routes  
improve  
mobility.*

Dillingham lacks a coordinated system of sidewalks, trails, and motorized corridors, creating significant safety and access challenges for residents who walk, bike, or rely on ATVs and snowmachines for daily travel. Sidewalk gaps and disconnected routes make it difficult to move safely between neighborhoods, downtown, and schools, especially for youth, Elders, and non-drivers. Poor lighting along major corridors, including Kanakanak Road, further reduces visibility, contributing to crashes and discouraging walking during long winter months. 2023 Community Survey responses consistently call for more sidewalks, better lighting, and safe, accessible trail connections throughout the city. Motorized recreation adds additional conflicts, since limited designated ATV and snowmachine routes force riders onto streets and informal trails. Establishing a Trails and Active Transportation Master Plan, securing easements, improving crossings and lighting, and adopting clear motorized-use policies will help reduce safety risks and support reliable, year-round mobility for residents.


*Reliable air and  
marine access  
provide critical  
connections.*


Dillingham relies on aviation and marine transportation for regional travel, freight movement, and access to healthcare and essential services, yet residents face significant barriers connecting reliably to these systems. The Dillingham Airport is owned and operated by the Alaska Department of Transportation & Public Facilities (DOT&PF) and functions as critical lifeline infrastructure for the community and the broader Bristol Bay region. Rising passenger volumes and increased aircraft arrivals indicate growing demand for safe, well-coordinated aviation infrastructure. Safety concerns are well documented, including ten non-fatal aviation accidents within a decade and heightened risk from icing, visibility issues, and challenging landing conditions. Road segments near the airport also carry disproportionately heavy traffic, reinforcing the need for coordinated planning between air, road, and emergency access systems. Community members expressed interest in more reliable travel options to nearby communities, including seasonal water-based connections. Strengthening partnerships with the FAA, Alaska DOT&PF, Curyung Tribe, and private carriers will support safer, more accessible marine and air transportation that meets regional needs.

## Transportation Goals

Goal A	Goal B	Goal C
Maintain a safe, reliable, and efficient transportation system that supports access to goods and services in and out of Dillingham.	Improve transportation networks to enhance connectivity between neighborhoods, downtown, schools, the airport, and regional destinations.	Provide diverse and safe travel options including walking, biking, motorized recreation, transit, and marine and air access.



## Transportation Strategies and Actions

 *Priority for implementation.*

 *See Appendix A for more details about specific actions.*

### **Strategy 1. Maintain and operate Dillingham’s existing road system safely and efficiently.**



#### **★ Potential City-led Actions:**

- a. Continue to invest in staff, equipment, and regular street maintenance to provide a high level of service on paved and gravel roads. 
- b. Use data and clear user agreements to prioritize routine maintenance and winter operations on City and non-City streets. 



*(Cross-reference: **Transportation Strategy 1** ↔ **Public Facilities and Services Strategy 1** – City staffing and equipment strategies for shared needs and maintenance capacity.)*

### **Strategy 2. Coordinate transportation planning, funding, and operations with Tribal, State and regional partners.**

#### **★ Potential City-led Actions:**

- a. Work with partners to explore and, where feasible, implement coordinated public transit and shared-ride options that connect neighborhoods, downtown, employment centers, the airport, and Aleknagik. 
- b. Establish and follow an annual protocol with Curyung Tribe, Alaska DOT&PF, BBNA and others to coordinate transportation planning, project priorities and maintenance responsibilities. 

#### **Potential Partner-led Actions:**

- c. Support partner-led transportation plans such as the Curyung Long Range Transportation Plan, Tribal Transportation Safety Plan and BBNA Coordinated Transportation Plan, and seek joint adoption or alignment where practical.  

**Strategy 3. Plan and improve the road network to support safe, efficient access and reduce long-term costs.**

★ *Potential City-led Actions:*

- a. Develop and periodically update a joint long range road system plan that identifies needed improvements, reserves future routes and improves connectivity and emergency access. 🍏
- b. Implement priority road projects from Tribal and City plans, focusing on gravel road management, dust reduction, rehabilitation of key streets and safety improvements near schools and major intersections. 📌 🍏
- c. Design and manage the road system to minimize maintenance costs, improve safety and separate heavy industrial traffic from residential and pedestrian areas where feasible. 🍏

🤝 *Potential Partner-led Actions:*

- d. Coordinate with Curyung Tribe, Alaska DOT&PF and landowners to reserve future road corridors that support economic development and emergency access, including possible access to future industrial or dock sites.

*(Cross-reference: **Transportation Strategy 3** ↔ **Land Use Strategy 3** – Safe routes and accessibility improvements.)*

**Strategy 4. Develop safe, connected trails, sidewalks and crossings, and manage motorized recreation on streets and trails.**

★ *Potential City-led Actions:*

- a. Implement recommendations from the 2025 Community Design for Active Transportation, which identifies and reserves key walking, biking and motorized trail routes and priority sidewalk connections. 📌
- b. Clarify and enforce policies for ATV and snowmachine use on streets and trails and designate safe routes in and out of downtown. 🍏
- c. Improve crossings, lighting and other spot safety measures at high-risk locations for people walking, biking and using mobility devices. 🍏
- d. Provide ongoing education and outreach for all trail and roadway users to improve safety and reduce conflicts and environmental impacts. 🍏

🤝 *Potential Partner-led Actions:*

- e. Work with landowners, Curyung Tribe, Choggiung Ltd., BBNA, BIA and local trail groups to secure legal access and easements for priority trail routes and motorized corridors.

*“The City has done a good job constructing over 8 miles of bike trails over the last 10 years.”*

*From 2023 Stakeholder Interview*

*(Cross-reference: **Transportation Strategy 4** ↔ **Community Wellness Strategy 2** – Youth and Elder safety and recreation strategies and **Public Facilities and Services Strategy 3** – Recreation facilities and route connections to trails, parks, and community spaces.)*

**Strategy 5. Support safe and efficient marine and air transportation that connects Dillingham to the region.**

★ *Potential City-led Actions:*

- a. Support implementation of boating safety strategies identified in the Curyung Tribal Transportation Safety Plan and related efforts. 🍏

🤝 *Potential Partner-led Actions:*

- b. Encourage and support partner initiatives that explore regular water-based access between Dillingham and nearby communities, where demand and funding justify it. 🍏
- c. Work with Alaska DOT&PF, the Federal Aviation Administration (FAA), and air carriers to support aviation safety and facility improvements consistent with adopted airport master plans, including runway safety areas, obstruction-free zones, emergency access, and coordination between airport operations and the local road system. 🍏

*“Any form of public or subsidized transportation system would be immensely impactful for so many residents of the region. The current taxis available are expensive, unpredictable, and not enough to meet transportation needs.”*

*From 2023 Community Survey*

*(Cross-reference: **Transportation Strategy 5** ↔ **Waterfront Strategy 1** – Harbor access and marine transit strategies for integrated planning across transportation modes.)*



## Key Themes Guiding the Plan

*Modernizing infrastructure strengthens the working harbor.*

Dillingham has a significant opportunity to strengthen its role as a regional fishing hub by modernizing harbor facilities that support commercial fleets, subsistence activity, and marine businesses. Phase I upgrades, including float replacements, bulkhead extensions, utility expansion, and shoreline stabilization, remain essential steps toward building a safer and more efficient working waterfront. Improving dredging systems, revetments, and engineered pads will also better protect facilities from flooding, erosion, and ground-instability hazards documented along the harbor edge. Feedback in the 2023 Community Survey highlights additional opportunities for improvement, such as more reliable ice services, better restroom and waste management, safer parking and loading zones, and expanded launch capacity. The City’s capital priorities further emphasize developing upland lease lots, expanding utility capacity, and enhancing circulation to support marine industry growth.

*Public spaces build a welcoming waterfront.*

Residents consistently expressed a desire for increased accessibility and activity at its waterfront to reflect the community’s cultural and subsistence ties to Nushagak Bay. Today, public-facing spaces along the shoreline are limited, fragmented, and vulnerable to erosion, making it difficult to provide safe viewpoints, walkways, and gathering areas for residents and visitors. Redevelopment of the Bingman property represents a major opportunity to transform an underused site into a community-oriented park with shoreline access and pedestrian amenities, directly responding to survey feedback calling for boardwalks, trails, and spaces similar to other Alaska waterfront towns. Improved skiff landings, secure storage, and pathways to downtown remain high priorities for residents of nearby villages and subsistence users, according to the 2020 Waterfront Strategic Plan. Strengthening small-craft access, exploring regional water transit, and stabilizing eroding public access points are further supported by recent municipal capital priorities.

## Waterfront Goals

Goal A	Goal B	Goal C
Maintain a functional, safe, and adaptable waterfront that supports commercial fishing, regional access, and subsistence fishing.	Guide long-term waterfront development to ensure efficient upland use, safe circulation, and coordinated investment among regional partners.	Expand public access, recreation, and community-facing amenities along the waterfront that highlight Dillingham's identity.

## Waterfront Strategies and Actions

■ Priority for implementation.

🍏 See Appendix A for more details about specific actions.

### **Strategy 1. Upgrade core waterfront facilities to sustain fishing-related activity, improve safety, and support local economic opportunity.**

#### ★ *Potential City-led Actions:*

- a. Complete Phase I harbor upgrades including float replacements, bulkhead extensions, west and east revetment construction, and extended water, sewer, power, and telecom utilities. 🍏
- b. Improve access circulation, parking, and equipment zones to support vessel loading and unloading and shore-based activities, including designated parking for commercial fishing.
- c. Modernize dredging and erosion control systems by restoring on-land soil disposal, installing riprap where needed, and stabilizing vulnerable shoreline segments.
- d. Expand upland lease lots and utility infrastructure to support marine businesses, four-season boat repair, boat storage, and potential industrial or processing facilities. Upland expansion near the harbor may include pile-and-fill processes where feasible to create new development pad sites for marine service, storage, and commercial activities.
- e. Upgrade ice machine access, fire protection, restrooms, lighting, security, and safety amenities to support commercial and subsistence fishers.
- f. Assess and develop west side commercial fishing facilities to expand harbor capacity and provide additional support space for fleets.

*(Cross-reference: **Waterfront Strategy 1** ↔ **Transportation Strategy 5** – Harbor access and marine transit strategies for integrated planning across transportation modes and **Economic Development Strategy 2** – Harbor modernization strategies for infrastructure that supports processing and marine business growth.)*

**Strategy 2. Develop a balanced waterfront that accommodates recreation, subsistence, marine industries, and regional access through local and partnered improvements.**

**★ Potential City-led Actions:**

- a. Develop public recreation spaces at the Small Boat Harbor, including the Bingman property cleanup, park amenities, interpretive signage, and pedestrian access. 🍏
- b. Create safe harbor viewpoints and access corridors with seating, wayfinding, and interpretive elements. 🍏
- c. Improve waterfront access for skiffs and boats from nearby villages, including secure storage, dedicated landings, and routes to downtown. 🍏
- d. Stabilize eroding areas near recreation sites, walkways, and shoreline access points through design and construction.
- e. Coordinate long-term planning for harbor uplands, including improved lease lot access, dedicated utility capacity, and roadway improvements. 🍏
- f. Evaluate long-term options for dock expansion, including upriver development and potential new sites at Kananak Beach. 🍏
- g. Clean up and redevelop the Bingman site to provide public-facing park improvements, including pedestrian access, interpretive signage, picnic areas, and other recreational enhancements.

**🤝 Potential Partner-led Actions:**

- h. Re-engage Port Advisory Committee, Curyung Tribal Council, BBNA, private landowners, and private seafood processors to coordinate long-term planning, communication, and shared goals. 🍏
- i. Explore water taxi and marine transit options connecting Dillingham with other regional communities.
- j. Support enhanced boating safety education and programs such as Sea Week, Kids Don't Float, and local life vest loans.
- k. Partner on subsistence area protections, habitat conservation, and culturally sensitive shoreline access planning efforts.
- l. Advance improvements at secondary waterfront facilities like Wood River boat launch to improve small-craft safety, reduce crowding, and expand access.

*(Cross-reference: **Waterfront Strategy 2** ↔ **Public Facilities and Services Strategy 3** – Recreation facilities and **Land Use Strategy 4** - Shoreline stabilization and public access.)*

# Economic Development

## Key Themes Guiding the Plan

*Strengthen the fisheries and marine economy.*

Commercial fishing remains the backbone of Dillingham’s economy, and residents see long-term opportunity in strengthening local participation and retaining more value from the region’s world-class fisheries. Community partners emphasized the importance of upgrading processing capacity, improving harbor facilities, and supporting policies that sustain fish habitat and ensure local access to permits and pathways into the industry. Investments in the harbor, marine services, and seasonal and shoulder-season processing can expand year-round employment and reinforce Dillingham’s role as the hub of Bristol Bay’s fishing economy. There is also community interest in aligning fisheries growth with environmental stewardship and Indigenous values.

*Build local workforce, business capacity, and year-round economic opportunity.*

Dillingham residents and employers highlighted the need for expanded workforce training, improved City regulatory capacity, and more opportunities for local entrepreneurship. Stakeholders identified challenges related to staff shortages, high living costs, healthcare and childcare barriers, and a limited local service economy. At the same time, there is strong potential to strengthen partnerships with training institutions, expand short-term certification programs, and support emerging sectors such as trades, aviation, tourism, and value-added production. There is also interest in streamlining permitting, improving communication with the City, and sharing commercial spaces or incubators to help local entrepreneurs grow.

*Invest in infrastructure, land readiness, and sustainable community growth.*

Economic development in Dillingham is tied to the condition and availability of infrastructure, land, and public facilities. Residents and partners emphasized the need for modern harbor services, reliable utilities, improved transportation and broadband, and a more efficient development review process. Upgraded infrastructure not only supports existing industries like fishing and tourism but is also critical for attracting new businesses, lowering costs of living, and preparing sites for commercial and industrial use. Coordinated planning with regional partners, combined with consistent maintenance and capital planning, will help ensure that Dillingham can grow sustainably while protecting community character and the natural environment.

## Economic Development Goals

Goal A	Goal B	Goal C
Diversify and strengthen Dillingham’s economic base to ensure a prosperous and environmentally sustainable future for the community.	Expand opportunities for locally owned businesses and year-round employment by strengthening entrepreneurship, workforce development, and City regulatory capacity.	Invest in infrastructure, land readiness, and harbor improvements that support fisheries, tourism, regional commerce, and long-term economic resilience

## Economic Development Strategies and Actions

■ *Priority for implementation.*

🍏 *See Appendix A for more details about specific actions.*

**Strategy 1. Increase the role of commercial fisheries in the Dillingham economy. Raise the overall value of the Dillingham fishery while promoting sustainability in fish harvesting and production. ■**

### ★ *Potential City-led Actions:*

- a. Coordinate with processors, BBEDC, and private investors to identify facility upgrades, power needs, and workforce requirements that extend the season and capture more local value.
- b. Support programs and partnerships that increase Dillingham residents’ participation and ownership in the commercial fishery, including permit acquisition, intergenerational transfer, and pathways for new entrants.

- c. Develop an advocacy plan for the City to lobby and advocate for emerging issues at the state and federal level affecting commercial fisheries. For example, collaborate with BBEDC and other Tribal entities and communities across the state to push for legislative actions that would address the challenges of limited entry fisheries and/or advocate for a federal pathway for access.
- d. Confirm current coastal resource service areas (CRSA) authorities and evaluate whether restoring or strengthening local review would improve alignment between development and fisheries habitat protection. If relevant, define the scope of CRSA input (information sharing, comment, or advisory review) and how it coordinates with City and Tribal processes.
- e. Support year-round and shoulder-season processing capacity, small-scale/value-added facilities, and product innovation.

 **Potential Partner-led Actions:**

- f. Advance a Bristol Bay/Dillingham fish market identity emphasizing quality, sustainability, and Indigenous stewardship; expand digital marketing and direct-to-consumer and wholesale channels. Partner with regional organizations and processors to align messaging and reduce duplicative efforts.
- g. Encourage product traceability, quality assurance, and sustainability certifications to access premium markets.
- h. Support community-led, multi-organization initiatives to advance seafood value, processing, and year-round economic sustainability - such as the Seafood Innovation Center, a home pack plant, and other collaborative seafood development projects - by exploring location, land ownership, partnership opportunities, energy requirements, funding sources, and community impact.

**Strategy 2. Complete the Dillingham City Harbor upgrades as a cornerstone of marine economic growth. **

**★ Potential City-led Actions:**

- a. Prioritize and complete harbor upgrades to improve safety, capacity, and services (e.g., reliable utilities, ice, fuel, haul-out/repair, uplands laydown, and small-boat support), enabling local processing, value-added activity, and tourism.
- b. Tie harbor investments to business development outcomes (e.g., berthing availability, reduced downtime, added services).
- c. Coordinate with capital planning, grant funding, and private partners to phase improvements.

 **Potential Partner-led Actions:**

- a. Expand year-round vessel service and repair capacity.
- b. Integrate workforce training (see Strategy 3) for harbor operations and marine trades.

*(Cross-reference: **Economic Development Strategy 2** ↔ **Waterfront Strategy 1** – Harbor modernization strategies for infrastructure that supports processing and marine business growth.)*

**Strategy 3. Support efforts to educate the local workforce and to provide opportunities for living-wage employment.**

★ *Potential City-led Actions:*

- a. Revisit and repeat successful short-term training programs regularly, based on employer demand and available funding. For example, when the City worked with BBEDC and SS Transportation to put on a CDL class in Dillingham, and with BBEDC to put on a 9-week EMT certification class. ■
- b. Adopt and follow procurement processes that increase local hire and local contracting.
- c. Encourage state and federal employers to maintain adequate local service delivery and presence in the community.
- d. Collaborate with local health and social service providers to address workforce barriers such as addiction, childcare availability, and reliable transportation.

 *Potential Partner-led Actions:*

- e. Partner with educational and training institutions, including SAVEC, BBEDC, UAF Bristol Bay Campus, and the Bristol Bay Regional Career and Technical Education Program, to align workforce training with local and regional job opportunities.
- f. Identify economic sectors with growth potential and work with employers and unions to develop training programs focused on the skills needed by these sectors including:
  - End-of-season fishing vessel inventory and business
  - Flight school
  - Airframe and Power Plant Certification
- g. Build stronger connections between high school career programs and post-secondary training so young residents see a clear pathway to stay and work in Dillingham.
- h. Encourage employers to adopt inclusive hiring practices that prioritize local talent and recognize transferable skills.

*(Cross-reference: **Economic Development Strategy 3** ↔ **Community Wellness Strategy 1** – Education and youth opportunity strategies for vocational training, apprenticeships, and teacher/childcare capacity and **Housing Strategy 5** – Workforce development of contractors and partnerships.)*

**Strategy 4. Position Dillingham as the “Heart of Bristol Bay” – a welcoming base for sportfishing, wildlife viewing, cultural experiences, while ensuring tourism supports local businesses, culture, and the environment. 🍏**

**★ Potential City-led Actions:**

- a. Identify additional, sustainable resources to market Dillingham. For example, dedicating a portion of the bed tax to marketing efforts.
- b. Improve infrastructure such as signage, restrooms, trails, harbor access, and downtown amenities to enhance community appearance and provide benefits for both residents and visitors.
- c. Coordinate with State Parks, ADF&G, and Tribal governments to ensure tourism growth does not compromise local subsistence resources or traditional use areas.

*“The City needs more funding resources. Fish tax or brainstorming a way for tourists passing through town on their way to fish lodges to contribute to our economy.”*

*From 2023 Community Survey*

**🤝 Potential Partner-led Actions:**

- d. Collaborate with regional and statewide partners including local lodges, Tribes, the Chamber of Commerce, BBEDC, and Alaska Travel Industry Association (ATIA) to promote Dillingham’s attractions and services using a consistent brand and message that reflects the community’s cultural and environmental values.
- e. Update and expand visitor information materials, including walking maps, “Things to Do” guides, and airport displays, and maintain an online presence that highlights local amenities, itineraries, and links to regional operators.
- f. Support local entrepreneurs in developing small-scale tourism ventures such as guided tours, lodging, and cultural experiences by connecting them with technical assistance, grants, and regional partners.
- g. Encourage development of small-scale, low-impact lodging (e.g., bed and breakfasts, cabins) and cultural tourism experiences in partnership with local Tribes and artists.
- h. Promote responsible and stewardship-based tourism practices that protect subsistence resources, minimize waste, and honor local culture and traditions.

*“Creating opportunities for tourism would improve quality of life for residents.”*

*From 2023 Stakeholder Interview*

**Strategy 5. Enhance Dillingham’s ability to meet its own food and basic resource needs through local production, preservation, and innovation to support resilience, reduce the cost of living, and create new economic opportunities.**

**★ Potential City-led Actions:**

- a. Support small-scale businesses that create value-added products from local natural resources, such as fertilizer from fish waste, renewable energy applications, or locally produced building materials.
- b. Increase community awareness and coordination around food security by fostering collaboration among Tribal, City, and regional partners to monitor food access, reduce costs, and strengthen long-term resource resilience.

** Potential Partner-led Actions:**

- c. Encourage residents, schools, and organizations to grow food locally through gardens, greenhouses, and small-scale agriculture, supported by education, partnerships, and pilot projects.
- d. Expand local markets and food distribution networks such as subsistence and traditional food banks, the Dillingham Farmers Market, and other retail outlets to connect growers, harvesters, and consumers while improving affordability, access, and knowledge for all residents.
- e. Celebrate and sustain traditional and subsistence food harvesting, processing, and preservation practices through workshops, school partnerships, and community facilities that support shared storage and learning.

**Strategy 6. Invest in well-maintained infrastructure, efficient development processes, and coordinated regional planning to support business growth, housing, and quality of life. **

**★ Potential City-led Actions:**

- a. Develop and maintain a proactive capital improvement program that inventories City facilities, prioritizes maintenance, and guides funding for long-term infrastructure needs.
- b. Modernize permitting, planning, and project delivery processes to make development more efficient, transparent, and predictable for businesses, builders, and residents.
- c. Build staff capacity within the City through ongoing training, cross-department collaboration, and partnerships that strengthen project management, grant administration, and regulatory expertise.
- d. Coordinate local infrastructure planning with regional partners such as Alaska DOT&PF, BBEDC, SWAMC, and nearby communities to align transportation, broadband, and energy investments that support economic opportunity.
- e. Encourage land use and development that balance economic growth with environmental protection and community character, emphasizing redevelopment, green design, and habitat stewardship.

## **Strategy 7. Support the creation, retention, and expansion of locally owned businesses in Dillingham.**

### **★ Potential City-led Actions:**

- a. Create a supportive business environment by streamlining local licensing and permitting, improving access to information, and maintaining clear, consistent communication between the City and local entrepreneurs.
- b. Coordinate with regional and statewide partners, including BBEDC, BBNA, SWAMC, and DCCED, to align business support resources, advocate for investment, and ensure Dillingham’s priorities are represented in regional economic development initiatives such as the Bristol Bay CEDS.
- c. Encourage entrepreneurship that fills local service gaps, adds value to local resources, and reduces reliance on imported goods by supporting start-ups, home-based enterprises, and small-scale manufacturing.
- d. Adopt local procurement and purchasing policies that give preference to qualified local vendors and encourage larger contractors to subcontract within the community.
- e. Explore opportunities for shared commercial spaces, incubators, or co-working facilities that provide affordable space, equipment, and mentorship for new or expanding businesses.
- f. Create and maintain an inventory of available commercial and industrial land and facilities, including utilities, access, and zoning information, to market investment-ready sites to new or expanding businesses.

### **🤝 Potential Partner-led Actions:**

- g. Support business succession planning to help long-standing local businesses transition to new ownership and remain locally operated.
- h. Partner with the Chamber of Commerce and local retailers to promote “buy local” campaigns that keep more spending in the community and build awareness of locally available goods and services.

*(Cross-reference: **Economic Development Strategy 7** ↔ **Energy Strategy 2 – Efficiency and renewable energy strategies to reduce business operating costs and Land Use Strategy 3 – Downtown business support for actions aligned with revitalization.**)*



# Energy

## Key Themes Guiding the Plan

*High energy costs affect every part of community life.*

Residents consistently identified the high cost of electricity and heating fuel as one of the most significant challenges in Dillingham. Energy costs directly affect the price of goods, housing, business operations, and municipal services. Community members emphasized the need for continued improvements in energy efficiency – in homes, businesses, and public facilities – as a way to reduce costs and increase resilience. These efforts are essential to making Dillingham more affordable and supporting economic diversification.

*Local capacity and reliable infrastructure are critical to progress.*

Staffing limitations, aging infrastructure, and regulatory requirements make it difficult for the City to access funding, manage projects, and track long-term energy use. Strengthening staff capacity, improving data systems, and integrating energy management into capital planning are recurring priorities across community feedback and technical assessments. With stronger administrative and operational capacity, the City will be better positioned to pursue grants, coordinate with partners, and maintain energy infrastructure that supports residents and businesses.

*Growing interest in renewable and innovative energy solutions.*

The community expressed clear interest in diversifying Dillingham’s energy sources through renewable options such as hydro, wind, solar, biomass, and waste-heat recovery. Regional partners, including Nushagak Cooperative, Tribal organizations, and ANTHC, are exploring feasibility and pilot projects that could stabilize or reduce long-term energy costs. Community members view renewable energy as both an economic opportunity and a way to reduce reliance on imported fuel. Continued collaboration will be essential to bring cost-effective, scalable technologies to Dillingham.

## Energy Goals

Goal A	Goal B	Goal C
Reduce energy consumption and costs to lower the cost of living, support economic development, and ensure Dillingham’s long-term sustainability and resilience.	Increase local capacity to manage, operate, and upgrade energy systems.	Diversify Dillingham’s energy supply with renewable and innovative systems that reduce dependence on imported fuel and improve reliability.

## Energy Strategies and Actions

■ *Priority for implementation.*

### **Strategy 1. Lower overall energy use in homes, businesses, and public facilities through efficiency improvements, education, and local expertise.**

#### ★ *Potential City-led Actions:*

- a. Work with Nushagak Cooperative, AHFC, and regional partners to expand local capacity for conducting energy audits and energy-use assessments. Maintain baseline data on community energy consumption and track progress toward efficiency goals. ■
- b. Train or designate City staff to pursue grants, manage efficiency projects, and coordinate with partners on data tracking, energy planning, and public education. ■
- c. Promote participation in state and federal rebate programs for energy upgrades, support weatherization and retrofit projects, and continue replacing fixtures and equipment in City facilities with efficient technologies.

**🤝 Potential Partner-led Actions:**

- d. Gather and promote best practices from other communities to conserve energy and educate the community on the benefits of energy conservation.
- e. Use public events, school programs, and online tools to showcase cost-saving measures, building innovations, and successful local examples.

*(Cross-reference: Energy Strategy 1 ↔ Housing Strategy 2 – Strategies to reduce housing costs.)*

**Strategy 2. Develop renewable energy sources and innovative methods that stabilize or reduce the cost of energy. 🏠**

**★ Potential City-led Actions:**

- a. Collaborate with partners to evaluate and implement renewable energy options such as hydro, wind, solar, biomass, waste-heat recovery, or fish-waste conversion. Prioritize projects that demonstrate long-term cost savings and local ownership opportunities.
- b. Work with regional and statewide entities to share feasibility data, advocate for rural energy funding, and align Dillingham’s priorities with regional energy goals.
- c. Assess options for shared or “district-scale” energy systems that serve clusters of homes, commercial areas, or public facilities. Identify practical incentives, design standards, and partnerships to pilot small-scale distributed systems where cost-effective.

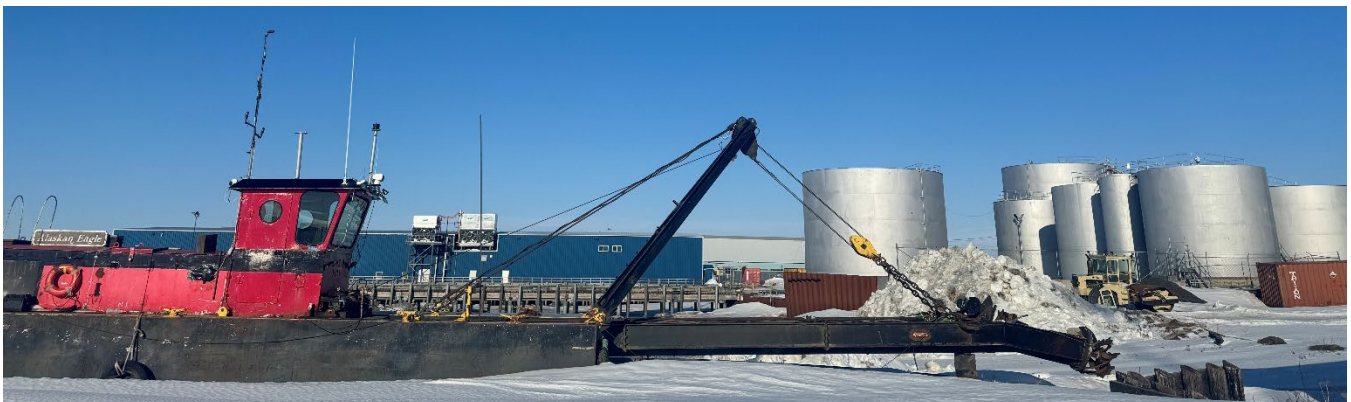
*“We need to work towards more sustainable energy and decrease consumption of non-renewable energy sources.”*

*From 2023 Community Survey*

**🤝 Potential Partner-led Actions:**

- d. Support small-scale pilot projects that convert local resources such as fish waste, wood, or solar energy into usable power or heating.

*(Cross-reference: Energy Strategy 2 ↔ Economic Development Strategy 7 – Efficiency and renewable energy strategies to reduce business operating costs.)*



# Community Wellness and Education

## Key Themes Guiding the Plan

*Education,  
youth  
opportunity,  
and family  
support are  
central to  
wellness.*

Dillingham residents emphasized through feedback that strengthening education – both inside and outside the classroom – is essential to long-term wellness in Dillingham. There is a call for more support for early childhood development, cultural learning, mentorship, and opportunities that help young people see a future for themselves in the community. Challenges such as teacher retention, childcare shortages, and limited youth programming highlight the opportunity for stronger coordination among schools, the City, Tribal partners, and regional organizations. Residents also expressed the need for more vocational training, trades education, and year-round youth engagement opportunities that help young people build skills and envision long-term futures in Dillingham.

*Cultural  
connection  
and social  
belonging  
support a  
healthy,  
resilient  
community*

Dillingham’s cultural heritage and community relationships are foundational to wellbeing. Residents voiced a desire for more community gathering spaces, cultural programs, intergenerational activities, and opportunities to celebrate Yup’ik and regional traditions. Strengthening social connectedness through events, communication, public facilities, and partnerships helps reduce isolation, support families, and build a sense of belonging that contributes to emotional and mental health. Community input also emphasized the importance of improving communication tools, shared calendars, and outreach to ensure residents – especially Elders and youth – are aware of available programs, events, and services.

*Behavioral health, safety, and access to healthcare are urgent priorities.*

Across public input and technical assessments, residents identified behavioral health needs, including addiction services, depression treatment, suicide prevention, and family violence, as some of the most pressing challenges in Dillingham. Limited local treatment options, capacity constraints among service providers, and aging public safety infrastructure create barriers to care and safety. Residents also expressed concerns about crime, safe walking routes, and the need for stronger community policing and crisis response capacity. Collaboration among BBAHC, Tribal organizations, the City, and regional partners is important to improve access to integrated physical and behavioral health services, strengthening prevention efforts, and enhancing safety.

## Community Wellness and Education Goals

Goal A	Goal B	Goal C
Strengthen education, youth development, and family support systems so that children and young adults can thrive, build skills, and contribute to a healthy future for Dillingham.	Promote community connection, cultural identity, and social wellbeing.	Improve access to physical, behavioral, and public health services so residents of all ages can remain close to home and live safe, healthy, resilient lives.

## Community Wellness and Education Strategies and Actions

■ *Priority for implementation.*

**Strategy 1. Provide a high-quality education system in the greater Dillingham area.**

★ *Potential City-led Actions:*

- a. Support teacher recruitment and retention through efforts such as improved housing options, professional support, and community integration opportunities. ■
- b. Expand apprenticeship and workforce development pathways with local employers, including City departments, Tribal governments, health care providers, and regional organizations.

 **Potential Partner-led Actions:**

- c. Improve the quality and breadth of educational programs offered by local schools, including enhanced cultural education, subsistence knowledge, and place-based learning through partnerships with local and regional organizations.
- d. Expand vocational and trades education, financial literacy, and workforce readiness programs for youth and adults to increase local career opportunities.
- e. Collaborate with partners to improve childcare availability, strengthen early childhood services, and support families with young children through coordinated resources and programming.

*(Cross-reference: **Community Wellness Strategy 1** ↔ **Economic Development Strategy 3** – Education and youth opportunity strategies for vocational training, apprenticeships, and teacher/childcare capacity.)*

**Strategy 2. Promote cultural awareness, social connectedness, and physical health.**

 **Potential Partner-led Actions:**

- a. Expand cultural programming, including language activities, intergenerational knowledge sharing and seasonal cultural events that strengthen connection to place and identity.
- b. Develop shared communication tools, such as a coordinated community calendar, to increase awareness of services, events, and programs.
- c. Support parents with resources that promote positive parenting and healthy early childhood development.
- d. Expand indoor and outdoor recreation opportunities to support year-round physical and emotional wellness for all ages.
- e. Create safe, supportive gathering spaces for youth and teens, including after-school programs and culturally grounded activities. ■
- f. Promote cultural awareness and social connectedness.

*“Some sort of organized activities for youth would also be wonderful to see. School shouldn’t be the only place (or people) to provide enrichment for our children.”*

*From 2023 Community Survey*

*(Cross-reference: **Community Wellness Strategy 2** ↔ **Transportation Strategy 4** – Youth and Elder safety and recreation strategies.)*

**Strategy 3. Increase the integration of the public health system, focusing on health education, prevention, substance misuse, and behavioral and mental health services. 🏠**

**🤝 Potential Partner-led Actions:**

- a. Expand culturally informed prevention programs aimed at reducing substance misuse.
- b. Promote healthy community norms around alcohol use through community campaigns, culturally grounded events, and partnerships that reinforce positive behaviors.
- c. Support a continuum of care for Elders and people living with disabilities that allows them to live and receive services locally.
- d. Strengthen integration of physical and behavioral health services offered by local organizations.
- e. Promote Dillingham as a community where abuse or sexual violence is unacceptable. Support trauma-informed services, preventative education, safe-shelter resources, and intervention programs.
- f. Develop a shelter and transitional housing options for individuals and families experiencing homelessness, in partnership with regional and Tribal organizations.
- g. Increase community awareness of mental health and suicide prevention.
- h. Reduce tobacco use through youth-focused prevention programs, community education, and cessation support provided in partnership with health organizations.
- i. Strengthen community safety through increased coordination among law enforcement, Tribal policing programs, and VPSOs.

*“We need to focus in on creating public facilities for those struggling with homelessness. A public warming place in the winter and public restrooms.”*

*From 2023 Community Survey*

*(Cross-reference: **Community Wellness and Education Strategy 3** ↔ **Public Facilities and Services Strategy 4** – Public Safety and EMS strategies for facility upgrades and emergency coordination.)*



## Public Facilities and Services

### Key Themes Guiding the Plan

*Strong city capacity is essential to maintaining services.*

Stakeholders and technical assessments consistently emphasize that staffing shortages, turnover, and limited administrative capacity affect nearly every City service, from permitting to utilities to public safety. Improving recruitment, retention, training, and internal systems is one of the most critical needs identified in the 2022 City Services Assessment. Strengthening staff expertise, records management, budgeting processes, and long-term planning tools will allow the City to manage facilities more effectively and pursue funding opportunities that support community priorities.

*Aging facilities and equipment require significant investment.*

Many of Dillingham’s public facilities are aging and require major upgrades or replacement. Deferred maintenance has accumulated over decades, and many systems lack backup power, updated safety features, or modernized mechanical components. A systematic asset management program and dedicated capital planning are necessary to ensure the City can maintain essential infrastructure and protect public investment over time.

*Reliable utilities and core infrastructure are critical to health, safety, and economic development.*

Residents rely on the City for essential services such as water, wastewater, solid waste management, and emergency response. Technical reports highlight the need for system upgrades, rate studies, lagoon and lift station improvements, landfill compliance, and planning for future capacity. These services directly affect community health, housing development, business operations, and Dillingham’s role as a regional hub. Improving reliability and planning for long-term infrastructure needs are key to community resilience.

*Public safety, fire, and EMS systems face facility and staffing gaps.*

Feedback identifies numerous needs within police, fire, and EMS services, including aging buildings, equipment replacement, training requirements, and gaps in school resource programs and emergency coordination. Stakeholders also noted the importance of modernizing facilities, improving staffing stability, and reinforcing cross-agency partnerships with Tribal and regional organizations.


*Expanded recreation facilities and community spaces support wellness.*


Residents expressed strong interest in expanded parks, trails, playgrounds, community gathering spaces, and indoor recreation facilities. Many existing spaces need upgrades, safety improvements, or better maintenance. A coordinated Parks and Recreation Master Plan can help prioritize investments, support youth programming, and leverage partnerships with schools and community organizations.

## Public Facilities and Services Goals

Goal A	Goal B	Goal C
Guide land use and development to reflect community values, protect natural resources, and support Dillingham's long-term resilience.	Plan for efficient, well-connected growth that supports local businesses, public services, transportation access, and healthy neighborhoods.	Provide diverse and affordable housing options that offer access to jobs, services, and community amenities for all residents.

## Public Facilities and Services Strategies and Actions

 *Priority for implementation.*

**Strategy 1. Improve staffing, financial systems, and partnerships to deliver high-quality services and maintain essential public facilities.** 

### ★ *Potential City-led Actions:*

- a. Improve recruitment and retention through competitive compensation, updated job descriptions, employee training, and consistent onboarding practices.
- b. Invest in staff capacity by providing professional development, cross-training, and support for key operational roles such as project management, grant administration, permitting, and records management.
- c. Streamline City operations by evaluating opportunities to restructure services, update policies and procedures, simplify financial processes, and increase efficiency across departments.
- d. Strengthen financial sustainability for public facilities and services through updated fee schedules, improved sales tax management, periodic rate studies, and exploration of alternative revenue strategies or leases on City property.
- e. Maintain open communication with residents through consistent public information, annual surveys, project updates, and engagement during Capital Improvement Plan (CIP) development.
- f. Strengthen partnerships with Tribal organizations, regional nonprofits, State and Federal agencies, and nearby communities to align priorities and coordinate major projects.

### *Potential Partner-led Actions:*

- g. Collaborate and support shared services, regional planning, and advocacy on issues such as education funding, energy policy, public safety, and transportation.
- h. Align capital priorities, share service models, and pursue joint project funding.

*(Cross-reference: **Public Facilities and Services Strategy 1** ↔ **Transportation Strategy 1** – City staffing and equipment strategies for shared needs and maintenance capacity.)*

**Strategy 2. Create a systematic approach to managing City buildings, equipment, and infrastructure so they remain safe, functional, and financially sustainable.**

★ *Potential City-led Actions:*

- a. Complete a comprehensive inventory and assessment of City facilities and equipment to document condition, deferred maintenance needs, lifespan, and replacement costs.
- b. Develop and implement a proactive maintenance program for each facility, using asset management software, work-order systems, and scheduled inspections.
- c. Establish fund capital reserves for replacement and major repairs, and incorporate long-term maintenance planning into the annual budgeting process.
- d. Develop and implement a renovation plan for the City Maintenance Shop to address safety, operational, and space needs.
- e. Use the Capital Improvements Plan process to prioritize new facility investments and ensure operating and maintenance costs are considered early in project planning.

 *Potential Partner-led Actions:*

- f. Coordinate with State agencies, Tribal governments, and regional partners to share facility information, align capital requests, and pursue joint funding opportunities.

*(Cross-reference: **Public Facilities and Services Strategy 2** ↔ **Land Use Strategy 2** – Utilities and infrastructure strategies for coordinated drainage, access, and utility design requirements.)*

**Strategy 3. Develop and maintain indoor and outdoor recreation facilities that support community health, wellbeing, youth engagement, and tourism.**

★ *Potential City-led Actions:*

- a. Explore establishing a Parks and Recreation Department or dedicated staff capacity to manage recreation facilities and coordinate community programs.
- b. Develop a Parks and Recreation Master Plan to identify community needs, prioritize facilities, and plan for long-term investments.
- c. Maintain and improve existing recreation spaces, including playgrounds, trails, the hockey rink, and public open spaces.
- d. Develop concepts, conduct feasibility assessments, and pursue funding for new recreation facilities such as a community center, swimming pool, skatepark, or other high-priority amenities.
- e. Partner with schools and community groups to share responsibilities for recreation programming, equipment, and facility upkeep.

 **Potential Partner-led Actions:**

- f. Collaborate with nonprofit organizations, youth groups, schools, and Tribal partners to offer year-round recreation activities and community events.
- g. Engage volunteers and local businesses in community beautification, gardening, and neighborhood park projects.
- h. Ensure Dillingham has safe, modern public safety facilities and effective police, dispatch, and emergency response services.

(Cross-reference: **Public Facilities and Services Strategy 3** ↔ **Transportation Strategy 4** – Recreation facilities and route connections to trails, parks, and community spaces and **Waterfront Strategy 2** – Recreation facilities.)

**Strategy 4. Strengthen Dillingham’s public safety, fire, EMS, and emergency response systems by ensuring safe, modern facilities; reliable staffing and equipment; and strong coordination among City, Tribal, State, and regional partners. ■**

★ **Potential City-led Actions:**

- a. Modernize public safety, fire, and EMS facilities.
- b. Replace or renovate the Public Safety Building and Downtown Fire Hall to address aging infrastructure, operational needs, and staff safety.
- c. Complete the Alternate Emergency Operations Center to strengthen resilience during disasters.
- d. Support recruitment, retention, and training for police officers, dispatchers, firefighters, and EMS personnel.
- e. Maintain and improve essential public safety equipment and systems.
- f. Continue traffic safety improvements consistent with the Curyung Tribal Transportation Safety Plan.
- g. Re-establish or expand school and community resource programs that provide police and fire presence in schools and support youth safety education.
- h. Provide public outreach on fire safety, burn permits, and emergency preparedness.

*“Provide more education and peace of mind about emergency operations (what to do if there’s a fire, etc.) to give residents a sense of security.”*

*From 2023 Community Survey*

 **Potential Partner-led Actions:**

- i. Collaborate on emergency planning, mutual aid agreements, dispatch coordination, and cross-agency training.
- j. Collaborate with schools and community organizations to support safety and emergency preparedness.

(Cross-reference: **Public Facilities and Services Strategy 4** ↔ **Community Wellness and Education Strategy 3**– Public Safety and EMS strategies for facility upgrades and emergency coordination.)

**Strategy 5. Ensure safe, compliant, and cost-effective solid waste management that extends the life of the landfill and protects public health. ■**

**★ Potential City-led Actions:**

- a. Implement measures to contain windblown trash and improve cleanliness around the landfill.
- a. Complete ongoing landfill improvements and bring operations into compliance with permit requirements.
- b. Replace or repair landfill infrastructure, including gates, equipment, and the shop building lost to fire.
- c. Restore or improve the landfill incinerator and explore additional waste-reduction systems.
- d. Establish a salvage and recycling program to divert materials from the landfill and support community reuse.
- e. Evaluate long-term landfill capacity and begin planning for expansion or explore site options of a new facility if needed.
- f. Maintain adequate staffing, operator certifications, and communication systems to support efficient operations.

 **Potential Partner-led Actions:**

- g. Work with ANTHC, recyclers, and regional partners on waste audits, recycling events, hazardous waste disposal, and metal recovery programs.

**Strategy 6. Invest in reliable, safe water systems that support public health, development, and resilience. ■**

**★ Potential City-led Actions:**

- a. Complete a water system rate study to support sound long-term financing.
- b. Implement upgrades identified in the Water System Master Plan.
- c. Complete waterfront water system improvements and extend drinking water service to priority unserved areas as identified in ANTHC assessments.
- d. Maintain staffing levels, operator certifications, and a documented maintenance program for water treatment and distribution.
- e. Enforce standards for onsite wells and water systems consistent with State regulations and local code.

 **Potential Partner-led Actions:**

- f. Work with ANTHC, ADEC, and other agencies to plan and fund major system upgrades, address water quality issues, and support local operator training.

*(Cross-reference: **Public Facilities and Services Strategy 6** ↔ **Housing Strategy 6 – Water, wastewater, and utility coordination strategies for planning that informs development.**)*

**Strategy 7. Protect public health and the environment through reliable wastewater treatment and maintenance systems.**

**★ Potential City-led Actions:**

- a. Complete a wastewater master plan and rate study to guide system expansion and long-term financial sustainability.
- b. Address shoreline erosion near the lagoon and assess long-term protection or relocation options.
- c. Maintain adequate staffing and certifications for wastewater operations and implement a formal maintenance plan.



# Cross-Reference Table

The cross-reference table shows where strategies and actions in one chapter directly relate to or support strategies in other chapters, helping readers understand connections and coordination across the Comprehensive Plan. They are also noted in the individual chapters.

<p><b>Housing Strategy 1 ↔ Land Use Strategy 2</b>  <i>Title 17 and 18 strategies for zoning and subdivision design.</i></p>
<p><b>Housing Strategy 2 ↔ Energy Strategy 1</b>  <i>Strategies to reduce housing cost.</i></p>
<p><b>Housing Strategy 4 ↔ Land Use Strategy 3</b>  <i>Strategies for downtown improvements and development of higher-density housing.</i></p>
<p><b>Housing Strategy 5 ↔ Land Use Strategy 2</b>  <i>Title 17 and 18 strategies for streamlining permitting.</i></p>
<p><b>Housing Strategy 5 ↔ Economic Development Strategy 3</b>  <i>Workforce development of contractors and partnerships.</i></p>
<p><b>Housing Strategy 6 ↔ Public Facilities and Services Strategy 6</b>  <i>Water, wastewater, and utility coordination strategies for planning that informs development.</i></p>
<p><b>Land Use Strategy 2 ↔ Public Facilities and Services Strategy 2</b>  <i>Utilities and Infrastructure strategies for coordinated drainage, access, and utility design requirements.</i></p>
<p><b>Land Use Strategy 3 ↔ Transportation Strategy 3</b>  <i>Safe routes and accessibility improvements.</i></p>
<p><b>Land Use Strategy 3 ↔ Economic Development Strategy 7</b>  <i>Downtown business support for actions aligned with revitalization.</i></p>
<p><b>Land Use Strategy 4 ↔ Waterfront Strategy 2</b>  <i>Shoreline stabilization and public access.</i></p>
<p><b>Transportation Strategy 1 ↔ Public Facilities and Services Strategy 1</b>  <i>City staffing and equipment strategies for shared needs and maintenance capacity.</i></p>
<p><b>Transportation Strategy 3 ↔ Land Use Strategy 3</b>  <i>Safe routes and accessibility improvements.</i></p>
<p><b>Transportation Strategy 4 ↔ Community Wellness Strategy 2</b>  <i>Youth and Elder safety and recreation strategies.</i></p>
<p><b>Transportation Strategy 4 ↔ Public Facilities and Services Strategy 3</b>  <i>Recreation facilities and route connections to trails, parks, and community spaces.</i></p>
<p><b>Transportation Strategy 5 ↔ Waterfront Strategy 1</b>  <i>Harbor access and marine transit strategies for integrated planning across transportation modes.</i></p>

<p><b>Waterfront Strategy 1 ↔ Economic Development Strategy 2</b>  <i>Harbor modernization strategies for infrastructure that supports processing and marine business growth.</i></p>
<p><b>Waterfront Strategy 2 ↔ Public Facilities and Services Strategy 3</b>  <i>Recreation facilities.</i></p>
<p><b>Economic Development Strategy 3 ↔ Community Wellness Strategy 1</b>  <i>Education and youth opportunity strategies for vocational training, apprenticeships, and teacher/childcare capacity.</i></p>
<p><b>Economic Development Strategy 7 ↔ Energy Strategy 2</b>  <i>Efficiency and renewable energy strategies to reduce business operating costs.</i></p>
<p><b>Community Wellness and Education Strategy 3 ↔ Public Facilities and Services Strategy 4 –</b>  <i>Public Safety and EMS strategies for facility upgrades and emergency coordination.</i></p>