

Dillingham Comprehensive Plan Update

Technical Report | City of Dillingham 2024

[other plan info if needed]



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About the Comprehensive Plan

Purpose of the Comprehensive Plan

The comprehensive plan is the community's statement of what it wants to be in the future. The purpose of this plan is to provide a framework for orderly development and guidance for the City Council in its decisions. Specific elements include:

- Land Use and Housing
- 5 to 10-Year Waterfront Plan
- Transportation
- Community Wellness
- Public Services and Facilities
- Energy
- Economic Development
- Implementation

Table 1. The Comprehensive Plan Defined

A Comprehensive Plan is ...	A Comprehensive Plan is not ...
<ul style="list-style-type: none">• A general statement of community goals• Long term; looks ahead 10, 20, 30 years• A means to gain local control over changes affecting community life• A means to acquire resources to carry out community priorities (e.g., a reference for grant applications)• The foundation for a range of implementation actions: roads, trails, public facilities, land use policies	<ul style="list-style-type: none">• A zoning ordinance• An application for incorporation• A method for taxation

Support in State Statutes

In Alaska, comprehensive plans are mandated of all organized municipalities by Title 29 of the Alaska State Statutes. The key elements of the statute (Sec. 29.40.030) are summarized below:

The comprehensive plan is a compilation of policy statements, goals, standards, and maps for guiding the physical, social, and economic development, both private and public, of the municipality, and may include, but is not limited to, the following:

- Statements of policies, goals, and standards;
- Land use plan;
- Community facilities plan;
- Transportation plan; and,

- Recommendations for implementing a comprehensive plan.

Role of the Planning Commission

Per Dillingham Municipal Code 2.68.160 A.(1) The Planning commission shall prepare and recommend to the city council the following: 1. A comprehensive plan consisting of maps and related texts for the systematic development of the city; 2. Land use regulations to implement the comprehensive plan 3. A subdivision ordinance; 4. The official map of the city, an annual update of a six-year capital improvement projects plan; 6. Modifications to the documents specified in subdivision 1 through 5 of this subsection; and 7. A review of proposed community structures and facilities for consistency with the comprehensive plan.

Following adoption of this plan by the Dillingham City Council, the Planning Commission will establish a process to review the Plan annually in coordination with the City Council's Strategic Planning process and the annual Capital Improvement Projects planning process. The Planning Commission will maintain the comprehensive plan as an item on its agenda at its monthly meetings, monitor progress on the plan and will annually present an update on its progress to the City Council.

Dillingham Community Planning History

[Update this section with literature reviewed in 2024] The City of Dillingham, Alaska, has engaged in several major planning efforts to improve the community beginning in 1963, followed by state funded planning in 1971, 1981, 1982, and 1985. The City updated Chapter 6 of the 1985 Comprehensive Plan in 1998 and partly updated the whole plan again in 2006. Due to transition at the City, that plan was never completed and adopted by the Dillingham City Council. In 2009, the City contracted with Agnew::Beck Consulting, Land Design North and PND Engineers to work with the City and the community to complete a full update of the existing Comprehensive Plan. In 2023, the City again contracted with Agnew::Beck Consulting to complete a new update of the full Comprehensive Plan. Several key plans are described below.

The 1985 Dillingham Comprehensive Plan includes extensive information on the physical conditions and development suitability of land in the City. It focuses on the economic impact of the salmon fishery, and was prepared concurrently with the 1985 Dillingham Port/Harbor Development Study, which presents alternatives for Dillingham to improve economic benefits of fishery activities.

Twenty years later, the 2006 Dillingham Draft Comprehensive Plan takes a broader approach toward planning for Dillingham's future. This plan sets out a vision to, by 2015, have an infrastructure that supports a sustainable, diversified and growing economy for Dillingham. Plan goals address land use, government, public utilities, transportation, economic development, and community facilities and programs.

Four years later, the City faces a renewed interest in strengthening and broadening the local economy due to recent spikes in energy costs, out-migration from the city and region, and a need to provide alternatives to unsustainable large-scale mineral exploration upstream. This 2010 update to the Comprehensive Plan takes an even broader approach, incorporating goals for sustainable energy

production and consumption, wellness, economic development, land use and transportation, as well as a waterfront plan to specifically address the Dillingham harbor and waterfront.

The 2010 Comprehensive Plan Update built upon several other recent planning efforts for the City of Dillingham, including:

- The 2008 Multi-Hazard Mitigation Plan, which analyzes hazard risks to the City of Dillingham such as erosion, earthquake, flood, severe weather, urban conflagration, volcano, and wildland fire.
- The 2009 Dillingham Small Boat Harbor Upgrades Plan, which identifies and plans for future projects within the Dillingham Small Boat Harbor. Proposed projects consist of new and renovation projects to enhance and improve the functionality of the Dillingham Small Boat Harbor.
- The Dillingham Downtown Streets Rehabilitation Project Report, which plans for reconstructing the primary circulation roads in downtown Dillingham with a focus on safety and enhancing pedestrian facilities.
- The 2003 Water and Sewer Master Plan, which identifies, plans and documents the costs and considerations for improvements and expansions to the community's water and wastewater facilities.
- The 2006 City of Dillingham Draft Comprehensive Plan, which provided priorities and goals for the City, as well as an updated draft land use plan.
- The 2008 U.S. Army Corps of Engineers City Shoreline Emergency Bank Stabilization Assessment, which describes a proposed solution to coastal erosion problems adjacent to Dillingham's small boat harbor. The 2009 Letter Report states the final outcomes of the 2008 Army Corps of Engineers assessment.
- Capital Improvement Plans, which determine and prioritize capital improvements on a yearly basis.

Process to Prepare the 2024 Comprehensive Plan

[insert at end of project. Highlights: reviewed additional documents, public survey, planning commission draft review and public workshop]

Regional Context

The following chapter gives an overview of the land, history, people, and economy of Dillingham and the Bristol Bay Region.

Dillingham Community and Region

Located in southwestern Alaska, the Bristol Bay region consists of vast, diverse, largely roadless wilderness, punctuated by remote villages. Its boundaries extend from the village of Nondalton on the east (located on the west shore of Six Mile Lake, between Lake Clark and Iliamna Lake) to Perryville on the south coast of the Alaska Peninsula, an area encompassing over 40,000 square miles.

As of 2008, the State of Alaska Division of Community and Regional Affairs estimated the region's population at 7,374 residents. Bristol Bay villages are predominantly Alaska Native, including Aleut/Alutiiq, Dena'ina Athabascan, and Yupik. The Aleut/Alutiiq historically inhabited the communities on the Pacific Ocean side of the Alaska Peninsula, the Dena'ina Athabascan are from the areas surrounding Lake Clark and Iliamna Lake, and the Yupik traditionally inhabit the coastal villages of Bristol Bay. The map on the right shows the location of the villages in the region.

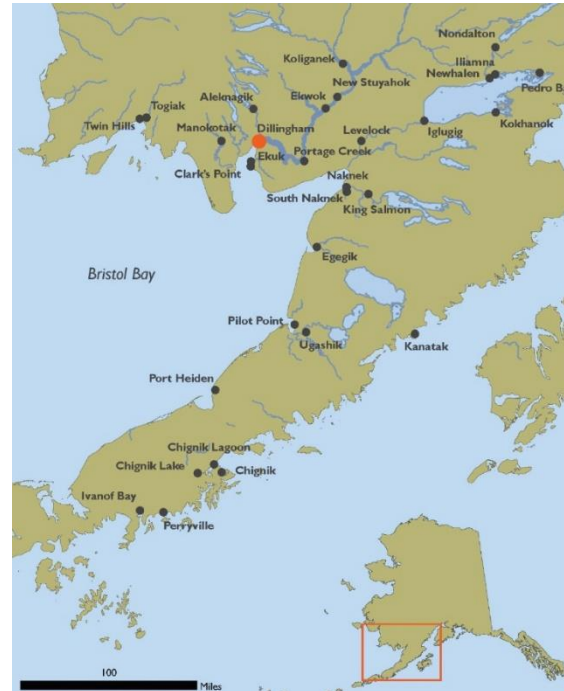


Figure 1: Villages in the Bristol Bay Region

Bristol Bay's rivers and streams support the world's largest red salmon run, which has attracted people for centuries for both subsistence and commercial fishing. Because of the long history of commercial fishing, many different kinds of people have come to Bristol Bay and settled there, making it a culturally diverse region.

Bristol Bay was named in honor of the Earl of Bristol by Captain James Cook in 1778 as he searched for the northwest passage to the Atlantic. At Cape Newenham he sent an officer ashore for reconnaissance who named the cape and claimed the country for King George III.

At the time of first European contact the primary residents of the Nushagak area were the Yup'ik people. The point of land Dillingham occupies was a seasonal stopping point for Alaska Natives who depended on the wildlife and plants that were abundant in the area. The Yup'ik word for the point of land, "Curyung," loosely translated means "dirty water" and may refer to the place as the point where the clean and muddy waters of the Wood and Nushagak Rivers meet. It was the name given to the point of land that provided access to both the Wood and Nushagak Rivers.

Russian fur traders erected Alexandrovski Redoubt (Post) directly across the bay from the current site of Dillingham in 1818. By 1837 this site had become a community known as Nushagak. Native groups from the Nushagak Region, the Kuskokwim Region, the Alaska Peninsula and Cook Inlet came to the area to visit, trade, or live at the post. In 1841 a Russian Orthodox Mission was officially established at Nushagak. In 1867 Russia sold the Alaska territory to the United States.

The first salmon cannery in the Bering Sea was constructed at Kanulik across the bay from Dillingham in 1883. The next two canneries were built on the Dillingham side in 1885 and 1886. Ten more canneries were established within the region of Nushagak Bay over the next seventeen years.

In the meantime, the Moravian church established a mission near Kanulik in 1886 and called its settlement Carmel. The settlement also later operated a hospital, an industrial school and started a herd of 88 reindeer. The church ceased operations there in 1904.

By the early part of the last century the small settlement area previously known as Curyung had become known as Snag Point. The post office of Dillingham was established on Snag Point in 1904. The town of Dillingham, however, was located three miles to the southwest at what is now locally known as “Olsonville” near the present day Kanakanak hospital.

Judge James Wickersham officially named the area to honor his friend Senator William Paul Dillingham who toured Alaska with his Senate subcommittee. It was the first comprehensive investigation of Alaska by a congressional committee. A post office at Kanakanak was established in 1929 but discontinued in 1944 and the name Dillingham transferred to Snag Point where the post office had been assigned since 1904.

A government school building was erected at the Native village of Kanakanak in 1909. Dr. Hiram French, a cannery doctor who had come up with the Alaska Packer’s Association in 1908 and became head of the government hospital at Carmel in 1911, relocated the hospital facility from Carmel to the school building at Kanakanak, in 1913.

Various diseases are said to have severely reduced the Bristol Bay Native population over the previous hundred years, since the arrival of the first Russian fur traders. However, the losses to the Nushagak and Togiak areas and the rest of Bristol Bay during the worldwide influenza epidemic of 1918-19 were catastrophic. Entire families died, and many Native settlements, including Curyung, virtually disappeared. In 1918 the village of Kanakanak was said to have a population of about 250 people, most of whom died of influenza during the epidemic of 1918-1919.

In 1920, the U.S. Government expanded its hospital at Kanakanak into an orphanage to provide shelter for the many young children orphaned by the epidemic. It has been reported that the epidemic left no more than 500 survivors in the Nushagak drainage.

The area’s population began to grow as people of many nationalities came to work in the fisheries and canneries and began to settle in the area permanently, usually drawn by the rich fish and wildlife. Many local Alaska Natives can trace some of their ancestry to Russian, Asian and Scandinavian immigrants.

The Dillingham townsite was established under the U.S. Townsite Act of 1891 and surveyed in 1947. The City was incorporated in 1963 and currently operates under a council-manager form of government. The Curyung Tribal Council is the federally recognized Indian tribe for Dillingham and enjoys government-to-government relationship with the United States as well as the responsibilities, powers, limitations and obligations of other tribes. The tribe and the city are partners on many projects through a memorandum of understanding.

The Native Allotment Act of 1906 provided for conveyance of 160 acres of public domain to adult Natives. In the late 1960's, when people became aware of the Act, hundreds of parcels were claimed and have since been certificated in the Bristol Bay Region. The Alaska Native Claims Settlement Act was passed by Congress in 1971 and provided for the creation of the regional Native for-profit corporation, the Bristol Bay Native Corporation, and Choggiung Ltd., the Native for-profit village corporation. Choggiung Limited is the largest private landowner in Dillingham. However, the majority of the accessible and developable land in Dillingham is in Native Allotments.

For the past one hundred twenty-five years, the commercial salmon fishing and canning industry has been a dominant influence on local culture and economy. In 2001, the state declared Bristol Bay an economic disaster area because of low salmon returns and historically low salmon prices. Subsequent seasons saw modest improvements in some portions of Bristol Bay, but both fish prices and numbers of fish returning were still well below historic levels. The decline of the area's main industry has led to a decline in the economy as a whole and out-migration as a result. More recently, the fisheries have been recovering as prices for drift net and set net permits have increased and the prices for fish have rebounded.

Today, Dillingham is the largest community in Bristol Bay with 2,264 people, and is the government, service and transportation hub for the region. Dillingham provides access to Togiak National Wildlife Refuge, Wood-Tikchik State Park and Walrus Island State Game Sanctuary. Wild resources continue to be the economic engine in the Bristol Bay and Dillingham area, whether for commercial, subsistence or recreational purposes.

Government

City Administration

The City of Dillingham was initially incorporated as a second-class city in 1963 and became a first-class city in 1972. It has a council-manager form of government. The City Manager is responsible for all aspects of city business and reports to the Mayor and City Council. All departments and fund operations work under the direction of the City Manager.

The City Council is composed of six elected council seats and the elected mayor, each with three-year terms. The School Board has five seats elected by the public and each seat is for a three-year term. The Planning Commission is a seven-member body, and each seat is appointed by the City Council for three year terms.

Central administration for the City of Dillingham is provided by the City Manager's Office, City Clerk's Office, and Finance Department:

- The City Manager's Office advises City Council, acts as the City's representative regarding State and Federal issues, and manages City services in an efficient, manner while ensuring that the public is included and informed throughout government processes. This department ensures that the policy direction set by the City Council is implemented and serves as a resource to the City Council on issues before the body, such as capital projects, fisheries and legal issues. This department manages City-sponsored special projects and events; it also monitors Federal and State legislation that has the potential to impact Dillingham. The City Manager oversees the day-to-day operations of the City. The Assistant to the City Manager acts as the City's Public Information officer, website manager, and provides Human Resources services for City employees.
- The City Clerk's Office is the City's elections official, legislative administrator, records manager, and custodian of the municipal code for the City. This department provides Council support, notary services, and relays public information as an accessible and responsive representative of transparent and open government. This department is responsible for administering elections, maintaining official records, preparing and posting public notices and agendas, preparing Ordinances and Resolutions, facilitating Council meetings, preparing minutes of Council meetings and committees, and assisting with the Board of Equalization process.
- The Finance Department works in partnership with the Mayor, City Council Members, City Administrator, all departments, other governmental agencies and citizens to provide excellent financial management, information, and business products to policy makers, departments, agencies, and the community so they can have confidence in the City of Dillingham government, make informed decisions, and achieve their results.

The Covid-19 pandemic (2020-2023) was an unanticipated disruption, but the City of Dillingham rose to the challenges of effectively managing its responsibilities as the situation was happening. Emerging from the pandemic and with the help of State and Federal assistance programs (e.g., BIL, CARES Act), the city has recommitted to improving internal operations, getting caught up on deferred maintenance/capital projects, and re-establishing a higher overall level of service.

Employee recruitment and retention challenges were a citywide issue that caused additional disruption to area employers. At the city, the high turnover increased the cost of city services because additional training and oversight was required for new employees, unfilled positions and onboarding increased the workload on other City staff, which led to burnout and low morale. Most city departments were short-staffed for at least some of the recent years. The city advertised open positions for months with no qualified applicants responding. Notably, the city experienced high turnover and disruption to the City Manager position for several years. This instability reportedly caused inconsistent policies, loss of momentum and affected employee morale. It is unclear whether these recruitment and retention challenges began before the pandemic or are a result of the pandemic. Factors reportedly contributing to staffing challenges include housing shortages, lack of childcare for working parents/guardians.

The 2022 City Services Assessment documents a number of improvements the city has made in recent years to improve operations. These include new audiovisual equipment in City Council Chambers and software to facilitate virtual meetings, manage city code and maintain public information on the City's website. These changes have reportedly increased productivity and public access to timely information. The city increased public outreach to communicate local policy and updates about the pandemic via press releases, flyers, the city's website and Facebook page, as well as public announcements aired on KDLG and distributed via email. This public outreach has been continued to update the public on city operations and the public response, for the most part, is positive. The city also replaced aging voting booths with a new design that allows for quick setup and maximizes space. In 2021, the city brought in a contractor to update property assessment values, began using a database software designed for property assessments, and has been using it to digitize and consolidate historical and current property information in one place, increasing accuracy and improving staff productivity. Finance staff were trained to read the budget and understand coding, increasing accuracy and efficiency of the budgeting process. Cash flow dashboards with published timelines of annual processes were developed for monthly updates to City Council. These procedural shifts support better and more timely decision making.

Public Facilities and Services

The City provides many services including water/sewer, landfill, dock, small boat harbor, public safety, public works, fire/rescue, library, planning and senior center.

Public Facilities Maintenance

The City Planning Department coordinates the City's Capital Improvement Projects (CIP) planning and CIP priority list for City Council approval. The City Planning, Administration and Finance departments are involved in the City's asset management activities, which include procurement and insurance of City assets, working with individual departments to schedule and budget for repair and replacement, and tracking the condition of assets. In recent years, the City invested in asset management software and upgrades to the City's GIS system to streamline and improve asset management.

The City's Public Works Department Maintenance shop supports facilities and fleet maintenance for all city departments. Maintenance shop staff also assist other departments with mechanical operations, such as the incinerator at the landfill and the crane on the bulkhead of the harbor. The Maintenance shop employs two fleet mechanics, who work in a three-bay shop with mobile capability when needed. The Mechanics work on all machinery, such as trucks, vans, buses, graders, loaders, dozers, excavators, bobcat skid steers and wheeled loaders, forklifts -both small and large, Cranes- both mobile and fixed.

Parks and Recreation

The City of Dillingham maintains two park-playground sites, along with an ice-skating rink, basketball court and softball field, all of which need repair and updated recreational equipment (e.g., toys, tables, barbeques, ramadas). As of 2024, the City of Dillingham does not sponsor any recreational programs or leagues, other than activities at the Senior Center for Community Elders. This is partly due to the condition and availability of facilities, but also due to a lack of sporting goods and equipment to

provide potential participants. The community has expressed interest in developing additional recreational facilities.

Public Safety

As a regional hub, public safety services in Dillingham collectively serve residents of the City as well as residents of other Bristol Bay communities. Regional Public Safety services include an Alaska State Troopers Post, VPSO program (partnership between BBNA and AST), [any others?]. The Dillingham Public Safety Department includes five public safety divisions (described below), as well as the Fire and EMS (Strategy PFS5):

1. **The Patrol Division** (city police) is responsible for general patrol, traffic enforcement, and criminal investigations. During a shift, an officer may handle a simple disturbance or inebriate call and then respond to sex offense, burglary, or felony assault. The patrol division notes that it is frequently tasked with addressing community social problems that have nothing to do with law enforcement simply because no other agency/organization in town is responding. The patrol division has an authorized strength of seven positions: six police officers and one sergeant. In 2022, improved cooperation and collaboration with the Troopers resulted in arrests and large quantities of Dillingham-bound drugs being intercepted at the Anchorage airport, as well as successful arrests being made in Dillingham on drug cases. A two-week-on/two-week-off rotational police officer program was implemented to fill unstaffed police officer positions [it attracted applications from qualified officers; how has that worked out since?]. The Patrol Division also worked with the Curyung Tribe and United States Department of Justice in starting a Missing, Murdered Indigenous Woman (MMIW) task force in Dillingham.
2. **The Dispatch Division** is the public safety answering point for western Bristol Bay, providing dispatch services for police, Fire/EMS, the Alaska State Troopers, FEMA, VPSOs, and monitoring the Public Safety Building security cameras. The dispatch division has an authorized strength of five positions: four dispatchers and one supervisor.
3. **The Corrections Division** operates an eight-bed, 20-day State Department of Corrections (DOC) contract jail that serves as a regional jail to house prisoners brought in by Dillingham police, the Alaska State Troopers, and DOC probation officers. The jail also houses public inebriates taken into custody under the Title 47 statutes. The jail is funded by a state DOC contract, supplemented by the City of Dillingham in order to cover all operational costs. The corrections division has an authorized strength of five positions: four corrections officers and one sergeant. In 2022, the Division switched to a new electronic “TruFiling” system to improve transfer of documents with the court system.
4. **The Animal Control division** is responsible for the enforcement of Municipal codes regarding pet ownership and care. The division operates an animal shelter where unwanted or impounded animals are housed, cared for, or adopted out. The ACO also assists the department with traffic control, investigations, obtainment of supplies, and was instrumental in the education and enforcement of Covid- 19 emergency ordinances.
5. The Dillingham Public Safety Department also operates a **Department of Motor Vehicles (DMV)** office under contract with the State of Alaska. The office issues driver’s licenses and CDLs, state

ID cards, offers road tests, and handles titles and registration of motor vehicles. The DMV agent is also the department's administrative staff and handles records requests, purchasing, travel, and any other tasks that need to be done. The DMV office is partially funded by the state contract, receives a portion of revenue from DMV transactions, and supplemented by the City of Dillingham.

In 2022, a number of changes were noted to improve operational efficiencies for the City. The Patrol Division entered into a \$20,000 contract with the Alaska Department of Transportation & Public Facilities to provide law enforcement support for TSA at the airport, after performing this task for free since 2001. The Corrections Division entered into a \$26,000 contract with AST to perform telephonic arraignments so that prisoners do not have to be transported to and from court. The Corrections Division also discontinued electronic monitoring (ankle monitoring) because it was problematic and cost more in staff time than the State contract funded.

Fire and EMS Services

The Division of Fire and EMS is comprised of approximately 17 volunteer members (including the Fire Chief) and 1 paid member. Staff are trained in Fire, EMS or both. Two doctors at BBAHC are medical directors for EMS. In FY 21 the Division responded to 223 EMS calls and 23 related fire calls. Police dispatch issued 95 burn permits. The Division provides a host of non-emergency services for the City, including training classes in all aspects of Fire and Emergency Services, and fire safety education.

Dillingham's emergency response facilities include the Downtown Fire Hall, Lake Road Fire Hall, and City fire hydrant system (located 2 miles east of DLG airport). Water supply for fire response comes from a 3000-gallon water storage tank and Squaw Creek (0.5 mi south of airport), where tidal action and freezing conditions may affect the availability of water.

A recent addition to the Lake Road Fire Hall brought a fire truck and ambulance from the airport to be stationed at the fire hall. A new Emergency Communication System was installed in 2021, and an Airport Emergency Plan completed in 2022 that provides incident command information for emergencies at airport.

Solid Waste Management

Dillingham's solid waste services include operation and maintenance of the Dillingham landfill, recycling and hazardous waste removal. The landfill is operated by the Dillingham Public Works Department, Landfill Division with volunteer assistance from the Friends of the Landfill Committee, which is noted as a great asset to the City. The Dillingham Solid Waste Facility (landfill) provides a place for residents to dispose of solid waste, including: household waste, tires, inert materials metal, plastic, wood and other materials that are not put in the active cell, fish waste disposal and a wood lot with burn bins. The Landfill has an incinerator to burn suitable materials for incineration. The Curyung Tribe Environmental Department partners with the City to run an active recycling program for items such as bulbs and electronics.

Water System

Dillingham's public water system is operated by the Dillingham Public Works Department, Water Division. The City water system supplies clean and treated water to the downtown area of the City for household use, business use and fire suppression. The system includes three community wells in operation (all produce at sufficient rates), a raw-water storage tank (that also serves as a tower for communications equipment), water treatment plant, and piped water distribution system. Well pumps are fairly new and in good condition. The utility uses a remote monitoring system for wells.

Outside the Downtown area, landowners use onsite water wells. Some Dillingham residents utilize the ANTHC Individual Sanitation Facilities Scattered Sites program, which provides eligible homes with onsite sanitation facilities, including individual onsite water supply wells, cistern water storage systems, and community water service line connections.

Wastewater System

The City operates a municipal wastewater utility, which collects, treats and disposes of wastewater generated by the downtown area of the City. The Dillingham Public Works Department, Wastewater Division is responsible for disposing of septage waste in compliance with all state and federal guidelines.

Dillingham's wastewater collection system is in good condition, although a number of improvements are underway. A generator to provide emergency power for the wastewater treatment plant was purchased through a grant in 2022 and delivered in 2023. [\[\(FY23 Minor Funding Requests \(Rev 26 Sep 2022\)\)\]](#) The Downtown Streets Rehabilitation project helped locate appurtenances, mains, storm sewers, connections, etc. (City Services Assessment 2022). Lagoon improvements underway include replacing the aeration system and constructing a new pretreatment pond to bring the lagoon into compliance with permit discharge requirements.

Erosion of the shoreline directly adjacent to the sewage lagoon is presenting a hazard to the lagoon. Sewage lagoon threatened by erosion from Snag Point, North, towards the lagoon and beyond. (City Services Assessment 2022). The City has been documenting the annual rate of erosion near the Wastewater Treatment Lagoon as well as engaging in a Wastewater Treatment Relocation Study. ANTHC 2022 Trip Report noted that a proposal is in place by senator Murkowski to fund five million dollars for shoreline protection of the City's sewage lagoon.

Outside the Downtown area, landowners use onsite septic systems. Some Dillingham residents utilize the ANTHC Individual Sanitation Facilities Scattered Sites program, which provides eligible homes with onsite sanitation facilities, including sewer service line connections and wastewater systems such as septic tanks and drain fields.

Other governmental agencies and service providers

Other governmental agencies and service providers in Dillingham include:

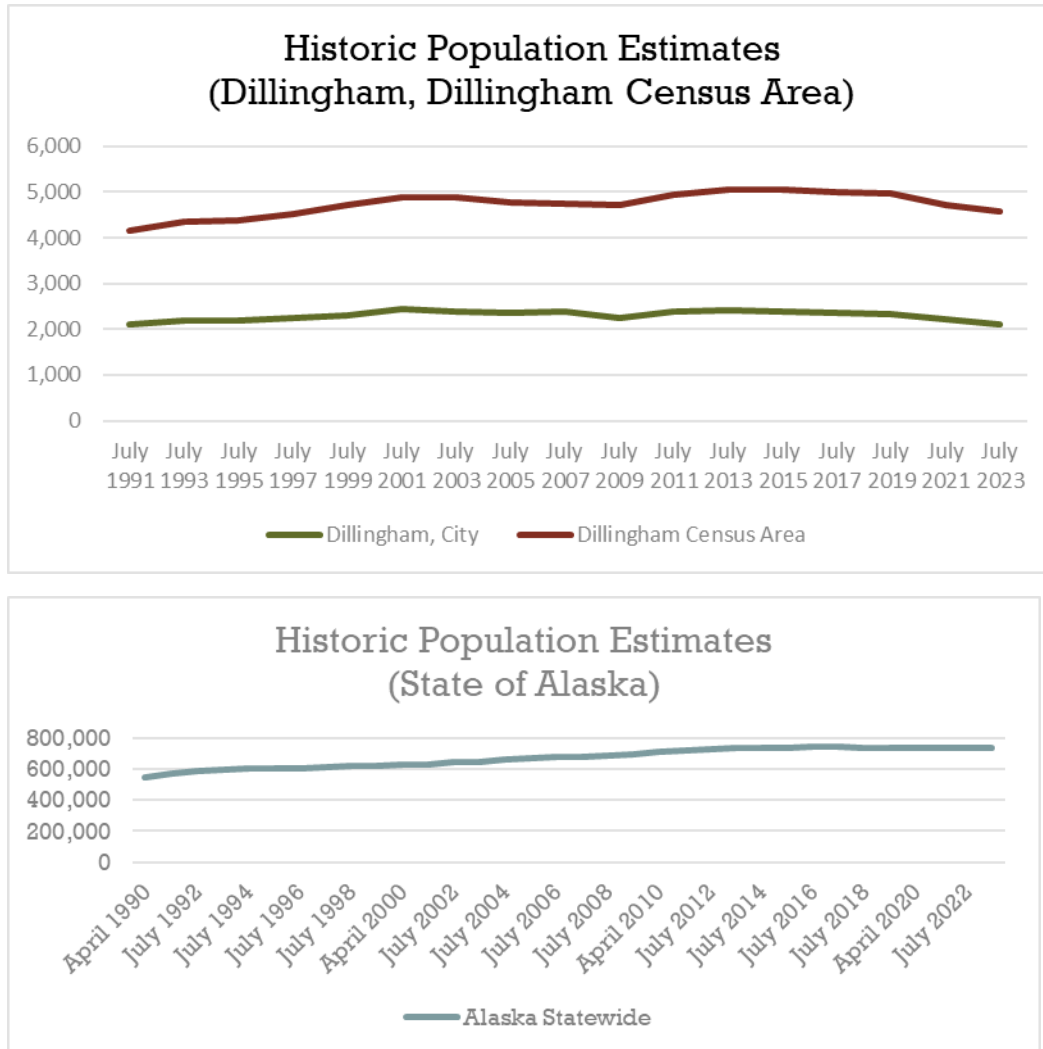
- The University Alaska Fairbanks, Bristol Bay Campus
- Bristol Bay Area Health Corporation
- Bristol Bay Economic Development Corporation
- Bristol Bay Housing Authority

- Bristol Bay Native Association
- Bristol Bay Native Corporation
- U.S. Fish and Wildlife Service
- Alaska Department of Fish and Game
- Alaska State Troopers
- Choggiung Limited, Inc.
- Nushagak Cooperative
- Alaska Department of Transportation
- Alaska Department of Health
- Alaska Legislative Information Office
- Alaska Job Service
- Alaska Division of Family and Youth Services
- U.S. Department of Agriculture
- Alaska Court System
- Alaska Sea Grant Marine Advisory Program
- Alaska Department of Community, Commerce and Economic Development

Population

[insert text]

Figure 2. Historic Population Estimates, City of Dillingham and Comparison Geographies (1990-2023)

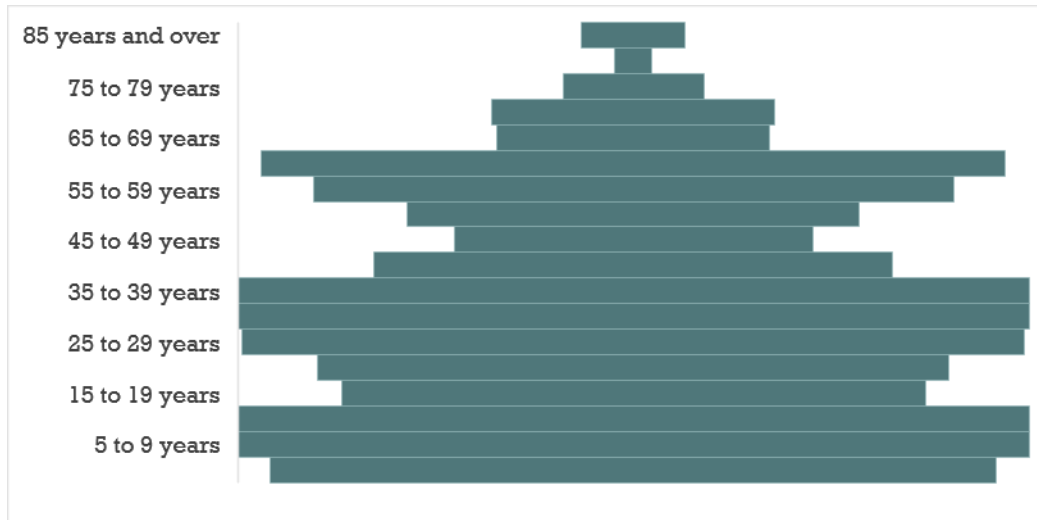


Source: Alaska Department of Labor and Workforce Development, Research and Analysis Section Population Estimates

Age

[insert text]

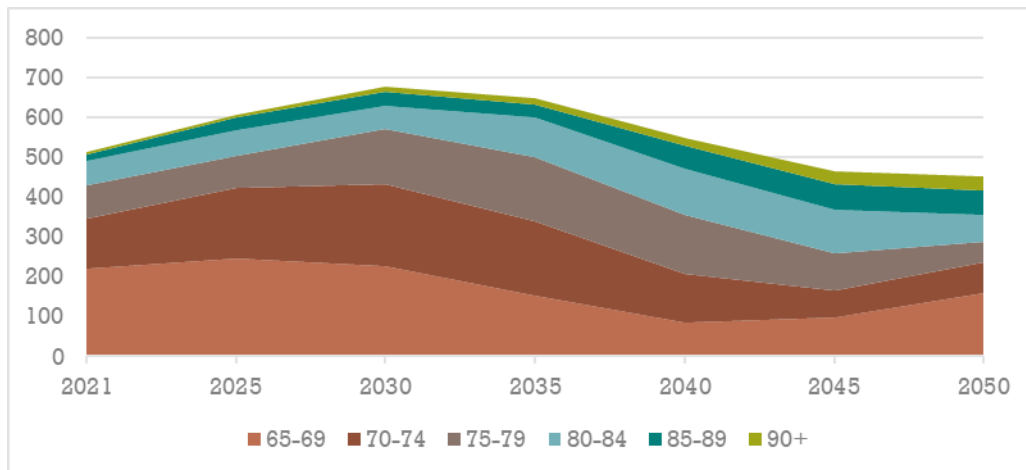
Figure 3. City of Dillingham Population Distribution (2022)



Source: US Census Bureau American Community Survey (2022: ACS 5-Year Estimates Table S0101)

[insert text]

Figure 4. Dillingham Census Area Age 65+ Population Projections (2021-2050)



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

Race

[insert text]

Table 2. Percentage Population by Race, City of Dillingham and Comparison Geographies (2020)

Self-Identified Race/Ethnic Background	City of Dillingham	Dillingham Census Area	Alaska Statewide
White	25%	16%	58%
Black or African American	1%	0%	3%
American Indian and Alaska Native	55%	70%	15%
Asian	2%	1%	6%
Native Hawaiian and Other Pacific Islander	0%	0%	2%
Hispanic or Latino	4%	3%	7%
Other Race	0%	0%	1%
Two or more races	13%	9%	10%
Total Population	100%	100%	100%

Source: US Census Bureau, 2020 Decennial Census Hispanic or Latino, and Not Hispanic or Latino by Race (Table P2)

Economy

Industries and Economic Sectors

[insert text]

Table 3. City of Dillingham, Active Business Licenses by Industry (2024)

Industry	Number of Active Business Licenses
Agriculture, Forestry, Fishing and Hunting	28
Utilities	1
Construction	12
Manufacturing	10
Wholesale Trade	5
Retail Trade	23
Transportation and Warehousing	30
Information	2
Real Estate, Rental and Leasing	45
Professional, Scientific and Technical Services	14
Management of Companies and Enterprises	4
Administrative, Support, Waste Management and Remediation Services	7
Educational Services	5
Health Care and Social Assistance	8
Arts, Entertainment and Recreation	15
Accommodation and Food Services	24
Other Services (except Public Administration)	25
Public Administration	2
Total Active Business Licenses*	235

Source: State of Alaska Department of Commerce, Community and Economic Development

Note: 22 active business licenses are filed with multiple lines of business.

Fisheries

Data available from the Commercial Fisheries Entry Commission (CFEC) reveals an increase in the volume and value of seafood landed in the last decade for regional setnet and driftnet fisheries.

[Related: <https://www.kdlg.org/fisheries/2024-02-27/the-usda-plans-to-buy-millions-of-pounds-of-salmon-and-pollock>] [Dillingham Waterfront Strategic Plan]

Table 4. Dillingham Census Area Commercial Fishing (2022)

Fishery	Number of Permits Issued	Number of Fishermen Who Fished	Estimated Gross Earnings
Halibut	14	2	x
Herring	248	0	\$ -
Other Groundfish	1	0	\$ -
Salmon	418	369	\$ 30,246,793
All Fisheries	681	369	x

Source: Alaska Fishing Entries Commission

Tourism

The Alaska Visitor Statistics Program (AVSP) indicated that 84,000 (4 percent of Alaska non-resident visitors) visited Southwest Alaska in 2016. The Southwest region includes Bristol Bay, Aleutian and Pribilof Islands, and Kodiak. Sportfishing and hunting are the primary motivation for non-resident travelers visiting Dillingham and surrounding areas. A study conducted in 2017 by McDowell Group for Bristol Bay Native Association analyzed the number and type of visitor accommodations in the area. Among the 55 properties identified in the study, Dillingham had 11, 5 were in the City of Aleknagik and nearby areas, and another 20 were located along the Nushagak River. Many of the smaller, remote properties operate between June and August. [Dillingham Waterfront Strategic Plan]

Employment

The City has had some challenges with recruitment and retention during the past several years. This trend has been shared by other employers in the region and state.

Table 5. Employment Status, City of Dillingham and Comparison Geographies (2022)

Civilian labor force 16 years and over	City of Dillingham	Dillingham Census Area	Alaska Statewide
Employed	92.93%	88.68%	95.44%
Unemployed	7.07%	11.32%	4.56%

Source: US Census Bureau American Community Survey (2022: ACS 5-Year Estimates Table S1701)

[insert text]

Table 6. City of Dillingham Employment by Industry (2022)

Percent of Total Employed	City of Dillingham	Dillingham Census Area	Alaska Statewide
Agriculture, forestry, fishing and hunting, and mining	10.1%	10.9%	4.8%
Construction	0.0%	1.7%	6.8%
Manufacturing	0.1%	1.1%	3.7%
Wholesale trade	1.2%	0.9%	1.8%
Retail trade	6.6%	6.5%	9.4%
Transportation and warehousing, and utilities	7.8%	7.3%	9.9%
Information	5.7%	4.1%	2.0%
Finance and insurance, and real estate and rental and leasing	1.5%	2.0%	5.0%
Professional, scientific, and management, and administrative and waste management services	3.5%	3.0%	9.1%
Educational services, and health care and social assistance	28.3%	27.1%	23.0%
Arts, entertainment, and recreation, and accommodation and food services	4.1%	3.4%	6.2%
Other services, except public administration	6.2%	4.8%	4.2%
Public administration	24.9%	27.1%	14.1%

Source: US Census Bureau, 2022 American Community Survey 5-Year Estimates Table S2404

Income

[insert text]

Table 7. Household Income Distribution, City of Dillingham and Comparison Geographies (2022)

Household Income	City of Dillingham	Dillingham Census Area	Alaska Statewide
Less than \$10,000	2.40%	3.70%	4.40%
\$10,000 to \$14,999	3.60%	4.30%	2.50%
\$15,000 to \$24,999	4.10%	7.70%	5.40%
\$25,000 to \$34,999	4.80%	7.30%	5.30%
\$35,000 to \$49,999	10.80%	12.90%	9.10%
\$50,000 to \$74,999	13.70%	16.80%	15.80%
\$75,000 to \$99,999	15.70%	14.50%	13.20%
\$100,000 to \$149,999	21.00%	16.80%	21.80%
\$150,000 to \$199,999	16.10%	10.50%	11.10%
\$200,000 or more	7.70%	5.50%	11.40%

Source: US Census Bureau American Community Survey (2022: ACS 5-Year Estimates Table S1901)

Table 8. Income and Poverty, City of Dillingham and Comparison Geographies (2022)

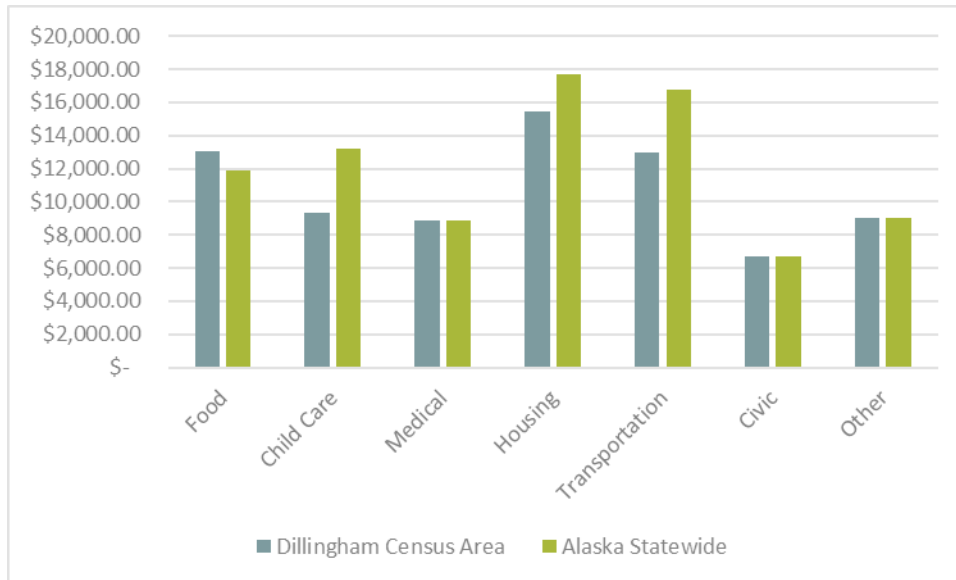
	City of Dillingham	Dillingham Census Area	Alaska Statewide
Median Household Income (midpoint)	\$ 92,578	\$ 69,412	\$ 88,121
Mean Household Income (average)	\$ 104,635	\$ 86,298	\$ 109,524
Percent of persons below poverty level	11.20%	15.90%	11.00%
Percent of persons 125% of the poverty level	12.58%	20.28%	14.20%

Source: US Census Bureau American Community Survey (2022: ACS 5-Year Estimates Table S1901, Table S1701)

Cost of Living

[insert text]

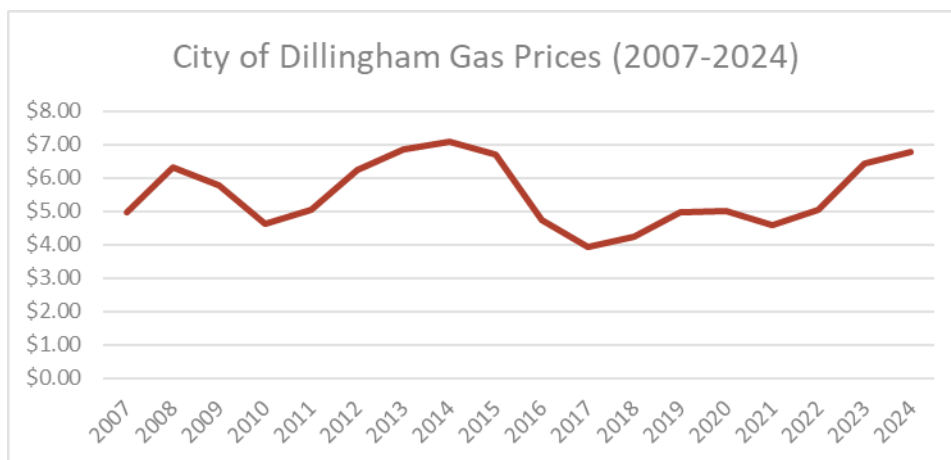
Figure 5. Typical Annual Household Expenses, Two Adult Income Earners, One Child Households (2024)



Source: Glasmeier, Amy K. Living Wage Calculator. 2024. Massachusetts Institute of Technology

Energy

Figure 6. City of Dillingham Gas Prices



Source: Alaska Department of Commerce, Community, & Economic Development, 2024 Gas Prices, All Years

[We can add PCE data]

Education and Workforce Development

Schools

The City of Dillingham has two public schools serving over 520 students. Educational facilities in Dillingham include the Dillingham School District (Elementary School and High School) and the Bristol Bay Campus of the University of Alaska-Fairbanks (UAF). The Dillingham School District participates in a regional education program, the Bristol Bay Teaching & Learning Collaborative (BBTLC) led by the Bristol Bay Native Corporation Education Foundation (BNCEF) in partnership with the Alaska Humanities Forum, four Bristol Bay School Districts, the University of Alaska Anchorage, and the Bristol Bay Region Career and Technical Education Program. The program (<https://bbrcte.org/>) is a consortium of Bristol Bay Borough School District, Lake and Peninsula School District, Southwest Region School District, and Dillingham City School District that builds workforce skills and job and career awareness that directly relates to the Bristol Bay Region for youth. Through the consortium, high school students apply to attend week-long residential intensive coursework leading to college credit and/ or industry recognized certifications at no cost. Courses and programs are created with the goal of addressing regional workforce needs and creating classes that will build interest and skills into needed professions in the region.

Table 9. Educational Attainment, City of Dillingham and Comparison Geographies (2022)

Population 25 years and over	City of Dillingham	Dillingham Census Area	Alaska Statewide
High school graduate or higher	90.9%	88.1%	93.3%
Bachelor's degree or higher	22.5%	20.5%	30.6%
Graduate or professional degree	8.6%	9.1%	11.3%

Source: US Census Bureau American Community Survey (2022: ACS 5-Year Estimates Table S1501)

[insert text]

Table 10. Selected School Indicators, Dillingham and Comparison Geographies (2022-2023)

	Dillingham City School District	Southwest Region School District	Alaska Statewide
Attendance Rate	85.0%	84.6%	90.1%
Enrollment Change (2021-2022 to 2022-2023)	-2	59	n/a
Graduation Rate	67.9%	76.9%	77.9%
Dropout Rate	1.7%	7.3%	3.6%
5 Year Cohort Graduation Rate	81.5%	86.7%	82.8%
Percent of teachers who are inexperienced	5.2%	13.7%	5.6%
Percent of teachers teaching out-of-field	25.7%	31.8%	21.9%

Source: Alaska's Public Schools: A Report Card to the Public: 2022-2023, Alaska Department of Education and Early Development

[insert text]

Table 11. Selected Indicators of the Professional Qualifications of Educators, Dillingham and Comparison Geographies (2022-2023)

	Dillingham City School District	Southwest Region School District	Alaska Statewide
Bachelors:	63%	48.5%	45.9%
Masters:	47%	55.1%	58.2%
Ed Specialist:	0%	0.0%	0.4%
Doctorate:	3%	0.0%	1.3%

Source: Alaska's Public Schools: A Report Card to the Public: 2022-2023, Alaska Department of Education and Early Development

Additional information on teacher qualifications, including type of certification and college degree(s), is available from your school or district upon request. You may also request information on whether your child is provided service by paraprofessionals, and, if so, their qualifications.

Table 12. Alaska School Assessment Scores, Dillingham and Comparison Geographies (2022-2023)

	Dillingham City School District	Southwest Region School District	Alaska Statewide
AKSTAR Assessment: English Language Arts (Grades 3,4,6,7,8,9)			
Advanced/Proficient	13.48%	4.04%	31.80%
Approaching Proficient/Needs Support	86.52%	95.96%	68.20%
<i>Percent Tested</i>	<i>96.62%</i>	<i>93.65%</i>	<i>81.50%</i>
AKSTAR Assessment: Math (Grades 3,4,6,7,8,9)			
Advanced/Proficient	17.39%	4.39%	32.53%
Approaching Proficient/Needs Support	82.61%	95.61%	67.47%
<i>Percent Tested</i>	<i>96.62%</i>	<i>93.33%</i>	<i>81.27%</i>
Alaska Science Assessment: Science (Grades 8 and 10)			
Advanced	8.99%	1.65%	10.19%
Proficient	20.22%	5.79%	26.73%
Approaching Proficient	19.10%	18.18%	24.01%
Needs Support	51.69%	74.38%	39.06%
<i>Percent Tested</i>	<i>94.68%</i>	<i>90.84%</i>	<i>76.64%</i>

* No results are reported if less than five students total are tested.

Source: Alaska's Public Schools: A Report Card to the Public: 2022-2023, Alaska Department of Education and Early Development

[insert text]

Transportation

Roads and Trails

The City of Dillingham Public Works Department, Streets Division and Alaska DOT&PF maintain Dillingham's roads, depending on land ownership. The 2020 Curyung Tribal Transportation Safety Plan and 2022 City Services Assessment note a number of areas where road maintenance and safety can be improved in Dillingham. Notable accomplishments include the Downtown Streets Rehabilitation project, completed in 2022. The project provided an opportunity for the City to make improvements in other departments (e.g., recording the location of critical water and wastewater infrastructure for improved maintenance).

The 2020 Curyung Tribal Transportation Safety Plan notes the importance of pedestrian safety in Dillingham: "Public survey results indicate that walking is the third most common mode of transportation in Dillingham. Crash data demonstrates that one crash involved a pedestrian and two crashes involved a bicyclist. Additionally, 56% of survey respondents marked "lack of streetlights" as a high priority, and 39% marked "lack of sidewalks or bike lanes" as a high priority... One common walking route is along Kanakanak Road from Windmill Grill on Gauthier Way to downtown. This route is not well lit, reducing drivers' visibility of pedestrians. Additional lighting is also desired near the Middle/High School where students frequently walk to-and-from school. Another concern is that some people do not use the designated bike paths. Instead, they ride on the edge of the road. This habit occurs most frequently in the winter when snow is not plowed from the bike paths."

The 2020 Curyung Tribal Transportation Safety Plan notes that many Dillingham residents use ATV transportation for hunting, recreation, and to access nearby villages. The plan notes that existing ATV trails lead out of Dillingham, but there are few designated trails within the City.

Airport

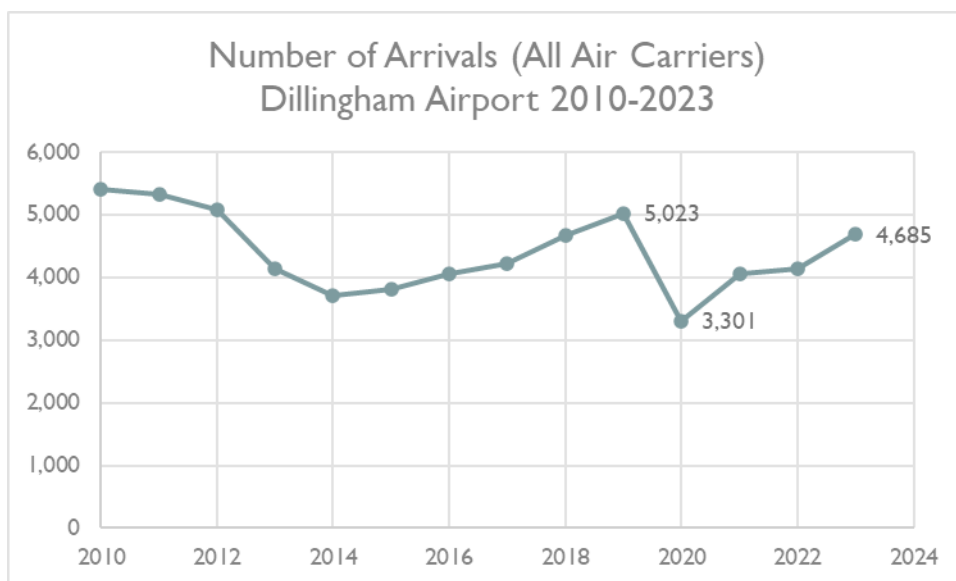
The Dillingham Airport is a state-owned paved runway that provides regular jet flights from Anchorage. A seaplane base owned by the U.S. Bureau of Land Management, Division of Lands is available at Shannon's Pond. Private passenger airlines operate out of the Dillingham airport as well. Dillingham's air transportation facilities also include two private airstrips and a helipad.

Figure 7. Number of Passengers Arriving at Dillingham Airport (2010-2023)



Source: Bureau of Transportation Statistics T-100 Segment data, 2024

Figure 8. Number of Arrivals (All Air Carriers) at Dillingham Airport (2010-2023)



Source: Bureau of Transportation Statistics T-100 Segment data, 2024

Port

The Port of Dillingham promotes local and regional commerce through management of the Dillingham Harbor and All-Tide Dock facilities, and by maintaining beach launches at Wood River and Kanakanak, which are used during the summer and fall months for commercial fishing and subsistence fishing and hunting. The Port of Dillingham is staffed by one year-round Port Director; seasonal Dock Supervisor and Dock Assistant/Heavy Equipment Operator; two seasonal Harbor Assistants; one BBEDC funded seasonal harbor assistant; and one BBEDC funded Harbor Assistant Youth Intern.

The City conducted a Dillingham Waterfront Strategic Plan in 2020, which includes a master plan, funding strategy (currently being implemented) and rough-order-of-magnitude (ROM) cost estimates for improvements to the main campus of Dillingham's Harbor and Dock facilities. The report implements many of the Comprehensive Plan's primary waterfront strategies for investments in Dillingham's waterfront infrastructure and service base to remain competitive with other communities in the Bristol Bay region.

The Port of Dillingham Harbor Division manages the Dillingham harbor facilities, which support the Nushagak fishing fleet May through September. According to the Dillingham Waterfront Strategic Plan (2020), the "... Dillingham boat harbor is the only protected harbor in the area, providing moorage for approximately 400 vessels up to 32 feet in length (gillnetters and set netters) and space for transient vessels up to 80 feet in length. Services include bathrooms/showers, fuel, potable water, repairs, ice, gear storage, and waste disposal. A small community park is located on the south end, on the waterfront. Recent upgrades include a bulkhead on the north end of the harbor and lengthening of pilings anchoring floats to the shoreline. Most commercial fishing vessels use the south boat launch, while the north ramp is used by recreational, subsistence, and charter fishing vessels. Upland property includes parking, access roads, and property leased to companies providing marine supplies, service and repair, and retail. Additional leases are contemplated, however parking, safe routing of vehicular and pedestrian traffic, and improved access to utilities are important considerations. Use could be optimized if parcels were square, rather than pie-shaped. The City began clean-up of recently acquired property adjacent to the harbor in 2019. Additional funding will be needed to complete the project. Given its high visibility and accessibility for residents and harbor users, the site has significant potential for future leases and small business development."

The Port of Dillingham Dock Division manages the Dillingham dock facilities. According to the Dillingham Waterfront Strategic Plan (2020), the "... City owns two adjacent docks that facilitate cargo and freight movement. The All-Tide Dock is an open cell dock approximately 300 ft. by 300 ft. The City Dock is a pile supported platform dock approximately 80 ft. by 200 ft. with a 50 ft. wide approach trestle. Services include forklifts, cranes, potable water, garbage disposal, and access to waterfront bathhouse and restrooms. The City has capacity for 33 containers to be connected directly to electricity. During peak season as many as 150 containers can be onsite; many are plugged into generators."

The Port of Dillingham also maintains boat launches located outside of the downtown core area, including Squaw Creek, Kanakanak Beach, and Wood River. The seawall at the Wood River boat ramp

has been failing; this creates a long-term liability for the City and will impact subsistence uses for salmon and moose harvest. The Icicle Seafood plant is also located outside the Downtown area, at the end of Wood River Road.

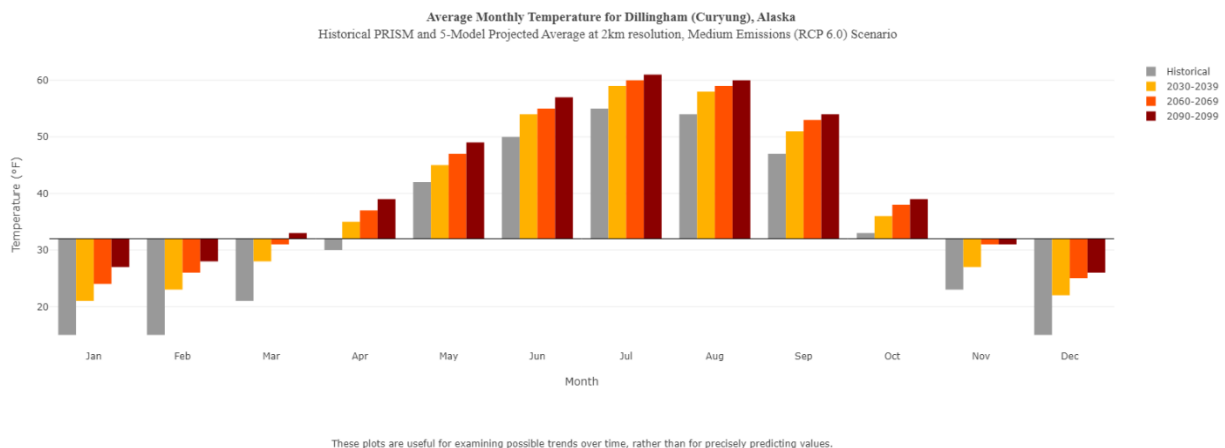
Physical Environment

Environmental quality includes clean air, clean water, healthy ecosystem functioning, and natural beauty. Clean air means that air-polluting industries are discouraged and pollution from wood-burning heat sources is monitored. Clean water means that water bodies are free from septic pollution, hydrocarbons, and non-point source pollution (such as fertilizers) and well water is clean and drinkable. Healthy ecosystem functioning means that natural landscapes and natural systems are protected (e.g., stormwater is channeled to protect streams and wetlands) and subsistence areas are healthy and productive. Natural beauty means that people have access to views and landscape features that accentuate the beauty of the land and water, light pollution is minimized (for example, by directing streetlights downward), and noise pollution is also minimized.

Climate

[insert text]

Figure 9. Average Monthly Temperature for Dillingham (Curyung), Alaska



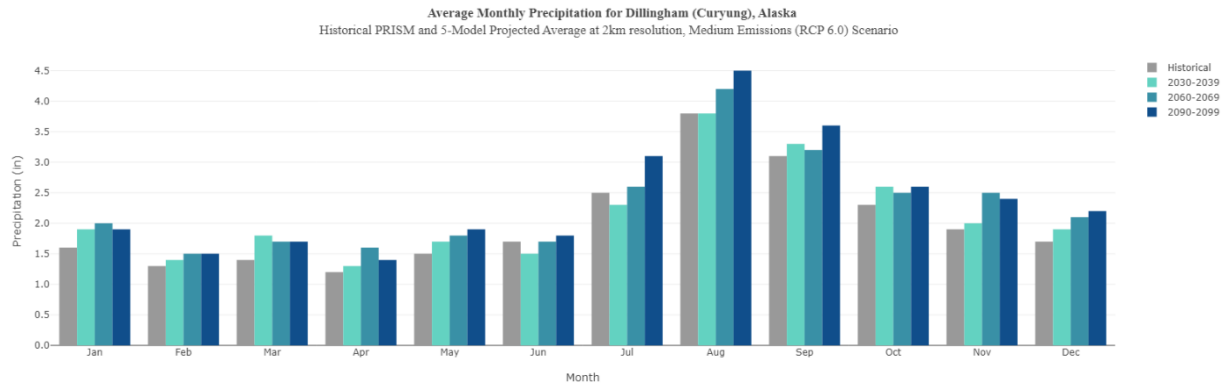
Note: Assumes Medium Emissions (RCP 6.0)

Source: Scenarios Network for Alaska and Arctic Planning (SNAP), University of Alaska, Fairbanks.

<http://uaf-snap.org/>

[insert text]

Figure 10. Average Monthly Precipitation for Dillingham (Curyung), Alaska



These plots are useful for examining possible trends over time, rather than for precisely predicting values.

Note: Assumes Medium Emissions (RCP 6.0)

Source: Scenarios Network for Alaska and Arctic Planning (SNAP), University of Alaska, Fairbanks.

<http://uaf-snap.org/>

Land Use

The Dillingham Planning Department develops and implements the City's current and long-range plans and administers the land use and platting sections of the Dillingham Municipal Code. The Planning Director writes and coordinates grant funding for City projects and produces grant reports, prepares the City's Capital Improvement Program, manages capital projects, acts as floodplain administrator, administers the Comprehensive Plan, provides staff support to the Planning Commission, develops and updates the City's maps and Geographic Information Systems, and serves as a resource for all permitting, platting, land use, growth and development in the City. The Planning Department has been working to update and improve the City's Geographic Information System (GIS) to support all departments of the City, including assigning and enforcing land use regulations, addressing and property assessments, as well as management of the city cemetery, utilities (e.g., fire hydrants, piped water/wastewater systems) and road/street planning and maintenance.

Housing

Through a grant writing assistance award provided to the City of Dillingham from the Bristol Bay Economic Development Corporation (BBEDC), Agnew::Beck Consulting prepared a summary of key findings and potential housing strategies for the Dillingham area in Spring of 2023. Though not an exhaustive study, the report analyzed existing quantitative data and qualitative information shared by local stakeholders and included analysis of Aleknagik data as a local comparison. Key findings for Dillingham are summarized in the following page(s).

Dillingham Housing Trends

Housing was brought up repeatedly as the top concern of Dillingham residents throughout the plan update process. At the time of writing, the Dillingham housing market is very tight, with 5.6% vacancy for rental and 0.7% vacancy for owner-occupied housing (U.S. Census Bureau).

Table 13. Selected Housing Characteristics, City of Dillingham, Alaska and Comparison Geographies (2021)

Housing Characteristics	City of Dillingham	Dillingham Census Area	State of Alaska
Housing units	988 (577 from ACHA survey)	2,406	--
Occupied housing units (also called households)	707 (406 from ACHA survey)	1,372	--
Seasonal/recreational housing units	79	690	--
Rental vacancy rate	5.6%	5.0%	7.6%
Ownership vacancy rate	0.7%	0.3%	1.7%
Average household size	2.79	3.30	2.72

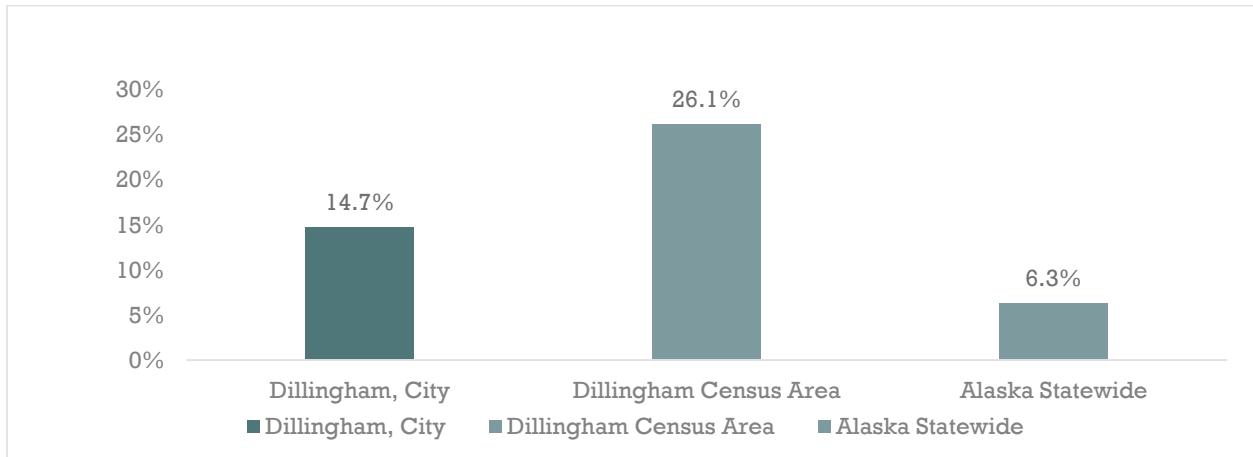
Note: The Census counts housing units and permanent occupied residents. The remaining units are considered seasonal/recreational, recently sold or rented but not yet occupied, housing for migrant workers, or other reasons including homes in probate for example. There is also a category for for-sale or for-rent that “drives” vacancy rates. A healthy housing market is generally considered to have a 5% vacancy rate. All data from the 2021 ACS 5-Year estimate except as noted. Other data is from the Alaska Community Housing Assessment prepared by ANTHC in collaboration with the City of Dillingham. Not all housing has been surveyed yet.
Source: Agnew::Beck Consulting (2023), Dillingham Housing Needs & Strategies Revised Summary Report.

Overall, Dillingham’s population has been fairly flat since 1990; no significant population growth is expected. This can mask the need for new and rehabilitated (rehab) housing to address overcrowding, replace aging or substandard buildings, and provide affordable and workforce housing that would allow more local job openings to be filled. Building housing specifically for the elder population (age 65 and older) makes sense, although the housing should probably be adaptable to meet other needs, as this population is currently increasing and projected to peak in 2035.

Overcrowding

The average household size in Dillingham is # people. Of Dillingham's # occupied housing units, #% are considered overcrowded (1-1.5 occupants per room) and #% are considered severely overcrowded (more than 1.5 occupants per room), for a combined total of #%. # new units are estimated to alleviate overcrowding and severe overcrowding in Dillingham.

Figure 11. Overcrowding in Dillingham and Comparison Geographies



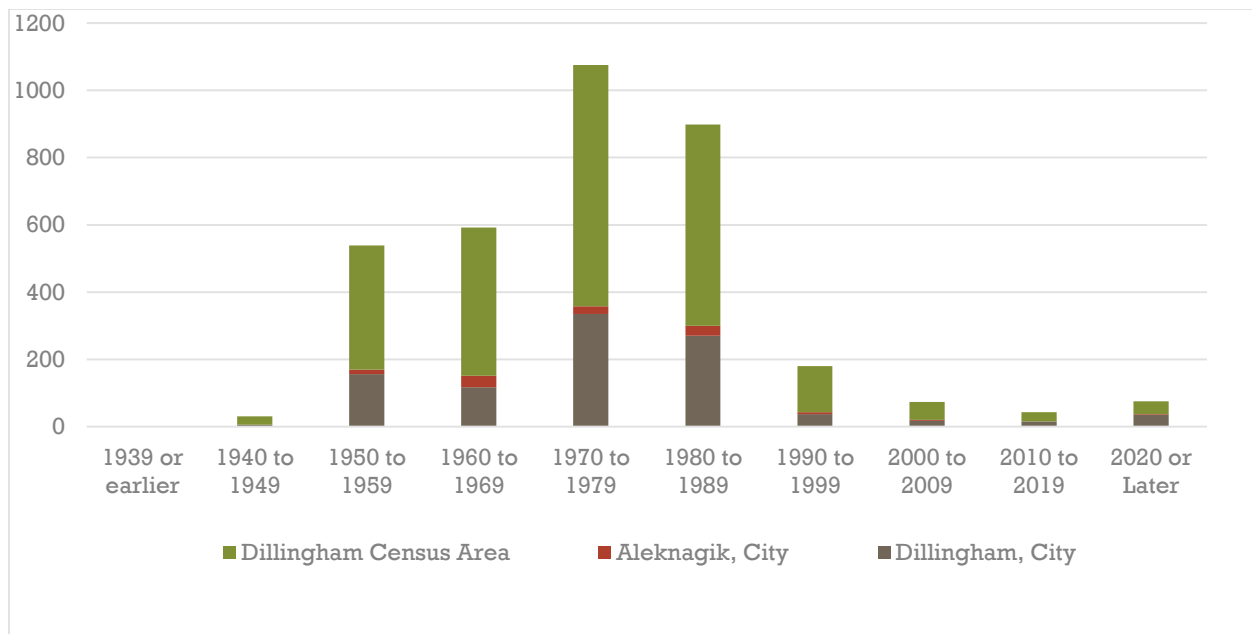
Source: 2021 ACS 5-Year Estimate Selected Housing Characteristics (Table DP04)

Replacement of Aging Housing Stock

According to U.S. Census Bureau data, most of Dillingham's housing stock was built in the 1960s or 1980s (Figure 12), and nearly 15% of the housing stock lacks complete plumbing and/or kitchen facilities (Figure 13Error! Reference source not found.).

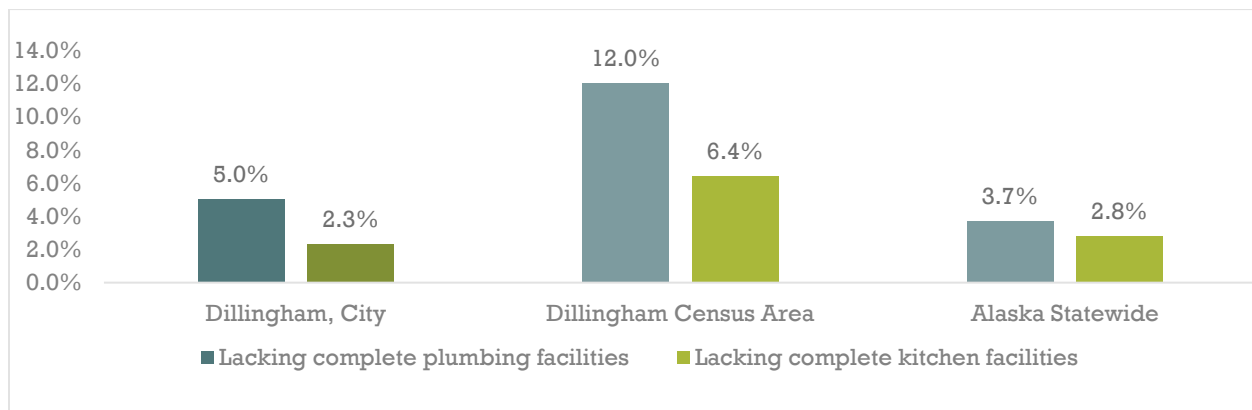
Figure 12. Age of Housing Stock, Dillingham and Comparison Geographies

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Source: 2021 ACS 5-Year Estimate Year Structure Built (Table B25034)

Figure 13. Housing Lacking Complete Plumbing and Kitchen Facilities, Dillingham and Comparison Geographies



Source: 2021 ACS 5-Year Estimate Selected Housing Characteristics (Table DP04)

Workforce Housing and Community Continuity

The ability to hire and retain the local workforce is suffering due to a lack of housing. [insert]

Lack of adequate housing in all categories negatively affects the ability of employers to recruit and retain employees.

Report on IPV in Dillingham identifies inadequate housing as a problem affecting interpersonal violence.

Housing Affordability

Table 14 illustrates the estimated need for housing across all income levels in Dillingham:

- **Lower Income Households:** These households make less than 80 percent of area median income and typically qualify for programs that require residents to be under a specified income, often called “income-restricted” affordable housing.
- **Middle Income Households:** Middle income households tend to be those who earn between 80 and 120 percent of area median income. This is the hardest housing product to develop in most parts of Alaska because no federal subsidies exist to support projects, yet affordable rents and home prices are typically not sufficient to cover development costs.
- **Higher Income Households:** Those who earn more than 120 percent of area median income are considered higher income households. Housing needs for higher income households can usually be met by the market. However, when developable land decreases and the cost of development increases, communities often fall short of meeting the housing need for this group. Meeting the housing need for higher income households also helps free up local housing stock for low- and middle-income households.

Table 14. Estimated Housing Need by Income Group, City of Dillingham, Alaska

Estimated Housing Need (2023-2033)	Household Type			
	Lower Income	Middle Income	Higher Income	Total
New units from forecasted population growth	-	-	-	-
New units to alleviate overcrowding	67	37	-	104
New units to address workforce needs	30	16	29	75
Rehab units needed	21	11	20	53
Total housing needed (new and rehab)	118	64	50	232

Source: Agnew::Beck Consulting (2023), Dillingham Housing Needs & Strategies Revised Summary Report.

Meeting the Housing Need in Dillingham

The Agnew::Beck study found that the City of Dillingham needs at least an estimated # housing units over the next decade. Of these, # are existing units that need replacement or renovation due to housing condition, and # are new units needed due to overcrowding. No new units are needed due to expected population growth from published sources using the midpoint estimate of DOL data for the Dillingham Census Area. However, this misses housing need from pent-up demand. Seven units are needed due to overcrowding in existing housing. Approximately # percent of occupied housing units are either overcrowded (1-1.5 occupants per room) or severely overcrowded (>1.5 occupants per room). Some families choose multi-generational living, but it is often not a choice due to the lack of affordable housing options in Alaska’s communities. # replacement or rehabilitation units are needed due to aging housing stock (percent of housing stock built before 1960), lack of plumbing and kitchen facilities (percent of occupied units without plumbing and kitchen facilities), and/or mobile home units that need replacement sooner than other unit types (percent of total housing stock that are mobile home units).

These factors offer a proxy for the amount of rehab necessary in a community. The exact number of units requiring rehab is subject to actual physical conditions.

The high cost of living not only affects the ability of residents to afford existing housing, it also affects renovation and construction of new homes. As part of the Agnew::Beck study, builders in Dillingham shared that the cost of materials, transportation and labor (particularly specialized subcontractors) are extremely high and make building and renovating housing challenging. Hard costs of at least \$300 per square foot were discussed with total development costs coming in much higher. One contractor shared that material costs appear to be declining.

Table 15. City of Dillingham Comprehensive 10-Year Housing Need Estimate

104 new units needed over the next 10 years	No new units needed due to expected population growth from published sources using the mid-point estimate of DOL data for the Dillingham Census Area. However, this misses housing need from pent-up demand.	
	104 new units needed due to overcrowding in existing housing. ~15% of occupied housing units are either overcrowded (1-1.5 occupants per room) or severely overcrowded (>1.5 rooms per occupant). Some families chose multi-generational living but many times its not a choice due to the lack of affordable housing options in Alaska’s communities.	
53 rehab or replacement units needed over the next 10 years	Aging housing stock (% of housing stock built before 1960)	These factors offer a “proxy” for the amount of rehab necessary in a community. The exact number of units requiring rehab is subject to actual physical conditions.
	Housing units without plumbing (% of occupied units without plumbing + kitchen facilities)	
	Mobile home units that need replacement sooner than other unit types (% of total housing stock that are mobile home units)	
157-Unit Need	Subtotal of quantitative data	
75 or more units necessary to fill workforce needs	We know that there are at least 150 open positions in Dillingham. Many large employers came together on May 15, 2023, to share their concerns over housing need. Bristol Bay Area Health Corporation shared that they need at least 60 new units to meet the needs of their workforce. Given this community-based evidence, we are including an estimate of at least 75 new units to support the pent-up demand from workforce needs in Dillingham.	
232-Unit Need	Grand total based on quantitative data and qualitative input	

Source: Agnew::Beck Consulting (2023), Dillingham Housing Needs & Strategies Revised Summary Report.

Energy

Critical energy facilities include a fuel storage facility, power plant, and retailers of heating and transportation fuels. The Dillingham Power Plant is an 11-MW plant operated by the Nushagak Electric & Telephone Cooperative (Nushagak Cooperative). Fuel for heating and/or transportation are sold by the Stelling Gas Station, Vitus Fuels and Bristol Alliance Fuels.

The Bristol Bay Native Corporation (BBNC) is working with a contract team and Steering Committee of Bristol Bay stakeholders (that includes the City of Dillingham) is investigating organizational options to form a regional energy collaborative that could provide better and lower cost centralized services to Tribal communities and electric utilities in the Bristol Bay region of Alaska. The initial project will define opportunities for collaboration, reliability improvements, and/or potential cost savings among utilities in the region and develop a pilot project with three to four Bristol Bay electric utilities to demonstrate the benefits of collaboration.

The Nushagak Electric and Telephone Cooperative (NETC) is conducting feasibility studies for a proposed Nuyakuk Hydroelectric Project, which could generate up to 12 MWs of year-round electricity depending on the season and associated river flow without the use of a dam. This project also includes installation of a fiber optic cable for the communities of Dillingham, Aleknagik, Koliganek, New Stuyahok, Ekwok and Levelock. The Airraq Highspeed Broadband Network would lay fiber optic lines on State of Alaska Department of Natural Resources (DNR) lands between Dillingham and other communities to provide high-speed, broadband internet service.

Community Wellness

Community - Cultural Facilities include a Library/Museum, Cemeteries (including the City Cemetery, Cemeteries (2), Burial Sites) and several churches (including the Moravian Church, Russian Orthodox, Catholic Church and Churches (4)).

The Bristol Bay Area Health Corporation (BBAHC) is the primary health service provider for the Bristol Bay region. The BBAHC Campus in Dillingham includes the Kanakanak Hospital, Behavioral Health Counseling Center, H. Sally Smith Building which houses the regional dental facility, Jake's Place (a residential treatment facility) along with a few other facilities to provide needed medical/dental care for the region's residents. The City-operated Senior Center provides meals and activities for the Elders in the Dillingham community.

A recent Community Perspectives on Interpersonal Violence in Dillingham report (2023) builds on the Dillingham Prevention Coalition's prevention plan (2020) to present a summary of perceptions and community-supported actions to address wellness concerns. Community members identified Dillingham's tight-knit and caring community, as well as traditional cultural practices, as assets for prevention. Top community concerns in Dillingham included interpersonal violence, drug and alcohol misuse, and issues related to housing and homelessness. Many community members perceive trauma, drug and alcohol misuse, and inadequate social and economic resources and opportunities to be contributing factors for IPV. Primary recommendations are also reflected in this Comprehensive Plan strategy:

- **Support opportunities for wellness and cultural connection:** Community members highlighted a range of community assets and positive community attributes that promote well-being and cultural connection, from structured and intentional offerings (e.g., behavioral health treatment or talking circles) to informal opportunities (e.g., being in nature or sharing a meal). The community also expressed interest in more options for cultural revitalization, recreation, learning, socializing, healing, and being in community together. Growing interest in will support healing and reduce violence.
- **Build on the momentum of community conversations:** Fear, shame, embarrassment, and stigma can prevent people from seeking help. But resources and information are becoming more widely available, and interpersonal violence is talked about more openly than it once was, helping to reduce the stigma around it. Expand this dialogue to new or expanded audiences while matching the level of dialogue and messaging to each audience's comfort level. Continue outreach and education for prevention and to connect people with opportunities for healing.
- **Continue to support collaboration:** build and strengthen relationships with local, regional, tribal, and state partners. Community members highlighted several complex, challenging-to-solve problems intertwined with interpersonal violence, such as drug and alcohol misuse, inadequate housing, systemic racism, and poverty.
- **Continue to reduce barriers to accessing and using resources:** these included service gaps, gaps in the justice system, resistance to addressing the issue of interpersonal violence, and harmful community norms.

During the pandemic, the City Public Safety Department monitored homeless persons in the police station lobby. A Homeless task force of various Dillingham organizations and citizens was formed and several meetings were held to try to identify and establish a viable permanent shelter.

Community Strengths and Accomplishments

Community Strengths

[2010 – draw from 2024 Public input summary] Dillingham has a number of important strengths and shared values from which to draw. The following list was developed by the Community Wellness work group.

- Family and cultural connections: a close community
- Strong sense of history and culture: Elders who teach about the past
- Active in the outdoors: subsistence, recreation, exploration and, commercial fishing
- Art, culture and community events that bring people together
- Community organizations that work together: history of strong collaboration and cooperation among groups and agencies
- Caring community that reaches out to those in need
- Excellent emergency response in a crisis
- Families, schools and other organizations help raise our children and youth to take advantage of opportunities for the future
- Growing our community: attracting young people, creating jobs, living sustainably (local energy, local food, local economy)
- Organized, active community groups focused on primary prevention and effective interventions: promoting our strengths rather than focusing on our weaknesses
- Building youth leadership capacity and providing youth with meaningful roles in community life

Land Use and Housing

[insert]

Transportation

- *Road improvements.*
- *Bike trail. Many community members advocated for it (it wasn't in the plan), and it has been wonderful for kids and families.*

Waterfront

[insert]

Economic Development

- *BBEDC youth hiring. There is funding for local youth experience in the local workforce, which helps keep youth in our community. Same with the ANSEP program, which helps recruit FWS workforce.*

Energy

[insert]

Community Wellness and Education

- *Afterschool programs (more tutoring, food services, transportation, culture integration).*
- *School partnership with BBRCT program and literacy program. Youth are trained in high school to take the open positions. All four school districts in partnership. It grows a local work force through vocational education.*
- *The school district has aggressively gone for education grants (State and Federal) to provide additional books (every child gets two books each month), staff for literacy, mental health and SEL programming, mental health counselors, partnerships to support students, preschool.*
- *BBNA Rebuild partnership w/DCSD – Piloted in 2014.*

Public Facilities and Services

- *High praise for community outreach during the pandemic; the City's partnership with the hospital.*

Land Use and Housing

Technical Information

Goal: Guide the physical development of Dillingham to reflect the community vision, strengthen the economy, protect the natural environment, and enhance the quality of daily life.

Strategy LU1 Improve the safety, accessibility, and appearance of Downtown Dillingham.

Action LU1A: Establish a Downtown Working Group to refine and implement plans for downtown improvements. [Might be longer term to implement. People seem tapped out. Getting a City-Tribal working group going again would be a stronger priority that could prioritize downtown improvements at some point, effectively implementing this item.]

Implementation notes:

- LU1A-1: Engage business owners, local organizations, and the City Planning Commission. The working group can evolve into a standing Committee, Business Improvement District (BID) or “Friends of” group to support beautification and maintenance. This group could then partner with the City Planning Department/Administration to:
- LU1B-3: Promote and coordinate clean-ups and work parties. Engage volunteer labor to improve downtown properties. Promote examples of revitalized buildings and publicize model businesses that make improvements.
- LU1B-4: Develop and/or identify incentives for property owners to make exterior and site improvements. For example, with matching grants, help with plantings and landscaping, advice on cost effective options, reduced prices on materials, and volunteer labor on priority community projects. [A committee/"friends of" group or similar organization could also help with this.]

Action [NEW]: Develop and implement a master plan for Downtown Dillingham.

Implementation notes:

- The Downtown Working Group can act as a Steering Committee for the Master Plan.
- **Vision:** The master planning process can refine a vision for Downtown, as described in the Comprehensive Plan: Cluster and mix retail, office, lodging, public facilities, higher density housing and other uses to create a more vital business district, to encourage walking and reduce costs for providing public services (LU1 notes). More concentrated development should add new vitality to downtown, increase the availability of housing, address safety concerns, and take greater advantage of downtown’s established infrastructure and underutilized parcels and structures. [E1C-7] Concentrating land use also reduces the need for driving and requirements for building and maintaining roads and other public infrastructure. Improve transportation routes to accommodate multiple modes of transportation safely and efficiently, within the downtown core and connecting downtown to other areas including the harbor and outlying neighborhoods (LU1D). Encourage indoor and outdoor, public and private sector recreational uses downtown (LU1G).

- **Redevelopment:** The master planning process can be used to implement LU1F: Promote redevelopment and infill of downtown sites and structures [Can the land support more concentrated development downtown (thinking about erosion issues)?]
 - LU1F-1: Inventory vacant and/or underdeveloped downtown properties. Identify parcels with redevelopment potential. One way to identify such parcels is to compare the ratio of land values to improvements in city assessor records. [Is this being at least partially implemented right now? Somewhat of an ongoing action-item, as it will change over time.]
 - LU1F-2: Work with landowners to better understand and mitigate constraints that limit redevelopment. Development may be limited by access, setbacks, and parcel shapes. For example, investigate options to improve access for the lots immediately east of the City dock. This area offers prime developable land, but several parcels currently do not have physical or legal access. [Is this being at least partially implemented right now? Somewhat of an ongoing action-item, as it will change over time.]
 - LU1F-3: Investigate incentives to encourage redevelopment. The City can sponsor incentives to encourage redevelopment of key downtown parcels, e.g., with targeted property tax relief, combination of lots, and the purchase and assembling of lots to create more buildable parcels.
- **Public Spaces:** The master planning process can be used to implement [LU1C] improve existing and create new public spaces; make comfortable, safe and attractive public spaces that are inviting for both residents and visitors; include places for kids to play, people to sit, and information and public art that shares Dillingham’s history and culture, and [LU1C-2] Identify a location and then develop one central downtown “mini plaza” and several secondary smaller spaces. [W3B-4] Where feasible, acquire real estate downtown for public park space. [Does the City own land it could do this with? If so, keep (confirm/update w-community) but consider not prioritizing until the City is ready to create a staffed and funded Parks & Rec Dept to maintain all these amenities. Also would recommend having a "Friends of" group for parks and recreation to help with planning, getting grants for improvements, coordinating volunteers for construction and maintenance, etc. (Anchorage Park Foundation is a good model.))
- **Zoning Review:** The master planning process can be used to review and update zoning regulations for Downtown, engaging the public, stakeholders and working with the Planning Commission (recommended in the City Services Assessment 2022).
 - T4A-2: Improve sidewalks focusing on areas with the highest use and/or greatest safety issues. [remove if done? Or is there still more to do?]
 - T4A-6: Enforce speed limits and educate the community about the need for speed limits in congested areas where there is a higher volume of resident and visitor foot traffic. [remove if done? Or is this an ongoing thing?]
 - T4B: Implement downtown streets plan and improve safety and appearance of streets, sidewalks and parking lots. [Is there a downtown streets plan? Maybe combine with T4A or move under LU1 as part of general downtown improvements? If redundant, remove or integrate into those items. Bond passed for street improvements]

- T4A-3: Reduce curb cuts and/or place barriers such as planter boxes on sidewalks or adjoining private property to limit points where pedestrians must watch for crossing vehicles. Curb cuts are places where vehicles cross sidewalks to reach adjoining private property. Excessive curb cuts make it too inviting for cars and other vehicles to cross sidewalks. Curb cuts can be reduced at the time the downtown streets plan is implemented (when curbs are redone).
- T4A-4: Keep and/or create curb cuts where necessary to accommodate parking areas and channel storm runoff. Eliminate or take actions to mitigate dangerous parking areas where drivers have difficulty seeing pedestrians as they back into the street.
- T4A-5: Design downtown roads so that drivers choose to drive slowly. This can be done through including minor variations in alignments (vs. emphasizing long, wide straight roads), “necking down” streets at pedestrian crossing points, allowing roadside parking, and including elements such as planters and benches close to the edge of the driving lane.
- ~~T4B-1: Complete the renovation of three major downtown streets—Main St., D St., Central.~~ [remove if done?]
- T4B-2: Include pedestrian amenities such as benches, summertime plantings and interpretive signage in downtown and the community campus area.
- **Master Plan Implementation:** The master planning process can be used to implement LU1B-1: Carry out an educational campaign that promotes priority strategies. Carry out an educational campaign with local businesses and property owners. Seek input and then promote agreed upon strategies, including codes affecting downtown buildings, and options for City support for needed improvements. Develop a combination of “carrot and stick” approaches to improving neglected, dilapidated or hazardous structures.

Strategy LU2 Land Use Plan Map (community-wide): Update the City’s generalized plan for future land use in Dillingham, identifying, in broad terms, areas intended for various categories of use.

Implementation notes:

- [still needed? The Comprehensive Plan process should be used to update the LUPM] LU2A: Develop a citywide land use designation map showing intended uses (Done as part of this comp plan). Adopt a citywide land use plan map showing generalized intended land uses, using the categories below:
 - Residential Focus: primarily low density residential (>1 acre); option for home-based and other businesses compatible with a predominantly residential area.
 - Residential Mixed Use: primarily smaller lot and higher density residential (< 1 acre); option for secondary uses, including commercial.

- Commercial Mixed Use: primarily commercial and retail services; option for secondary uses, including residential.
- Waterfront Mixed Use: primarily commercial and industrial, commonly on a seasonal basis; option for secondary uses, including public recreation.
- Industrial: industrial and commercial uses in non-waterfront locations
- Public lands and Institutions “C/I”: primarily commercial and industrial use.
- Public lands and Institutions “PF”: primarily public facilities (for example, schools, police or fire station, sewer treatment, parks).
- Open Space/Watershed/Lower Intensity Use."
- **[still needed?]** LU2B: After the comprehensive plan is adopted, work with landowners, businesses and residents, to develop a more precise version of the map and land use categories. These may be adopted by the City Council to provide more precise guidance for the location, type, and character of future uses. [incl. footnote]

How the Plan Guides Land Use Policy

This plan sets general directions for future land use policy and will guide implementation actions that will follow the adoption of this plan.

While the plan sets the general direction that will be used to modify existing zoning and subdivision policies, the plan does not make changes to these codes or set specific locations where they are applied. Those steps require a separate, subsequent process, including public review and Planning Commission and Assembly action. These changes typically occur slowly over time; it can take years or decades to fully implement a plan.

Strategy LU3 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.

Action [New] Address housing need collaboratively, e.g., through a local housing coalition.

Implementation notes:

- The 2023 Dillingham Housing Study provides quantitative estimates of housing need based on alleviating overcrowding, replacing/rehabilitating old homes, and population change. It is highly unlikely that private developers and/or the Bristol Bay Housing Authority can keep up with the need alone, especially with the high cost of construction in recent years.
- The study included a roundtable discussion with representatives of local government, service organizations and major employers to review findings and identify potential strategies to meet housing needs. Some version of this group (ideally to include non-profit organizations, the Bristol Bay Housing Authority, landowners, developers, major employers and the City) should continue to meet to mutually support efforts to address housing issues.
- A more in-depth Housing Needs Assessment may be warranted to refine the 2023 estimates.

Action LU3A: Encourage the development of higher-density housing in Downtown Dillingham.

Implementation notes:

- Higher density housing can include a mix of housing types adjacent to and above retail and commercial uses, e.g., duplexes, townhouses cottage homes and apartments, both rental and owner-occupied. Locating higher-density housing options downtown allows existing infrastructure (such as water and sewer) to be utilized. Housing options within walking distance of work and services puts more housing within the reach of those who cannot afford to, or choose not to, live in outlying areas. [incl. footnote]
- ~~LU3A-1: Establish a downtown mixed use land use district that includes allowances for higher-density housing options. [remove if done?]~~
- LU3A-2: The City may employ specific tools to encourage and remove barriers to downtown housing and redevelopment, such as tax incentives, infrastructure investments, partnerships with non-profits, and revisions to land use codes.

Action LU3F: Encourage housing development in physically suitable areas in the ring of land just outside of downtown. [Still relevant/needed?]

Implementation notes:

- This area offers room for growth and has the benefit of being relatively close to existing services and employment centers, as well as the possibility of connections to the City's water and sewer systems.
- Ditto LU3A-2 and LU3B

Action LU3B-1: Develop design guidelines and/or development standards to promote high quality housing development.

Implementation notes:

- **Design guidelines** are discretionary statements used to communicate the desired intent of future development; they are not enforceable by nature. **Development standards** are threshold requirements that, if met, give developers greater flexibility than would be otherwise allowed under existing land use regulations.
- LU3B: The City can develop design guidelines for moderate and higher density residential development and incentives for implementing these standards. Design guidelines can be used to promote high quality site design, including policies for energy efficiency, privacy, and quality construction. [This is a great idea/tool that cities use, but we might need to hunt down some examples that can be used with minimal adjustment. Also discuss vis-à-vis current construction costs. Design guidelines should help make development easier, not add to already-high construction costs. Might be a good project for the Cold Climate Housing Research Center to develop model design guidelines for each region of the state that can be used by small cities?]
- LU3B-2: Design standards could be used to allow for cottage homes and other developments of housing units on property held in common.

Action LU3E: Ensure rental units are well managed and maintained.

Implementation notes:

- Develop educational materials for property owners and tenants, and enforce City ordinances. [Check current ordinances re: rentals. For all of these items about creating brochures/educational materials, a contractor might help on a reasonable budget if City staff are tapped out.]

Action LU3C: Encourage sufficient housing for vulnerable and/or transient populations.

Implementation notes:

- This can include housing and/or shelters for the homeless, housing for very low-income households, supportive housing for people with disabilities and seniors (e.g., Marrulut Eniit Assisted Living “Gramma’s House”), as well as housing for transient populations (e.g., seasonal workers).
- This will involve partnerships between non-profit organizations, the Bristol Bay Housing Authority, landowners, developers, major employers and the City. [City can support and incentivize the development of more housing, but the issue is larger than the City alone.]

Action LU3D: Improve the quality of life in the Tower Road housing development.

Implementation notes:

- Better connect this area with schools, jobs and merchants in the downtown area, establish and improve playgrounds and parks, and improve facilities for families living in this area, working with Bristol Bay Housing Authority. [remove if done?]

Strategy LU4 Encourage thoughtful subdivision planning and development to improve access and utility provision to lots and to protect the environment.

Action LU4A: Review and refine the City’s existing subdivision ordinances. [Remove or update this?]

Implementation notes:

- Include:
 - requirements for parks,
 - access requirements and signage standards,
 - onsite water and sewage systems, and
 - open space and easements within and between subdivisions.
- LU4B: Develop a set of illustrated, generalized subdivision design guidelines and/or covenants to supplement the existing code, providing (for example) approaches to road layout and ways to protect trails, wetlands and other sensitive areas. [remove if done?]
- LU4C: Establish a Conservation/Open Space subdivision option that allows for smaller lot sizes and more flexibility in the layout of subdivisions with increased buffers and set asides to protect environmental quality. (ref. illustration.) [This is a great idea/tool that cities use, but we might need to hunt down some examples that can be used with minimal adjustment. Also discuss vis-à-vis current construction costs. Design guidelines should help make development easier, not add to already-high construction costs. Might be a good project for the Cold Climate Housing Research Center to develop model design guidelines for each region of the state that can be used by small cities?]

- T2C-2: Where City subdivision regulations apply, require subdividers to reserve practical access easements to all parcels, and in most cases, to construct access roads, built to City standards. This policy increases up-front costs, but dramatically reduces long term maintenance costs. **[Remove if done?]**
- T2D-1: Modify current subdivision standards to locate roads to minimize impacts on water quality and water flow. Where roads must cross streams or large wetlands, minimize impacts by crossing streams at right angles, and providing sufficient culverts and other means for water to cross under the road with minimum restriction. **[Move under LU4]**
- LU4D: Work with BBNA and Native Allotment owners to agree upon recommended subdivision and land use standards, recognizing the special status of these lands.

Strategy LU6 Designate land for industrial, commercial and institutional development to support economic and community development and minimize conflict with other uses.

Action LU6A: Identify land for industrial and heavy commercial uses.

Implementation notes:

- LU6A-1: Reserve site(s) for fish processing, marine-related industrial sites and marine-oriented commercial uses.
- LU6A-2: Identify land for possible larger concentrations of future industrial uses in an industrial park.

Action LU6B: Identify possible sites for new and/or expanded public facilities, as indicated in the Public Services and Facilities chapter.

Strategy LU7 Ensure that existing and future land uses protect the natural environment to maintain environmental quality of surface water, well water, subsistence, habitat, etc. and support hazard mitigation.

Action LU7A: Identify and map primary elements of important natural landscape systems.

Implementation notes:

- LU7A-1: Develop a natural systems (i.e., Green Infrastructure) map **[GIS layer?]**. Build from the preliminary wetlands map in the Regional Context chapter, which shows features that channel runoff, recharge aquifers, and provide habitat for fish and wildlife. Identify key areas for land protection: clean water sources that serve residential areas, important subsistence areas (e.g., Kanakanak Beach, berry picking areas) [incl. footnote].
- Include recommended buffer zones around streams and water bodies.
- Include natural hazard areas, such as areas of significant erosion.
- LU7A-2: Use this map as a reference point as subdivisions and other new developments are proposed, to help [CWE3G-1] preserve, protect and enhance green and open space citywide.

Action LU7C: Identify and develop long term strategies for mitigating natural hazards, such as erosion and flooding.

Implementation notes:

- Continue to regularly update and implement the Multi-jurisdictional Hazard Mitigation Plan, collaboration with the Curyung Tribe (last updated 2022).
- Shoreline stability is essential to land uses near and along the waterfront.

Action LU7B-5: Establish development buffer zones around streams and water bodies.

Implementation notes: [Remove or update this?]

- Include recommended buffer zones in the Green Infrastructure/natural systems map (LU7A).
- Buffers can be implemented using setbacks defined in development guidelines (not enforceable), development standards or land use regulations (enforceable).

Action LU7D: Monitor local air quality as possibly impacted by use of wood fired stoves; if appropriate, develop mitigation-strategies. [has any of this been done? Are any researchers doing this already?]

Implementation notes:

- LU7D-1: Start within a year to set up a monitoring system and gather baseline air quality data from different points in the community, including the landfill.
- LU7D-2: Periodically test local air quality, to provide base data for discussions regarding impacts of wood burning stoves.
- LU7D-3: Provide educational information for optimal stove operation. For example, different types of trees, types of stoves, ways to minimize pollution. [For all of these items about creating brochures/educational materials, a contractor might help on a reasonable budget if City staff are tapped out. Does University Extension Service or BLM/Firewise have educational materials that can be borrowed instead of creating from scratch?]

Action LU7E: Maintain the extent and health of vegetative groundcover. [rephrased and put items as implementation notes.]

Implementation notes:

- Replant cleared areas, where practical (e.g., where cleared area does not serve as a firebreak).
- Where new landscaping is planned, encourage planting native species. Native species are best suited to the local environmental conditions and protect against the intrusion of invasive species.
- Minimize the disruption of existing natural vegetation whenever practical, especially in areas considered to be tundra, which is particularly sensitive to damage.

Strategy LU8 Prepare development guidelines and regulations to protect property values and neighboring land values. Enforce regulations fairly and uniformly.

Action LU8A: Convene a representative Land Use Working Group. [can Planning Commission serve as this Working Group? Have the updates been made already?]

Implementation notes:

- Land Use Working Group to improve land management tools, coordinate land management and subdivision design and development, develop and test public acceptance of new rules and regulations for land use.
- [I1B-2] Land Use Working Group should include the City, Curyung Tribal Council, BBNA, Choggiung Limited, Nushagak Cooperative, and other stakeholders.

Action LU8B: Review and if necessary improve the City's existing land use permit process. [done? More to do?]

Implementation notes:

- Objectives for the City of Dillingham permits include:
 - Create a means to directly provide regulatory information to persons proposing development (e.g., setback requirements).
 - Improve compliance with City ordinances.
 - Keep track of new development so the City can better plan for roads, schools, emergency services and other community needs.
- LU8B-1: Create a brochure for the City's permits for land use, floodplain development, encroachments, etc. LU8B-2: Clarify situations when a permit is needed and not needed. [remove if done? For all of these items about creating brochures/educational materials, a contractor might help on a reasonable budget if City staff are tapped out.]
- LU8B-3: Use local media to explain the purpose of the permit to area landowners and residents, e.g., a newspaper column about land use issues, problems to avoid, and information for landowners on topics such as regulations on onsite well and septic systems. [Remove or is this an ongoing thing that should stay in the plan?]
- LU8B-4: Ensure adequate staffing and correct procedures are available to effectively administer and enforce the permits. [Remove or is this an ongoing thing that should stay in the plan?]
 - Enforcement Capacity: If necessary, in the most egregious cases, this might require tearing down, changing or moving a structure, if for example, a building is on someone else's property or a building creates a significant public hazard.
 - Enforcement process: The existing process for issuing fines is expensive and cumbersome. A better option would be for the police to issue a civil citation (like a traffic ticket) that would initiate the enforcement. "

Action LU8C: Adopt a conditional use process to protect public safety and the environment. [done? Or review and update existing conditional use permit?]

Implementation notes:

- The conditional use process applies to specific types of uses and/or scales of development that have significant off-site impacts.
- LU8C-1: Identify objectives and a schedule for developing a conditional use ordinance.

~~LU8C-2: Develop a zoning code. This would include a map identifying different land use zones, and a list of uses allowed, conditionally allowed, and not permitted within each zone.~~ [done, right?]

Action LU1B-2: Review and improve City codes regarding clean up and/or removal of blighted properties.

Implementation notes:

- LU1B: Improving the appearance of buildings and sites will create a more attractive downtown, benefit residents and businesses, and increase the length of visits and tourism-generated revenue. Review and strengthen City ordinances to enforce the cleanup and/or removal of blighted properties that create safety hazards and diminish the overall attractiveness of downtown. Some version of these rules should apply citywide, but these are particularly important in downtown.

Action LU8E: Increase the capacity of the Planning Department to review and enforce land use regulations and development standards uniformly.

Implementation notes:

- Regulations are adopted into City Code and are enforceable. Development standards are threshold requirements within City Code that, if met, give developers greater flexibility than would be otherwise allowed under existing land use regulations.
- Develop a code enforcement plan.
- Ensure adequate staffing levels and staff training to enforce codes.
- [LU8F] When updating land use regulations and standards, acknowledge the legal status of tribal and traditional lands and find agreement on standards that can apply to all landowners.

Transportation

Technical Information

Goal: Develop and maintain an integrated transportation system that provides a range of safe and efficient ways to move people and goods within, as well as in and out of Dillingham; provide for both utilitarian needs such as access to jobs, schools, services and facilities, subsistence resources, and for recreation and health.

Strategy T1 Bring together organizations with transportation planning, management and funding responsibilities to jointly develop and implement near and long-range transportation plans.

Action T1A: Establish a protocol between the City, the Curyung Tribe and the Alaska DOT&PF to coordinate transportation planning, implementation and maintenance.

Implementation notes:

- The City of Dillingham and Alaska DOT&PF currently maintain the roads, depending on land ownership. Curyung Tribe does Transportation Planning through its Long-Range Transportation Plan and Tribal Transportation Safety Plan. BBNA prepared 2015 Coordinated Transportation Plan for the City. [Maybe the planning group for Coordinated Transportation Plan funding could be a start toward implementing this?]
- T1A-1: Agree on and implement a clear annual process to make shared transportation decisions.
- T1A-2: Agree on a long-term set of transportation improvements; prepare and jointly approve an annual shared list of priority transportation projects.
- T1A-3: Work together to leverage resources to plan and secure funding for projects.
- T1B-1: Investigate, identify, and implement options to reduce maintenance costs (for example, through cooperative management and ownership of equipment). [relevant?]

Action T3F: Explore options for coordinated public transit in Dillingham, particularly between employment centers, neighborhoods, the airport, Aleknagik and downtown.

Implementation notes: [See comment for T1A re: Coordinated Transportation Plans, use existing processes]

- T3F-1: Identify the types of trips and users most in need of and able to support transit service. Types of trips include connections from residential areas to employment and service centers like the hospital, BBNA, schools and downtown. Types of users include Elders, young people, and visitors to the community. [done through Coordinated Transportation Plan]
- T3F-2: Research previous work done on tribal transportation. [done through Coordinated Transportation Plan?]
- T3F-3: Inventory the current and possible future capacity of different organizations to help improve transit in Dillingham. Several organizations and businesses currently run buses or shuttle vans. With a modest amount of additional effort, this small existing system could be augmented to serve a broader base of users. [done through Coordinated Transportation Plan]

- E1C-4: Create a service to connect drivers and passengers for car and vanpools. [This could be included in Coordinated Transportation Plan: https://dot.alaska.gov/transit/hs_community_plans.shtml]
- T3F-4: Coordinate transit planning with planning for sidewalks and trails. [This is a good recommendation to coordinate transit stops with pedestrian improvements via downtown streets planning and trails planning. Maybe more of a policy statement than an action item.]

Strategy T2 [NEW] Provide a safe and efficient road system in greater Dillingham.

Action T2A: Develop a long-range vehicular transportation plan that identifies needed improvements to the existing system and reserves routes for future needs. [Is this done through Tribe's LRTP?]

Implementation notes:

- Include road projects identified by the Curyung Tribe (i.e., in its Long-Range Transportation Plan) and by the City of Dillingham. Consider developing and adopting the LRTP jointly. [status of LRTP?]
- An initial version of this roads plan is presented on Map 5.1 Existing and Proposed Roads [update map? Existing map(s)/data layer(s) we should consult?]. Considerations in developing this system are listed below:
 - Improve deficiencies in the existing road system, including dangerous intersections or areas where the roadbed is inadequate. [Tribal Transportation Safety Plan 2020 does this]
 - Reserve routes that improve connectivity and emergency access (for example, a new route north from downtown, to provide an alternative route to Wood River and a second way in and out of downtown).
 - Reserve a general route on the western side of town that could provide access to a possible future dock site and industrial area.
- T2C: Design and operate the road system to minimize maintenance costs and maximize safety and efficiency.
 - **Costs:** Consider the cost of maintaining new roads as one criterion in the identification of new road projects. Over the long term, road maintenance costs equal or exceed capital costs. T2C-1: While meeting other transportation goals, minimize the extent of the road system in order to minimize maintenance costs. More road miles equal higher maintenance costs. Include drainage improvements in road design (2020 Curyung Tribal Transportation Safety Plan).
 - **Safety:** The 2020 Curyung Tribal Transportation Safety Plan recommends evaluating future engineering strategies to improve driver behavior and intersection safety.
 - **Efficiency:** When considering new roads, emphasize routes that open up substantial new areas for use on both sides of the road rather than constructing roads that serve only a one-lot-deep development corridor.
 - T2B: Evaluate and implement road improvements needed within existing subdivisions. In a number of locations, existing subdivisions lack needed internal connections, connections to adjoining properties and/or secondary, emergency access. [As part of a

transportation plan, this would be doing an inventory of where these improvements are needed and itemizing them as a CIP list. Move to detail under T2A.]

- T2D: Design the transportation system to minimize conflicts between transportation modes as well as the risk of environmental damage.
- T2D-2: Whenever possible, separate industrial traffic from regular vehicular traffic and pedestrian traffic.

Action T2A-1: Implement road projects in the current Curyung Tribe Long Range Transportation Plan and/or City of Dillingham priorities [T2A-2].

Implementation notes:

- **Gravel roads:** Develop and implement a Gravel Roads Management Plan (Curyung Tribal Transportation Safety Plan, 2020). 2022 City Services Assessment noted completion of Gravel Road Assessment Plan (GRAP), to include damaged and undersized culverts; damaged and inadequate road signs, and foliage removal.
- **Dust control (on gravel roads):** 2022 City Services Assessment recommended developing a dust control plan and purchasing a dedicated water truck for dust control on roads.
- Road rehabilitation (re-paving and widening), prioritizing D Street & Seward Street [D & Seward done?] (2020 Curyung Tribal Transportation Safety Plan).
- 2010 Comp plan listed Kenny Wren Road. [confirm whose responsibility this is. Should this be included in CIP?]
- Nerka Road Rehabilitation? [Included as City project in 2016-2020 CIP. If don't want to adopt CIP into Comp Plan, can include as actions under T2A]
- School zone improvements to improve traffic flow and consider an alternate bus pickup / drop-off location at the school (2020 Curyung Tribal Transportation Safety Plan) .

Action [New] Continue to invest in human resources and regular street maintenance to provide a high level of service.

Implementation notes:

- **Staffing and Training:** Seek funding for more operators and training (2020 Curyung Tribal Transportation Safety Plan). The 2022 City Services Assessment recommended filling positions (i.e., heavy equipment mechanic) and training (i.e., for operators). Lack of trained operators result in equipment damage, and delays in service, and slow progress. Lack of experienced heavy equipment mechanic results in delays, and extra costs. Two City operators maintain approximately 128 miles of paved and gravel roads in Dillingham (Curyung Tribal Transportation Safety Plan, 2020).
- **Equipment:** Modernize maintenance equipment (Curyung Tribal Transportation Safety Plan, 2020). The 2022 City Services Assessment noted that a lack of adequate and operable heavy equipment (i.e., graders, dump trucks, loaders, snow blowers) results in poor customer service, and inability to perform and/or complete day-to-day jobs.
- **Maintenance:** The 2020 Curyung Tribal Transportation Safety Plan recommends a number of maintenance strategies to improve safety:
 - Use route data from the Council's LRTP and the City's Road Catalog to develop a Tribal Road Catalog for prioritizing and enforcing street maintenance activities.

- Clarify maintenance responsibilities at intersections and/or obtain agreements from road owners to allow City maintenance of non-City streets.
- Encourage brush clearing at driveway access and other areas where it impairs visibility.
- Renew lane striping more frequently and repair potholes more immediately.
-
- Improve driver awareness of road conditions (e.g., construction zones, icy roads) via signs, radio announcements, notices on the Trading Post Facebook page, etc.
- Evaluate snowbank management and disposal methods.
- Reduce snowbank heights at intersections.
- Coordinate with City and State to prioritize snow/ice removal on bus routes.

Strategy T3 Provide safe and attractive alternatives to traditional private vehicles, both for traveling within Dillingham, and connecting to surrounding villages. Identify, reserve and improve an integrated system of sidewalks and trails connected to transit. Actively manage sidewalk and trail use to promote safety and reduce environmental impacts.

Action T3A: Develop a Trails Master Plan for Dillingham. [All this detail gives the City information to create a scope of work for a trails plan. Recommend using it to develop a budget, apply for funding to do the trails plan, and put out an RFP for a contractor to manage the trails planning process. AB might even be able to help the City develop the budget, scope of work and apply for funding for a trails plan under our grant writing contract with BBEDC.]

Implementation notes:

- **Vision:** A trail system that includes safe, legal routes for non-motorized users (walkers, bikers and hikers to travel between homes, workplaces, schools, shops and services, and recreation areas) and motorized trail users (snow machines and ATVs to travel within Dillingham, to get in and out of downtown, and to connect to reserved routes outside the City), as well as winter and summer routes that naturally have durable surfaces, or where a durable surface can be provided (e.g., through importing gravel, using boardwalks or geo-grid materials).
- **Trails Committee:** T3A-1: Identify key people and resources to be the core of a Dillingham Trails Committee. The committee would focus on identifying, reserving and managing trails and may include: snowmachine club, City staff, trail users (motorized, non-motorized; varying ages), BBNA staff, trail landowners. This committee would benefit from a recognized 501 c(3) nonprofit as a partner (or certify the Trails Committee as a non-profit) to help secure grant funding for trail planning and improvements. [This is essentially starting a "Friends of" group for trails. This group could be the general transportation working group (T1A).]
- **Existing Trails Analysis:** T3A-3: Prepare an inventory of the location and status of existing trails in Dillingham (Map 5.2 Existing Trails) and document trail issues.
- **Research Trail Route Reservation:** T3A-4: Research technical information about reserving trail routes:
 - Identify funding options and learn from other successful community-based trail initiatives (e.g., Willow, Big Lake).

- Learn more about legal/technical issues associated with securing trails. For example, what are the options for Choggiung to allow rights for continuing trail use? What easements and/or rights-of-way currently exist along key trail routes? Do boundaries between allotments allow for trail use?"
- CWE3G-5: Research approaches to integrate foot, cycle and motor traffic safely.
[remove if redundant]
- T3A-5: Evaluate options to reserve public use of trails along traditional routes. Initiate informal discussions with landowners to find acceptable means to secure continued trail use. Consider: the location of City-held easements and rights of ways and roads; a range of options for reserving trails, including informal agreements, easements, rights of way, and dedication of land; the likelihood of support from landowners regarding options to secure passage on primary trail routes. If an existing route appears improbable, consider alternative alignments.
- T3A-2: Work with BIA to set up a simplified process for easements on allotments.
[Seems like this would be a tribal initiative?]
- **Example Trails:** T3A-6: Develop some example trails.
- **Trails Plan Map:** T3A-7: Prepare a draft trails plan map. Identify traditional trails that can be reserved and new and/or replacement routes. Focus on the most important trails (e.g., to Manokotak), and safe routes to schools. Replacements may be needed as legal substitutes for traditional routes, to provide safer road or river crossings, or to reduce environmental impact.
 - T4A-1: Inventory the existing set of sidewalks and identify gaps in the system, including sidewalks and pedestrian trails linking to neighborhoods, the harbor area, the waterfront, and employment centers. [remove if done?]
 - Identify priority areas to install pedestrian amenities such as bus stops and popular walking routes (2020 Curyung Tribal Transportation Safety Plan)
 - Work with landowners to identify and designate ATV routes within the community, develop easements, and install trail markers (2020 Curyung Tribal Transportation Safety Plan)
 - Consider specific connections, such as:
 - T3C-2: Connect existing trails to provide safe and equal access throughout the community. [This is either a policy statement, or add as implementation detail to T3A; the trails plan would include an inventory of trail connections.]
 - T3C-3: Bring Bike paths into compliance with ADA Standards. For example, increase the elevation of the bike path across from the downtown fire hall to provide safe and reasonable access. [If this is one specific project, probably put into CIP. If there is a need to do a comprehensive safety assessment of existing facilities, include that as part of the trails planning process.]
 - PFS2A-6: Connect all footpaths and trails throughout Dillingham City Limits according to ADA requirements, especially between the terminus of the Coolie trail and the Tower Road housing development.
 - T3C-5: Design and build a new trail from eastern downtown/Snag Point area, along the waterfront to Wood River boat launch area.

- T3C-6: Develop a pedestrian trail to the waterfront park on the east side/City Dock side of the small boat harbor.
 - ED4B-2: Develop sightseeing areas and trails, boardwalks and ways to observe port operations. *[Move under PFS2. Include in a park & trail master plan for residents and visitors. Move as implementation detail under that strategy.]*
- T3A-8: Release the trails map for public and additional landowner review. Include information on the trails plan process and clarification about the legal status of trail routes.
- T3A-9: Refine the trails plan with public and landowner input. Once general locations of existing and new routes are confirmed, and agreements have been reached with landowners, adopt an official City trails map, showing the locations of reserved routes, those already developed, and those needing construction.
- **Master Plan Implementation:** T3A-10: GPS or survey trail routes; formally record trail easements, rights-of-way.
 - T3A-11: Construct and maintain new trails and sidewalks. Publicize and sign legal routes.
 - T3A-12: Carry out an educational campaign to encourage trail users to respect private property and protect natural areas.
 - T3C-1: Roadside trail along Wood River Road (funded and scheduled for construction in 2010). *[Remove if done?]*
 - PFS2A-5: Work with other entities to establish private motorized recreational areas. *[can be done through master planning process and beyond]*
 - ED4B-3: Develop a wayfinding system including interpretive signs, signage along streets and walking maps. *[Move under PFS2. Wayfinding & interpretive signage should be included in a park & trail master plan for residents and visitors. Move as implementation detail under that strategy.]*
 - CWE3G-4: Install bicycle parking.
 - Install more pedestrian amenities such as sidewalks, bike lanes, painted crosswalks with signs and flashing lights. (2020 Curyung Tribal Transportation Safety Plan)
 - Install and maintain trail markers for improved navigability of winter snowmachine trails (2020 Curyung Tribal Transportation Safety Plan)

Action T3B: Develop an acceptable, legal policy regarding use by ATVs and snowmachines of public streets and the street rights-of-way. Investigate options for non-traditional vehicles, such as small electric cars, on public streets.

Implementation notes:

- T3B-1: Explore options for using snowmachines and ATVs on Dillingham public streets; determine costs and benefits. For access to shopping and services downtown, allowing snowmachines and ATVs to operate on streets like automobiles may be preferable to using the edge of the street or the sidewalk. Some Alaska communities allow ATVs and snowmachines on roads, where these vehicles meet the same laws applied to other vehicles (e.g., licensing, lights, emission controls, insurance). *[Remove if done?]*

- T3B-2: Continue to keep motorized vehicles off paved bike trails. Motorized vehicles cannot be used legally on non-motorized trails built with federal funds (e.g., the Lake Road paved bike trail). [Remove or is this an ongoing thing that should stay in the plan?]
- T3B-3: On opposite side of road from foot paths grade a trail for ATV's and snow machines.
- T4C-2: If needed, revise the identified streets and the ordinances to define several specific legal routes for ATVs and snowmachines in and out of downtown. For example, one route for Tower Road residents and residents coming in from the north, one route coming from the west, and a way to reach these routes for downtown residents.
- Policies may be needed to ensure that ATVs and snowmachines do not damage ecologically sensitive ground (e.g., tundra), disrupt residential areas, or create safety issues for riders, other motor vehicles or pedestrians and other trail users.
- Improve education about ATV laws within City limits (2020 Curyung Tribal Transportation Safety Plan). Education about appropriate operation of ATVs and snowmachines can reduce potential conflicts and safety issues.
- Improve enforcement of local ATV laws and unauthorized access. (2020 Curyung Tribal Transportation Safety Plan notes that existing traffic laws restrict use of ATVs on roadways, requiring ATVs to keep a 3-foot distance away from the pavement, and requiring a driver's license to drive a 4-wheeler within City limits. Residents expressed concern that people drive 4-wheelers at excessive speeds directly on the road shoulder, which is causing erosion and undermining the pavement.)
- T4C-1: Revisit the existing City ordinance regarding use of ATVs and snowmachines downtown: [incl footnote] [Remove if done?]
 - Modify existing policy to reduce speed limits (20 miles per hour is too fast on sidewalks; walking speed, about 10 miles per hour, is appropriate).
 - Provide a legal access route and associated parking on the south side of Main Street (the area currently closed to snowmachine use).
 - Better publicize and enforce this revised policy. This will require a clear, consistent approach to enforcement.

Action T3D: Provide crosswalks or comparable improvements where needed for safe street crossings.

Provide crossings that meet ADA standards. [The trails planning process would provide a good forum to engage the landowner(s), start these discussions about who is responsible and what kind of improvements are practical.]

Implementation notes:

- T3D-1: Identify areas with known safety issues, e.g. the crossing of Kanakanak on Windmill Hill.
- T3D-2: Work with the owner of the street to develop safe street crossings. Known priorities include pedestrian crossings at the fire station downtown, the Squaw Creek/Airport Road intersection, and the Lake Road/Kanakanak Road intersection.
- T3D-3: Paint crosswalks early in the year.
- Install more streetlights, especially on Aleknagik Lake Road (2020 Curyung Tribal Transportation Safety Plan recommends locations)

Action T3E: Develop an active educational campaign for trail users, to increase safety, reduce impacts on the natural environment, and impacts on homes or business adjoining trails.

Implementation notes:

- Coordinate safety classes at the school and participate in Alaska’s Bike-n-Walk Safely program to provide reflector tape for students, pedestrians, and bicyclists (2020 Curyung Tribal Transportation Safety Plan)
- T3E-1: Support Choggiung plan to develop a “good trail behavior comic book.”
- T3E-2: Educate ATV and snowmachine trail users regarding responsible trail use.
- T3E-3: Post signs and educate all categories of trail users on etiquette, routes, speed limits and the consequences for misuse. Educate the public on bike path etiquette. Paint the path down the middle to separate traffic into two sides. [Could also be part of trail design guidelines as implementation of trails master plan.]

Strategy T4 [NEW] Provide a safe and efficient marine transportation system in greater Dillingham.

Action T3F-5: Encourage the private sector to develop regular water-based access [water taxi] to nearby communities. [If someone was interested in this, BBEDC might be able to help with business planning for it. But if it doesn't pencil, it would have to be a public service. Is this really wanted/needed?]

Action [New] Support the boating safety strategies in the 2020 Curyung Tribal Transportation Safety Plan.

Implementation notes:

- Host boating safety classes during Sea Week
- Encourage life jacket use
- Improved enforcement and patrolling for intoxicated boating
- Ensure safety facilities are provided at future boat launches and other boating infrastructure development areas
- Participate in Alaska’s Kids Don’t Float program to have life vest loaner boards installed at both Aleknagik Lake and Kanakanak Beach

Strategy T5 [NEW] Ensure safe and efficient air transportation in greater Dillingham.

Action T2E: Improve aviation infrastructure.

Implementation notes:

- T2E-1: Work with DOT/PF to update and finalize and implement the airport master plan, including reserving land for a crosswind airstrip at the Dillingham airport. [Remove if done?]
- T2E-3: Investigate options for expanding floatplane facilities, and if possible, creating a better linkage between floatplane use and other city services.

Action [new] Improve aviation safety in Dillingham.

Implementation notes:

- An Airport Emergency Plan was completed in 2022.
- The 2020 Curyung Tribal Transportation Safety Plan identified the following aviation safety strategies:
 - Work with FAA, State DOT&PF, and private airlines to evaluate educational strategies to improve air travel safety
 - Work with FAA to enforce more frequent plane inspections for all local airlines
 - Work with FAA, State DOT&PF, and private airlines to evaluate engineering strategies to improve air travel safety
 - Work with FAA, State DOT&PF, and private airlines to evaluate emergency services strategies to improve air travel safety

Waterfront

Technical Information

Goal: Develop the waterfront as the active edge of Dillingham: a gateway to the region; the base for the commercial fishing industry and anchor of the local economy; a vital subsistence area; and an open space and recreational resource for residents and visitors. Create a functional, safe, interesting place for a diverse mix of activities amidst a dynamic landscape impacted by tides, ice and erosion.

Strategy W1 Develop infrastructure to support waterfront commercial and industrial activities. Create local benefits from commercial fishing and improve access to local services and businesses from the waterfront.

Action W3E: Improve communication and collaboration among different waterfront interests to better balance and meet different waterfront needs.

Implementation notes:

- The 2020 Dillingham Waterfront Strategic Plan Update includes recommendations to facilitate waterfront collaboration and communications:
 - City involve Port Advisory Committee in planning
 - Formalize communications with landowners (city and private sector)
 - Address shared needs and implementation strategy (city and private sector)
 - Collaborate on long-term development projects (city and private sector)

Strategy W2 [W1A] Significantly upgrade the harbor to position Dillingham as the premier harbor and retail hub for the Bristol Bay sport and commercial fishing fleets.

Action Phase 1 Capital Project: Boat Harbor Float Replacement.

Implementation notes:

- Upgrade harbor floats for better utilization.
- [W1A-1] Improved float system implements the USACE 2008 Preferred Alternative and BEESC 2009 Harbor Upgrades report.

Action Phase 1 Capital Project: Waterfront Water and Sewer Upgrades.

Implementation notes:

- Extend utilities throughout the site.
- [W1A-2] City water, sewer, power, telecommunications (fix section of water line on north side of harbor that freezes) [Water and sewer in progress] to support commercial and subsistence fishing.

Action Phase 1 Capital Project: North Bulkhead Extension.

Implementation notes:

- Extend north bulkhead with boat grid.
- [W1A-1] Extension of north side bulkhead west to boat ramp implements the USACE 2008 Preferred Alternative and BEESC 2009 Harbor Upgrades report.
- [W1A-2] Boat servicing grid to support commercial and subsistence fishing.

Action Phase 1 Capital Project: West Side Revetment.

Implementation notes:

- Construct west side revetment.
- [W1A-1] A west-side revetment and breakwater implements the USACE 2008 Preferred Alternative and BEESC 2009 Harbor Upgrades report. [City seeking funding]

Action Phase 1 Capital Project: Bingman Property Development.

Action Phase 1 Capital Project: Park Improvements. [Is this W3A, below?]

Implementation notes:

- Improve pedestrian access and parking for park users
- Upgrade picnic seating and grill
- Develop waterfront interpretive signage
- Continue cleanup and development of City-owned lands

Action W3A: Provide a small, safe, attractive public space in the vicinity of the Small Boat Harbor for community gatherings, recreation uses. [Would this be part of the Bingman redevelopment? If this is part of a recreational area on City land, maybe we pull all those items together into a simplified Parks and Recreation planning process. If the City is going to own and maintain all these recreational facilities, the planning process will provide an opportunity to think about how to sustain a Parks & Rec program and/or "friends of" group.]

- W3A-1: Improve the existing recreation area at the southern end of the harbor to better separate recreation uses from adjoining harbor activity. Establish more clearly defined boundaries for the recreation area, e.g. by adding attractive but effective low barriers separating the two use areas.
- W3A-2: If possible, expand the recreation area to the east, incorporating the silt disposal area into a public park.
- W3A-3: Design the north-south access through the lease lots (W1B) to include a pedestrian and vehicular corridor to reach this recreation area.
- W3A-4: Improve facilities at this location. For example, an attractive landscaped park with benches and picnic tables, kid's play equipment, and interpretive information. Either here or closer to the harbor proper, provide a multipurpose open-air pavilion, to provide space for commercial fishing activities such as net mending, informal seating, and a gathering area out of the weather for public events. (Sitka has two of these structures, pictured above, and they have been very successful for fishers, residents and visitors).
- W3A-5: Stabilize the eroding bank in the vicinity of the recreation area. [Remove if done?]

- W3A-6: Provide access to the beach, an attractive area for walking and exploring. [Is this redundant to other item(s)?]

Action Phase 1 Capital Project: Lease Parcel Development (City Harbor Side).

Implementation notes:

- [W1A-1] Lease lots on the east side of the harbor implements the USACE 2008 Preferred Alternative and BEESC 2009 Harbor Upgrades report.
- [W1B] Develop an improved commercial and industrial area surrounding the harbor to support marine-related services, boat storage, four-season boat repair and circulation for loading/off-loading boats and equipment.
- [W1B-1] Develop improved access and associated infrastructure on City-owned land on the east side of the harbor, including broadband and communication connections for small boat harbor users. Subdivide and lease space for private commercial and industrial uses. The City of Dillingham prepared a draft lease plan for this area in December 2000. Specific intentions include:
 - Provide lots of various sizes to support marine-related commercial and industrial uses, as well as more general commercial and industrial activities, while minimizing interference with commercial fishing activities
 - Provide sufficient parking, including dedicated parking to use by commercial fisherman.
 - Provide safe vehicle and pedestrian access to the south boat ramp and to the public recreation area in the southeastern portion of the small boat harbor area. [Should this be revised or removed?]
- [W1B-4] Encourage development of improved access and associated infrastructure to the west side of the small boat harbor, on private land, to increase capacity of the harbor, and provide additional space for waterfront development. [Remove or ongoing?]

Action Phase 2 Capital Project: Boat Harbor Development (Uplands). Lease uplands for marine support and community services.

Action Phase 2 Capital Project: Pavilion.

Implementation notes:

- Install pavilion, additional bathhouse and restrooms

Action Construct east side revetment.

Implementation notes:

- [W1A-1] East side (City dock side) revetment armoring the outside of the harbor and providing beach access implements the USACE 2008 Preferred Alternative and BEESC 2009 Harbor Upgrades report. [City seeking funding; east and west side improvements together estimated to require \$20 million]

Action Improve vehicle and trailer parking at and near the harbor.

Implementation notes:

- [W1A-2] Improved, dedicated parking to support commercial and subsistence fishing.

Action Upgrade existing bathhouse.

Implementation notes:

- [W1A-2] Second set of restrooms, and ultimately showers, on south side to support commercial and subsistence fishing.

Action Improve ice machine access and usage.

Implementation notes:

- [W1A-2] Improved access to ice machine to support commercial and subsistence fishing.

Action Restore on-land disposal of dredge spoils.

Implementation notes:

- [W1A-3] Request the Army Corps of Engineers to return to stockpiling dredge spoils on land rather than pumping the sediment back into the bay to address sedimentation. Under a federal law specific to Dillingham, the US Army Corps of Engineers is obliged to remove sedimentation from the small boat harbor, with a renewed contract every five years. This service, paid for by the federal government, costs an average approximately \$200,000 annually. The improvements mentioned above will reduce the erosion of the harbor's banks, from exposure to waves and storms. The main source of the problem is the daily tidal influx of silt-laden water. Other than annual dredging, no permanent solution to this problem has yet been identified. [Hazard Mitigation Plan suggests still in progress]

Action Improve lighting and security.**Action Improve pedestrian access, walkways and ramps. [part of W2A]****Action Expand and develop uplands through pile and fill.****Action Resolve property ownership and expand moorage.****Action Explore boat harbor expansion at other sites.****Action W1A-1: Additional improvements to implement the USACE 2008 Preferred Alternative and BEESC 2009 Harbor Upgrades report:**

- [W1A-1] Extension of south and east side bulkheads inside the harbor implements the USACE 2008 Preferred Alternative and BEESC 2009 Harbor Upgrades report. [City seeking funding]
- The 2022 City Services Assessment recommended installing rip rap on the east side of the harbor to stop erosion due to storm damage, noting that the lack of a breakwater at the Harbor entrance causes erosion that will have long term impacts.
- The 2022 City Services Assessment recommended excavating the portion of bulkhead stabilization on the creek side of the ice machine and replacing it with rip rap to shore up the area, noting that the bulkhead on the harbor side of the ice machine was installed with short sheets of metal that have been failing since 2006.

Action W1A-2: Additional improvements to support commercial and subsistence fishing:

- [W1A-2] A second crane and several hand operated cranes to support commercial and subsistence fishing.
- [W1A-2] Fire protection to support commercial and subsistence fishing.
- [W1A-2] West side commercial fishing facilities (to expand harbor capacity) to support commercial and subsistence fishing.
- [W1A-2] Public, value-added fish processing facility (and cold storage unit) so that fishers can process their catch and directly transport it to the airport to support commercial and subsistence fishing.

Action W1C: Reclaim existing silt disposal area on the east side of the harbor; dedicate it to boat storage, recreation and/or industrial use.

- W1C-1: Evaluate options to speed reclamation (e.g., surcharge to compress material and remove water). [Who owns this land? Is this something the Army Corps would do as a hazard mitigation strategy? Is this something that is included in a larger harbor improvement plan?]
- W1C-2: Use the area in a manner that is consistent with its physical capability. Recreation and parking are good short-term options; over the longer term, the area may be suitable for other more intensive uses (e.g., commercial, industrial structures). [If City-owned land, leave as-is; if not, seems the only way to guarantee is through land use regs.]

Action W2A: Improve access to the small boat harbor. (see Map 6.2 and 6.3 for details)

- W2A-1: Maintain and improve access off of Kanakanak Road, into both the east and west sides of the harbor.
- W2A-2: Develop a shared access plan, working with Peter Pan. Improve and rationalize the existing maze of informal roads and parking areas that overlay City and adjoining Peter Pan property. Develop a single efficient internal circulation plan, for vehicles, pedestrians and parking, to obtain the greatest worth from this valuable land.
- W2A-3: Improve connections between the Peter Pan property and the Small Boat Harbor. Work with Peter Pan to explore the feasibility of creating a new, secondary access road, crossing through Peter Pan property, and connecting into the southern portion of small boat harbor. [Remove if done?]
- W2A-4: Encourage improved access across private property on the west side of the harbor.

Strategy W3 [W1D] Upgrade and make more efficient use of the City Dock area, providing safe and functional space to handle community freight needs.

Action Improve functionality of City-owned docks and downtown interface (2020 Dillingham Waterfront Strategic Plan Update).

Implementation notes:

- The 2020 plan notes the following improvements:
 - Phase 1 Capital Project: City Dock Side Revetment
 - Increase staffing during peak periods
 - Improve truck and vehicular access

- Upgrade power
- Extend dock face when demand warrants
- Evaluate long-term needs and alternative sites

Action W1D-1: Identify and reserve space to accommodate a new fish processing facility.

Implementation notes: [Is this still needed?]

- Curyung Tribal Council submitted a Seafood Processing Plant to the 2016-2020 CIP, includes description of project and reference to a general waterfront location.
- W1D-2: Establish a clear, open process to define the terms of a private operator's use of City land and the City dock for a fish processing facility. Include the area to be used, payments to the City, infrastructure needs, tax structure, etc.

Action W1D-3: Improve the configuration and access to the City Dock cargo storage area to better concentrate uses closer to the water and separate these activities from Main Street.

Implementation notes: [Is this still needed?]

- More efficient use of this space could free up land for further development or other uses.
- Establish an attractive, walkable retail and commercial corridor along both sides of Main Street, with a positive relationship to adjoining industrial uses. (see Goal 3)
- Investigate and, if feasible, carry out land exchanges to provide more efficient use of waterfront area and increase area available for commercial use adjacent to existing commercial development.
- W1D-4: Analyze the costs and benefits of relocating gravel storage and transport from this site.
[Remove if done?]

Action W1D-6: Improve security at the Port of Dillingham while maintaining visual quality.

Implementation notes: [This was originally worded to apply to a specific site. Should this apply to all Port facilities or just needed in the dock area? If all Port facilities, suggest moving to the first strategy re: general management and include other implementation detail as appropriate.]

- Determine security requirements for the dock/port area. Investigate options for improving security at the site by clearly defining active port and freight-related use areas where only authorized use is appropriate. To the greatest degree possible, avoid the simple but unsightly solution of constructing a large barricade or unadorned fence. This area is one of the most visible parts of the City, and visual quality is one important consideration in how security issues are addressed.

Action W1E: Develop long-term plans for expansion or a new location for the City Dock area.

Implementation notes:

- W1E-1: Investigate options and identify a new location for a new major freight dock. One option is a site in the Kanakanak Beach area. Reserve sufficient land and access routes at the new site to allow this location to be developed to satisfy the waterfront/port needs of a larger city, should this become necessary and cost effective in the future. When evaluating options for port

and industrial uses in this area, consider existing uses in the area, including subsistence set nets and small boat launching. Minimize potential impacts on these important community uses.

- W1E-2: Investigate options to expand the existing City Dock upriver (to the east) and improve access to existing commercial parcels adjacent to the existing Icicle facility. Improve A Street in this area, to provide access to “landlocked parcels.”

Action W2B: Improve truck and vehicular access to City Dock. (See Map 6.2 and 6.4 for details)

Implementation notes: [Is this still needed?]

- W2B-1: Explore options for safer separation of access for heavy equipment, large trucks or dangerous materials.

Action W3B: Provide a small, safe, attractive public space in the vicinity of the City Dock to safely observe activities in the area.

Implementation notes: [Is this still needed?]

- W3B-1: Reserve a pedestrian access corridor to the waterfront on the west side of the City Dock area, where visitors could safely gain access to a waterfront location. [Remove if done?]
- W3B-2: Where this path reaches the waterfront, provide a safe, enjoyable public access area. This area would allow the public to legally and safely get close to the water, observe port operations, view wildlife and enjoy the view. It could include:
 - A public viewpoint with interpretive information, public art and shelter from the weather
 - A private leased building, with space for a coffee shop or restaurant
 - Access park and green space down to the water [Remove if done?]
- W3B-3: Identify and improve a corridor on the east side of the City Dock area where residents and visitors could safely gain access to the beach area leading out towards Snag Point.

Strategy W4 Improve and maintain other Dillingham waterfront facilities for community use and enjoyment.

Action W2C: Provide improved facilities for boat traffic from neighboring villages; improve waterfront access for recreational and/or subsistence use by residents for the sport fishing industry. [Is this still needed?]

Implementation notes:

- W2C-1: Identify, reserve and improve a skiff landing site that works well for surrounding villagers to come and go by skiff from Dillingham. An improved spot at the small boat harbor is the leading candidate. This site should be convenient to services and shopping, and cause minimal conflicts with other uses.
- W2C-2: Provide improved options for onshore connections between the skiff landing site and downtown retail areas. If the small boat harbor is the preferred site, develop an improved direct, convenient walking or hand cart route between the harbor and downtown destinations.

Action W2D: Upgrade the facilities at the Wood River boat launch.

Implementation notes: [Is this still needed? Is the Wood River bulkhead part of this?]

- W2D-1: If practical, improve the Wood River boat launch to supplement Dillingham's freight and boat launching capacity. Provide an alternative to the small boat harbor for local commercial, private and sport fishing traffic. Provide secure parking at this site.

Action W3C: Provide trailheads and walking routes in a natural setting outside of the working portions of the waterfront. [could be detail under master plan for parks LU9 & trails T3, or master plan for waterfront improvements]

Implementation notes:

- W3C-1: Develop a Snag point to Wood River boardwalk, with a downtown trailhead.
- W3C-2: Work with the community to identify other waterfront trails and access points.

Action W3D: Protect natural resource values, subsistence areas, and habitat outside of working waterfront areas, by protecting set net fishing sites and access to them.

Economic Development

Technical Information

Goal: Diversify and strengthen Dillingham's economic base to ensure a prosperous future for the community's residents while protecting the health of the environment.

Strategy ED1 Increase the role of commercial fisheries in the Dillingham economy. Raise the overall value of the Dillingham fishery.

Action ED1B-3: Promote sustainability in fish harvesting and production.

Implementation notes:

- ED1A: Increase the number of limited entry permits held by Dillingham residents. [ED1A-1] For example, buy back permits. [Is this a realistic approach to increase the number of permits held by DLG residents? If not, consider removing as an action item and keeping ED1A as the documented direction. Buy-back program could be suggested implementation guidance but provide room in the plan for other possible approaches/solutions.]
- ED1B-1: Increase sustainable processing opportunities and value-added processing.
- ED1B-2: Improve marketing of the fishery.
- I2C-1: Support the return of authority to coastal resource service areas (CRSA) for information and review of local development projects. [still relevant?]
- ED5A-2: Engage ADOT/PF and local air services to provide space to improve Dillingham's infrastructure for transporting fresh fish and fish products. [W2E-1] Identify infrastructure, space needs, etc. to best allow for export fish from the airport. Options might include lease space for temporary storage of fish and electricity for cooling. [W2E-2] Work with ADOT to update airport master plan to better enable export of fish products. [Reconnect with fishing people about this. It seems like there are other issues that are higher priority for the fishing industry right now.]

Strategy ED3 Support efforts to educate the local workforce and to provide opportunities for living-wage employment.

Action ED3A: Coordinate efforts to increase the level and range of skills of the local workforce.

Implementation notes: [remove if done? Or are these ongoing? SAVEC and the Bristol Bay Regional Career and Technical Education Program do this?]

- ED3A-1: Identify economic sectors with growth potential and work with employers and unions to develop training programs focused on the skills needed by these sectors. Ideas for training and businesses include:
 - End-of-season fishing vessel inventory and business,
 - Flight school and Airframe/Power Plant Certification,
 - Recycling center.

- ED3A-2: Support actions that train locals in hospitality, customer service and ethics.
- The 2022 City Services Assessment recommended working with the University, City Schools and other agencies to develop a long-term plan to address skill gaps that exist in the local/regional applicant pool. The report also noted that 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.

Action ED3B: Reduce barriers to local employment and facilitate access to local jobs.

Implementation notes:

- ED3B-1: Adopt and follow procurement processes that increase local hire and local contracting. [Might be some discussion about this; public comments highlighted issue of new residents being unable to get a job even though they have the needed skills and an opening was advertised.]
- ED3B-2: Encourage state and federal employers to maintain adequate local service delivery and presence in the community. [ongoing?]

Action ED3C: Increase business skills in the local population.

Implementation notes:

- ED3C-1: Develop business partnerships and mentorships to train locals on how to start a business and be a successful business owner. [Check with BBNA Econ/Workforce dev, BBEDC, UAF about resources like this. Ongoing]

Action ED3D: Create new jobs and business opportunities in the marine industry and train the local workforce to be prepared to benefit from these opportunities.

Implementation notes:

- ED3D-2: Develop a warm storage training and repair facility for year-round boat maintenance. [didn't Motive Power Marine do the indoor boat maintenance (I'd have to look up the year) with the Tribe or the Village Corp... Not sure that it included warm storage for boats, but it was a boat repair facility.]
- ED3D-3: Incorporate a technical school for training of students in trades of boat and engine repair. [remove if done? Or is this an ongoing thing? move under education?]
- ED2A-2: Reduce barriers for young people to enter the commercial fishery. [remove if done? Or is this an ongoing thing?]
- ED3D-4: Invest in a boat lift for moving boats into and out of the warm repair facility. [Is this included in the Tribal/Motive Power Marine project? Is it still needed?]

Strategy ED4 Strengthen Dillingham's position as a premier tourism destination.

Action ED4A: Market Dillingham as a tourist destination and a gateway to the region.

Implementation notes:

- Maintaining and preferably increasing the number of passengers visiting Dillingham is critical to maintaining regular air service.
- ED4A-1: Actively partner with local lodges, villages, land managers and statewide tourism interests to market the area's attractions and services. Representatives from each entity could

work together to create a sustainable marketing group for Dillingham. [Good idea, but are people tapped out? Items ED4A-1 through ED4A-6 are things that a Convention & Visitors Bureau would do. Is there an org in the region that could/would play that role and lead these tourism efforts?]

- ED4A-2: Review and improve past tourism marketing efforts to promote a diverse package of things-to-do and sights-to-see. For example,
 - Create a walking map of Dillingham.
 - Update hardcopy marketing information (e.g., the “101 things to do in Dillingham” brochure).
 - Provide information at the airport about Dillingham and regional tourism attractions and services.
 - Develop a “Welcome to Dillingham” packet.
 - During the pandemic, the City worked with Alaska Airlines’ Club 49 for a Local Getaway Giveaway that showcased Dillingham.
- [For all of these items about creating brochures/educational materials, a contractor might help on a reasonable budget if City staff are tapped out.]
- ED4A-3: Provide better information at the airport regarding Dillingham and regional tourism attractions and services. Develop a “Welcome to Dillingham” packet.
- ED4A-4: Identify additional, sustainable resources to market Dillingham. For example, dedicating a portion of the bed tax to marketing efforts.
- ED4A-5: Develop a dialogue with local transportation providers to create attractive, affordable, yet profitable Bristol Bay tour packages.
- ED4A-6: Support locally tourism businesses through shared marketing and booking website.
- I2C-3: Promote eco-tourism.

ED5 Grow local businesses and industries. [E3] Reduce reliance on costly imported goods; increase production and reliance on local resources. [Local Business Incubation]

Action ED5B: Develop a regional business council to promote Dillingham and Bristol Bay businesses. [more of a Bristol Bay CEDS strategy. Maybe rephrase to support existing regional econ development orgs/programs/processes as regional hub.]

Implementation notes:

- ED5B-1: Build on the work of BBNA and SWAMC to create a representative regional council.
- ED5B-2: Identify regional priority economic development projects that all communities can contribute to and benefit from. An example project would be a world class hiking trail in Wood-Tikchik State Park.

Action ED5C: Support development of new businesses, services and/or products. [more of a policy statement. However, realistically - City should support local economic development but not the only responsible party. More a matter of understanding how the City's policies/ordinances and resources can support economic development balanced with public health and safety.]

Implementation notes:

- Examples of new products could include fertilizer or fuel from fish waste [ED5C], or locally-produced building materials [E3B]. Examples of new services could include bicycle maintenance as a business [E1C-6].
- ED5C-1: Explore the feasibility and potential local economic benefit associated with developing a regional correctional facility. (Needs further discussion.) [Dillingham jail is used regionally; still needed?]
- ED5C-2: Identify gaps in local private sector services and encourage business development to fill gaps (see Table 7.2 Dillingham Businesses). [Does this happen through the BB CEDS update? The City's business license and tax data could certainly help inform.]

Action E3A: Develop interest in the community to grow and gather food locally.

Implementation notes:

- E3A-1: Advocate for establishing a UAF Extension presence in Dillingham to support education programs like 4H that teach people about the benefits of growing food locally. [remove if done? Or is this an ongoing thing?]
- E3A-2: Explore the feasibility of developing a passively heated commercial greenhouse to grow food, including the feasibility of using waste heat to support the greenhouse and of converting fish waste into fertilizer for gardens, farms and greenhouses.
- E3A-3: Support and expand the Farmer's Market. Identify a good location. Develop a local growers' association to help lead the effort. [remove if done? Or is this an ongoing thing?]
- E3A-4: Provide programs that demonstrate proper techniques for harvest, care and preparation of subsistence resources including fish and meat canning, drying and other preservation methods. Explore feasibility of large-scale root cellar. [remove if done? Or is this an ongoing thing?]

Energy

Technical Information

Goal: Reduce energy consumption and costs to decrease the cost of living, facilitate diverse economic development, and ensure Dillingham's viability into the future.

Strategy E1 Reduce energy consumption.

Action E1A: Develop local capacity to assess energy use in residential, commercial and public facilities.

Implementation notes:

- E1A-1: Educate the larger community about options for energy ratings of homes and businesses. Increase capacity to audit and inspect public facilities to reduce energy use. [Still relevant? Doesn't AHFC do the energy rater programming? Talk to Wanda]
- E1A-2: Support increased local rater certification and recertification. [This could be moved to economic development as a workforce development strategy. However, the economics of it in practice have tended to support a circuit rider approach to this type of service for areas off the road system in AK.]
- E1A-3: Increase local capacity to audit and inspect residential, commercial and public facilities to reduce energy use. [remove if done? If an ongoing thing, combine with E1A-1 to simplify/consolidate items.]
- E1A-4: Identify baseline data on current electricity use and set usage targets and a system for measuring progress towards targets. [As Nushagak - is this something they do? Something worth keeping as a practical and effective item in the plan? Does it need to be revised?]

Action E1B: Improve the energy efficiency of residential, commercial and public facilities.

Implementation notes:

- E1B-1: Promote state and federal reimbursement programs for homeowners and businesses that improve energy efficiency. [These programs have come, gone and come back again, but sure keep as an ongoing item; confirm/update w-community. AHFC had one. Patty mentioned participation in the Green Star Program <https://akforum.org/green-star/>]
- E1B-2: Educate homeowners and building owners about simple actions that can reduce energy use. [remove if done? Or is this an ongoing thing?]
- E1B-3: Replace fixtures and equipment in public facilities with the most efficient technologies. [in 2022, the City received a Wells Fargo/VEEP grant for Exterior LED Lighting and used it to install 55 lights at a number of City locations, improving safety, energy efficiency, and saving money through lower electrical bills.]
- E1B-4: Develop a local reimbursement fund to support residential and commercial energy audits and retrofits. [Seems like this should be removed; focus on State and Fed programs (E1B-1). This would work for a larger city with a larger staff but unless the City is administering a pass-through program that requires minimal City staff time, it seems like too much to ask of the City.]

Action E1D: Gather and promote best practices from other communities to conserve energy and educate the community on the benefits of energy conservation.

Implementation notes:

- E1D-1: Gather and share research results from UAF's Cold Climate Housing Research Center and other sources with local developers and facility owners. [remove if done? Or is this an ongoing thing?]
- E1D-2: Identify and adopt an energy efficient building code for new construction. [DLG currently lists 2018 edition of international building codes. Seems like they are getting more energy efficient over time?]
- E1D-3: Identify and develop pilot projects that demonstrate innovative techniques to conserve energy. [remove if done? Or is there still more to do?]
- E1D-4: Develop link to statewide web-based and in-person forum for gathering and sharing information on energy efficiency and conservation. [If there is such an online forum, great idea. If not, maybe remove this item?]
- E1C-5: Provide residents with information on ways to decrease fuel consumption, conversion methods and renewable fuels for personal and commercial vehicles.

Strategy E2 Develop renewable energy sources and innovative methods that stabilize or reduce the cost of energy.

Action E2A: Develop new or improved local energy sources.

Implementation notes:

- [E2A-2] Examples include:
 - Wind energy as a source of power for individual buildings and as a community power supply; inventory potential sites and identify potential operators.
 - Other renewable energy sources, such as hydro, geothermal, biomass, tidal, and solar [Nuyakuk Hydroelectric Project]
 - Clean burning and efficient wood stoves and furnaces. Conversion of burnable landfill refuse into an energy source. Peat as a fuel source. [Didn't ANTHC do something like this for their water/sewer system heat recapture projects? Cold Climate Housing Research/National Renewable Energy Lab Campus in Fairbanks may have resources to determine feasibility of these alternative energy sources.]
 - Conversion of fish waste into a fuel source for the fishing industry and of local resources (such as cooking oil) to vehicle fuel.
 - Options for increased electric space heating and the use of electric cars.
 - Options for the cooperative purchase of fuel to reduce retail costs.
 - Options for natural gas.
- [E2A-1] Support local and regional efforts (by Nushagak Cooperative, Choggiung and other entities) to conduct feasibility assessments and capital plans for renewable energy sources to supplement or replace existing infrastructure. This would involve documenting existing energy use patterns and trends, developing a practical assessment of the costs and benefits of

renewable energy sources, and providing accurate public information about the costs and benefits of maintaining the current system of electrical production compared to developing new energy sources.

- [E2A-3] As new energy solutions are proven to be feasible in Dillingham and Bristol Bay, implement them and [E2A-4] educate local businesses and homeowners about the benefits and changes to expect.

E2C: Explore the feasibility of distributed energy systems. [E2C-1] Determine a practical strategy and possible incentives to develop shared energy systems within small subdivisions and commercial campuses. [Regional Energy Collaborative may partially implement. Realistically, statewide orgs (ANTHC, CCHRC, NREL) should be using their resources to vet alternative technologies/designs for the cities and recommend geographically- and fiscally-effective options.]

Community Wellness & Education

Technical Information

Goal: Dillingham residents and community organizations will respectfully collaborate to overcome educational, economic, social, environmental, and health disparities, to empower children and youth by building emotional support and sharing knowledge to create an environment which fosters physical, mental, social health through the life cycle.

Strategy CWE1 [NEW] Provide a high-quality education system in greater Dillingham.

CWE2C Improve the quality and breadth of educational programs offered by local schools. [is all of this still needed?]

Implementation notes:

- CWE2C-1: Obtain accreditation of Dillingham City Schools. [Check with School District]
- CWE2C-2: Offer a diverse range of educational opportunities for youth.
- CWE2C-3: Offer media literacy courses to improve critical thinking skills among youth. [Check with School District]
- CWE2C-4: Establish a central boarding home for teens and young adults attending alternative school or high school in Dillingham. [Check with School District]
- CWE2C-5: Provide career counseling and begin planning in the 8th grade with students and parents. [Check with School District]
- CWE2C-6: Teach healthy relationships and sex education in the schools using culturally based life skills curricula. [Check with School District]
- CWE2C-7: Adopt and implement a comprehensive K-12 health education curriculum. [Check with School District]
- CWE2C-8: Support the Maximum Achievement Program (MAP) alternative school for at-risk teens from throughout the region.
- CWE2C-9: Offer college preparatory classes starting in 9th grade and counsel students on which classes to take to reach educational goals. [Keep as an ongoing thing or remove if done?]
- CWE2C-10: Institute changes to make employment at DCSD attractive and retain professional staff. [Check with School District]
- CWE2C-11: Support teachers and help them connect with the community to better retain quality staff. [Check with School District]
- CWE2C-12: Compensate teachers at competitive rates. [Check with School District]
- CWE2C-13: Encourage graduates to return to teach in local schools. [Check with School District]
- CWE2C-14: Explore providing teacher housing as one method to improve their compensation package. [Check with School District]
- CWE2C-15: Seek innovative board training to assist in improving the culture of education at DCSD, focusing on improving the quality of education and improving graduation rates. [Check with School District]

- CWE2C-16: Seek innovative ways to engage parents in the school; [Check with School District]
- CWE2C-17: Adopt the Power of Five where businesses and organizations give adults paid time off to volunteer in the schools or for youth programs.
- CWE2C-18: Foster community engagement, from the board room to the classroom.
- CWE2C-19: Investigate how to bring back the community schools program. [Check with School District]
- [new?] The 2020 Curyung Tribal Transportation Safety Plan highlights limited Driver's education resources in Dillingham and recommends strategies to provide an annual driver's education course at the school that focuses on cell phone use and enforcement of cell phone use while driving. The plan also recommends testing during winter driving conditions.

CWE2D: Mentor youth and create opportunities for community involvement, career paths and internships to help youth set a course for a healthy future. [is all of this still needed?]

Implementation notes:

- ED2A-1: Develop more programs targeting youth for workforce education, including more programs in the schools. [remove if done? Or is this an ongoing thing? SAVEC and the Bristol Bay Regional Career and Technical Education Program do this? 2022 ANTHC report mentioned DEHE Naaxeim Partnership with youth to represent the water-treatment profession, as well as ANSEP Acceleration Academy.]
- ED2A-3: Support actions that train local youth for positions in the tourism industry. For example, the Bristol Bay Fly Fishing and Guide Academy, sponsored by Bristol Bay regional organizations. [remove if done? Or is this an ongoing thing?]
- CWE2D-1: Establish a Job Club for youth to develop resumes, receive training in skills for securing employment and soft employment skills (getting to work on time, appearance, self-directed learning, work ethic). [Keep as an ongoing thing or remove if done?]
- CWE2D-2: Develop a community schools adult education program where middle school and high school students can learn alongside adults and obtain school credit. [Keep as an ongoing thing or remove if done?]
- CWE2D-4: Engage youth as community volunteers in emergency response, public safety and Search & Rescue. [Anyone under the age of 18 is not allowed to go on searches to be covered under state workers comp however we use a lot of them in training, hiding as subjects many times with their parents that sort of thing. Certainly you could build a course where you teach them the skills it's just the actual callouts. (Mark S. Stigar MAT+SAR/ASARA 907-373-8444 mstigar@mpialaska.com)]
- CWE2D-5: Develop a health promotion program to engage youth in primary prevention efforts to teach youth how health problems develop and how to prevent them.
- CWE2D-6: Engage youth as community volunteers in public facilities and services (e.g., at the animal shelter, the library, maintaining parks and recreation areas, providing assistance to Elders at the senior center).
- CWE2D-7: Engage youth in sustainable community enterprises (e.g., community gardens and greenhouses, bicycle maintenance, renewable energy, composting and recycling).

- CWE2D-8: Create a central clearinghouse for all of the opportunities for youth including scholarships from BBEDC, BBAHC, workforce development at BBNA, summer youth employment programs, internships, federal apprenticeships and vocational education opportunities at the Bristol Bay Campus and SAVEC. [Check with School District]
- CWE2D-9: Support the partnership to develop and operate a youth court to handle juvenile misdemeanor cases by committing the involvement of the Dillingham Police Department.
- CWE2D-10: Support and develop youth-focused vocational training in small engine repair and mechanics, bicycle maintenance, nursing, carpentry, plumbing, renewable energy system maintenance and other industries necessary for the local economy.
- CWE2D-11: Consider developing a “Youth Build” program through the alternative school to teach life skills, and skills in the building trades while building homes for low-income families. [remove if done?]
- I1B-3: Support youth organizations such as the Rural Alliance for Teens (RAFT) and Leadership Assets Youth Coalition (LAYC). [youth rep on City Council = CWE1B-4]

Strategy CWE2 Promote cultural awareness, social connectedness and physical health. Foster respectful relationships among all citizens, including pro-social development and empowerment of children and youth, and healthy, productive lives for adults and Elders.

CWE1A: Educate others and ourselves about Dillingham’s culture and history.

Implementation notes: [is all of this still needed?]

- CWE1A-1: Bring a diverse range of exhibits to Dillingham to celebrate local history and culture, as well as other cultures from around the world. [This would be at a museum and/or library?]
- CWE1A-2: Develop the H. Harvey Samuelsen Community Cultural Center as a central gathering place for community events, visitor information and conferences. Move some museum exhibits and displays on local history and culture to the Center. Consider including onsite replicas of traditional Yup’ik dwellings, tools and technologies, as well as a space for traditional storytelling and teaching. [Curyung Tribal Council submitted to 2016-2020 CIP]
- ED4B-4: Provide local interpretation and storytelling for visitors and community members.
- LU1C-1: Establish parks, historical landmarks, and places to learn about Dillingham’s history and [CWE1A-3] use public art, green space, tree plantings and ceremonial naming of public buildings and parks to commemorate and celebrate the wellness values of local leaders and role models.
- CWE1A-4: Institute a Community Welcome and introduction to Dillingham history/cultures for all new employees. [how did it go with what SAFE did? Is that something that other orgs can borrow? Keep as ongoing?]
- [moved to this section] CWE1C-3: Encourage traditional subsistence research and learning. For example, by promoting subsistence activities through the workplace; increased leave without pay for full time staff to participate in subsistence activity; family leave for family subsistence activities; promoting inter-generational education of subsistence methods and traditions. [CWE1A-5] developing a communal fish preparation site at BBHA housing on Tower Road.

CWE1B: Strengthen connections between individuals and organizations within Dillingham and increase connectivity with the outside world.

Implementation notes: [is all of this still needed?]

- CWE1B-1: Support and participate in forums and community events around issues of community-wide concern. Dillingham City Council can recognize, support and promote health and wellness initiatives through proclamations, resolutions, and amending regulations and ordinances, where appropriate.
- CWE1B-2: Establish and maintain a community calendar.
- CWE1B-3: Engage youth in local media. [remove if done? Or is this an ongoing thing?]
 - Update the school website to include a page created and maintained by youth.
 - Establish a time during the school day when youth can make announcements about items of interest on the school PA system.
 - Establish a school newspaper.
 - Establish a regular program on KDLG produced by and for youth.
- CWE1B-4: Add a Youth representative on the City Council.
- CWE1B-5: Collaborate with community organizations to provide wellness activities and programs.
- CWE1B-7: Improve communication between City of Dillingham and community members, when crisis issues arise. Add a Community Outreach worker. [rephrase communication part as an ongoing activity; what about the Community Outreach worker? Is that worth keeping, considering difficulties filling positions? Can the spirit of that designated position be fulfilled in another way]
- CWE1B-9: Increase awareness that the built environment impacts health.

CWE2A: Because experiences in early childhood have the greatest impact on lifelong wellness, support parents, particularly young parents, with resources to teach and promote positive parenting and healthy early childhood development. [is all of this still needed?]

Implementation notes:

- CWE2A-1: Establish a parent support website and support group meetings. [Maybe a facebook page instead of a website? Is there an existing web/social media resource and/or meetings that can incorporate parent support into its content/purpose?]
- CWE2A-2: Host an annual Parenting Summit and Children's Fair. Convene and promote activities with a specific focus on young families and teen parents (e.g. Children's Fairs, Women's Health Forums, regular family potlucks). [More of a policy/practice than an action item to cross off the list.]
- CWE2A-3: Provide childcare and/or engaging activities for children at public events to attract the participation of young families. [More of a policy/practice than an action item to cross off the list.]
- CWE2A-4: Encourage child friendly areas in business and gatherings.
- CWE2A-5: Support family planning.

CWE2B: Increase access to quality early childhood programs and services from prenatal to school age.
[is all of this still needed?]

Implementation notes:

- CWE2B-1: Increase the number of licensed childcare providers. The 2022 City Services Assessment noted that a lack of available and affordable daycare and afterschool programs creates stress on working parents. [This could be under economic development as well... is it a matter of increasing the number of providers or increasing the capacity of existing providers to care for more children?]
- CWE2B-2: Support and sustain the Infant Learning Program and Head Start programs, and the Toddler Center.
- CWE2B-3: Encourage local industry to adopt family friendly employment policies (e.g., on-site childcare, breastfeeding support and infant care).
- CWE2B-4: Support BBNA's childcare resource and referral program that provides resources to childcare providers, connects working parents with quality childcare providers and publicizes the State childcare subsidy program.
- CWE2B-5: Reactivate the FASD Diagnostic Process.
- CWE2B-6: Institute a Reading Is Fundamental model program at the Dillingham Library to receive donations of high-quality children's books and distribute them to young children to engage young families with the Library. [Remove if done? Or update?]

Strategy CWE3 Increase the integration of the public health system. Focus on promoting health, preventing disease, and using rehabilitative treatment to maximize functioning; reduce interpersonal violence and teen pregnancy, prevent suicide, reduce substance abuse, and address mental and behavioral health issues. [Integrated Public Health Services]

CWE2E: Encourage adults to practice and model healthy lifestyles. Reduce alcohol and drug abuse in Dillingham.

Implementation notes: [is all of this still needed?]

- CWE2E-1: Provide physical recreation facilities and opportunities for all ages. (see Public Facilities chapter)
- CWE2E-2: Use effective social marketing to encourage everyone in the community to take steps toward improving their personal health; publicly reward and support positive changes to continue to build the health of the community. [Check with BBAHC]
- CWE2E-3: Encourage all employers to sponsor and promote Employee Wellness programs, where employees are rewarded for healthy lifestyle choices.
- CWE2E-4: Enforce existing public health laws including tobacco use restrictions, use of vehicle seat belts, car seats for infants and children and helmet laws for ATV and snowmachine use.
- CWE2E-5: Educate the public about humane and responsible animal care and ownership.
- CWE2E-6: Enforce animal control laws and ordinances against animal neglect and cruelty.

- CWE2E-7: Provide a shelter for caring for neglected and unwanted animals. [City has Animal Control shelter]

CWE2F: Support a continuum of care for Elders and people living with disabilities that allows them to live and receive supportive services as close to home as possible, so that they can live as independently as possible.

Implementation notes: [is all of this still needed?]

- CWE2F-1: Complete repairs/renovations to the Senior Center and continue to operate and sustain it. In 2022, the facility was noted to need a new asphalt shingle roof, exterior painting, new flooring with reduced trip hazards, additional freezer and pantry space, painting and furnishings that are more appropriate for Elders with physical disabilities and other limitations.
- CWE2F-2: Require ADA compliance in public buildings and facilities, including trails and transit.
- CWE2F-3: Develop supportive housing for Elders and people living with disabilities.
- CWE2F-4: Support the development of a Center for Independent Living (resource and referral source for people with disabilities).
- CWE2F-5: Develop and connect home and community-based services for Elders and people with disabilities so that Elders can live healthy, independent lives for as long as possible.
- CWE2F-6: Connect workforce development programs with the schools and University campus to encourage careers in healthcare, supportive services and Elder care.
- CWE2F-7: Expand transportation for Elders and people living with disabilities. [This would be thorough the Coordinated Transportation Program https://dot.alaska.gov/transit/hs_community_plans.shtml]

CWE3A: Integrate physical and behavioral health services offered by local organizations; increase access and collaboration between services and providers.

Implementation notes: [is all of this still needed?]

- CWE3A-1: House a behavioral health counselor at the middle / high school to increase access to services; consider a school-based clinic for primary care and family planning services. [remove if done? Or is this an ongoing thing?]
- CWE3A-2: Identify and reserve a site for BBAHC to develop a satellite clinic in the downtown area. [Check with BBAHC]
- CWE3A-3: Improve access to confidential family planning services and increase collaboration between providers. [Check with BBAHC]
- CWE3A-4: Support substance abuse prevention through community discussions of root causes, supporting sober lifestyles, interagency collaboration and involvement in the schools. [remove if done? Or is this an ongoing thing?]
- CWE3A-5: Begin a Talking Circle at the Senior Center. [remove if done? Or is this an ongoing thing?]
- CWE3A-6: Increase public awareness of sliding fee scale at community health center at BBAHC. [Check with BBAHC]

CWE3B: Make a public commitment to making Dillingham a community where binge drinking is not acceptable and promote healthy community norms about alcohol use.

Implementation notes: [is all of this still needed?]

- CWE3B-1: Make facilities available for support groups (e.g., Alcoholics Anonymous, Narcotics Anonymous, Alateen) to meet on a regular basis; publish the schedule of meetings and widely distribute. [remove if done? Or is this an ongoing thing?]
- CWE3B-2: Establish and enforce city ordinances related to excessive consumption of alcohol and public inebriation. [remove if done? Or is this an ongoing thing?]
- CWE3B-3: Encourage use of a therapeutic court.
- CWE3B-4: Develop a comprehensive approach to stop underage drinking.
- CWE3B-5: Enforce city ordinances that ban products with particularly high alcohol levels.
- CWE3B-6: Increase monitoring of alcohol-serving businesses and enforcement of laws to stop underage consumption and serving inebriated persons. [remove if done? Or is there still more to do?]
- CWE3B-7: Consider establishing municipal control of liquor sales and eliminating private sales.
- CWE3B-8: Consider establishing an alcohol-free zone in downtown Dillingham.
- CWE3B-9: Establish a task force to address addictions (e.g., alcohol, prescription drug abuse and other destructive behaviors).

CWE3C: Make a public commitment to promote and honor peace, making Dillingham a community that honors gender equality, where physical, psychological or sexual violence against anyone is unacceptable.

Implementation notes: [is all of this still needed?]

- CWE3C-1: Support the BBNA Wellness Initiative.
- CWE3C-2: Strive for equal representation of gender and cultural background on governing boards.
- CWE3C-3: Use effective social marketing and public awareness campaigns to change community norms about binge drinking, domestic violence and sexual assault. [General policy/ongoing]
- CWE3C-4: Institute annual staff trainings in the workplace about domestic violence and the laws regarding sexual harassment in the workplace. [General policy/ongoing]
- CWE3C-5: Identify places in the community where people are at high risk for assaults and install lighting, surveillance or change the physical space to make them safer. Examples of dangerous places in Dillingham include: “Togiak” alley, under the dock, in the boat harbor/boat yards in summer, etc. [General policy/ongoing]
- CWE3C-6: Develop a specialized Domestic Violence / Sexual Assault unit at the Dillingham Police Department. [Check with Dillingham PD. 2022 City Svcs Assessment: The Patrol Division also worked with the Curyung Tribe and United States Department of Justice in starting a Missing, Murdered Indigenous Woman (MMIW) task force in Dillingham.]
- CWE3C-7: Encourage the City of Dillingham and the Police Department to actively participate in interagency groups like Community Justice Alliance and cross-training with SAFE/BBNA/Mental Health/Hospital etc. [remove if done? Or is this an ongoing thing?]

- CWE3C-8: Encourage the City of Dillingham and the Police Department to provide effective officer training to ensure that laws are enforced fairly and equitably without regard to race, gender, sexual orientation, religion, disability, economic status or ethnicity. [remove if done? Or is this an ongoing thing?]
- CWE3C-9: Create a taxicab commission to regulate taxi services and ensure the safety of all passengers. [Is this still relevant? What does Bethel do? It has many taxis.]

CWE3D: Develop a shelter for the homeless.

Implementation notes:

- Reinstate the task force of organizations and citizens who met during the pandemic to identify and establish a viable permanent shelter.
- CWE3D-1: Investigate funding sources, locations, level of need and define a project plan for solving issue of unsheltered homeless men.

CWE3E: Increase community awareness of depression and prevent suicide.

Implementation notes: [is all of this still needed?]

- CWE3E-1: Adopt and implement public awareness campaign on depression (e.g., the American Psychological Association, “Depression is real. Depression is treatable.”). [Check with BBAHC]
- CWE3E-2: Support efforts to install gun safes in all homes and conduct a public awareness campaign to teach public about the effectiveness of gun safes in reducing violence. [Check with BBAHC]
- CWE3E-3: Train “gatekeepers” in the community in how to respond and prevent suicides. [Check with BBAHC. Clarify “gatekeepers”]

CWE3F: Reduce tobacco use.

Implementation notes: [is all of this still needed?]

- CWE3F-1: Enforce ordinance to eliminate indoor tobacco use and tobacco use within 30-foot radius of public doorways. [remove if done? Or is this an ongoing thing?]
- CWE3F-2: Consider ban on indoor tobacco use in rental and public housing. [remove (if done) or update going forward?]
- CWE3F-3: Eliminate smoking in bars. [remove if done?]

Public Facilities & Services

Technical Information

Goal: Develop and maintain sustainable public facilities and services to support community and economic development for Dillingham residents and to improve the quality of life.

Strategy PFS1 Continue to look for ways to understand and to increase the City's ability to meet community needs and to raise the level of accountability of local governance to residents, for example, by increasing human and financial resources, equipment and facilities and by inviting community engagement. **[Sustainable City Operations, Administration and Finance]**

Action: [New] Improve recruitment and retention to address high rates of staff turnover.

Implementation notes:

- The 2022 City Services Assessment includes a number of recruitment and retention improvements: **[still needed?]**
 - Collect data on why people leave, why they don't apply and why they quit.
 - Develop a longevity incentive program.
 - Update job descriptions to improve employee understanding of their job duties.
 - Develop an employee recognition program with input from Department Heads and employees.
 - Update the city's salary schedule to address inconsistencies, then review the salary schedule every three years.
- The 2022 City Services Assessment documents a need to invest in training staff, as well as developing and/or updating policies and procedures for nearly all city departments to support the hiring and onboarding process for new staff, institutionalize the procedural improvements underway, and to create greater consistency in policies and employee performance expectations.
- The 2022 City Services Assessment documents a need to improve records management and storage across nearly all city departments. Recommendations focus on developing and following consistent records management plans, policies and procedures for both digital and hard copy records to include policies regarding records retention and organization, storage, and destruction.

Action I2A: Identify options for restructuring City services to save money, increase efficiency and improve the quality of services.

Implementation notes:

- **[2022 City Services Assessment did that. Been making much progress. Assessment recommended:**
 - Develop financial sustainability plan for the City. City revenue stream is not supporting existing infrastructure. Budget planning needs to incorporate long range financial

planning. Budget process has been time consuming and lacks transparency which causes lack of City Council confidence.

- Hire CPA to assess needs of the Finance Department. Review and update policies and procedures related to accounts receivable and payable to improve reduce errors and improve cash flow.
- **Review list of committees.** Determine which need to remain active and those that can be discontinued. Minutes were being done for City Council meetings, Code Review Committee, Finance & Budget Committee, Port Advisory Committee, School Facility Committee, Board of Equalization, Territorial School Advisory Committee, and Canvass Committee.
- A working group was formed to study and make recommendations on rates, terms, language, and process for City leases and service contracts.
- I2A-1: Assess the feasibility of merging Dillingham City School District with Southwest Regional Schools to share costs and provide hub services.
- I2A-2: Evaluate potential, and benefits and costs of becoming second class city and/or forming or joining a borough.

Action I2B: Secure new and sustainable sources of City revenue.

Implementation notes:

- I2B-1: Continue to assess the feasibility and quantify the potential economic benefits of annexing the Nushagak District to collect raw fish taxes. (Note: the raw fish tax is in the code but cannot be enforced without the annexation.) [Palmer Annexation Study (2021) offered some strategy about laying foundation for potential future annexation. Current LBC has not been friendly to annexation.]
- [City Svcs Assessment recommended reviewing marijuana tax (taxed at 6% when alcohol is at 10%) – Still relevant?]
- [City Svcs Assessment recommended sales tax improvements:
 - sales tax audits
 - review 4.16 Business License and 4.20 Sales Tax to simplify code, equalize taxation, remove as many exemptions as possible
 - Develop and publicize a sales tax FAQ
- I2B-2: Annually, through the budget process, evaluate the existing fee schedule for City permits and other actions; ensure fees are adequate and equitable. Establish a system for regularly updating City fees. [2022 City Svcs Assessment recommended [1] planning dept and commission prepare an updated service fee schedule and submit to council for approval, and [2] conduct a rate study on all special revenue funds on a three-year schedule. Still relevant?]
- I2B-3: Explore avenues for raising revenue other than taxes, e.g., leases on city property. [City currently using grants (notes challenges assembling matching funds) and State Revolving Loan Fund (for water and wastewater improvements; notes that SRF is a 20-year commitment that decreases available general fund for other projects), Finance recommended developing an investment policy. City has passed bonds for streets, school. Add'l opportunities w/BIL.]

- I2B-4: Develop a strategy for raising and keeping current the federal payment in lieu of taxes (PILT) program, to ensure that it is on par with current taxation. PILT is a federal program that partially compensates local governments for the lack of taxes being paid on land within their boundaries in various federally designated, non-taxable categories.
- I2B-5: Develop a process for updating the property records monthly to keep up with property ownership changes. [in progress – MARS, GIS]
- I2B-6: Advocate for changing the State Education funding formula to establish equity in the areas of capital improvements and teacher retention to reflect true cost of living. [still advocating for increased state education funds]
- I2C-2: Determine the costs and benefits to the City of any planned resource extraction. Use leverage with permitting requirements to secure revenues for the City. [move to I2B]
- ~~I2B-7: Explore the impact of changes in state employee benefits on the community. [is this relevant?]~~

Action I1A: Continue to engage citizens and community organizations in the City’s work and clearly communicate intended next steps.

Implementation notes:

- I3C-2: Conduct annual online community surveys, analyze the results, and compare year to year to help define priorities for action.
- I3B: Prepare and regularly update a strategic plan on an annual basis, building from the Comprehensive Plan. [City has a strategic plan? Noticed City uses this tool: <https://vision-navigation.com/>. (they gave an overview of their products/services to AB on 5/22)]
 - I3B-1: City Council and Department heads together develop a strategic plan – a realistic list of priority actions and the responsibilities and resources required to achieve them.
 - I3B-2: The strategic plan is reviewed with the public, and refined as needed and approved.
 - I3B-3: The strategic plan is incorporated into City work plans and guides annual work by each City Department.
- I3C: Monitor progress towards Comprehensive and Strategic Plan goals and share results with the community.
- I3C-1: Develop a set of indicators for each policy chapter of the comprehensive plan and determine how each will be measured. This should be a short, representative list that will provide a dashboard of results on a regular basis.
- I4: Provide a clear schedule and process for revising the Comprehensive Plan.
- I1A-2: Consistently enforce City laws and ordinances, particularly of regulations that govern highly visible problems.
- I1A-3: Hold ceremonies to recognize significant contributions to the community.

Action I1B: Strengthen partnerships with other service providers to identify and carry out priority community projects.

Implementation notes:

- I1B-1: Review and if appropriate refine the City-Tribe Memorandum of Understanding. Clarify roles and responsibilities; define protocols for communication, collaboration and coordination.
- I1B-2: Revitalize special committees and/or task forces for service areas (e.g., transportation, housing, homelessness, parks and recreation) as a forum for discussion and coordinated action.

Action I1C: Strengthen Dillingham’s role as a regional hub by building stronger, mutually beneficial relationships with other communities and other landowners in the region.

Implementation notes:

- I1C-1: Engage with regional non-profits, natural resource related advisory councils, surrounding villages and state and federal land owners to better understand and meet community and regional needs. For example:
 - Partner with a regional and local business council to work on a regional scale to market travel and business opportunities.
 - Participate in BBNA’s Comprehensive Economic Development Strategy (CEDS) process on shared regional projects (e.g., energy, transportation) and annually identify shared, regional legislative priorities.
 - Land Use and Fish and Game regulatory issues.
- I1C-2: Explore the costs and benefits of regional approaches to governance issues with surrounding communities, tribes and regional corporations.

Related Strategies/Actions:

- I2D-1: Work with the Curyung Tribe, Choggiung Ltd., BBNA and others to better understand the consequences of the large percentage of land within the community being in federal and other restricted categories; better understand impacts on development, access, and other issues.
[I2D-2] Investigate how this issue has been handled in other Alaskan communities. [check - is this about property taxation or land development issues?]

Strategy PFS2 Plan for, operate and maintain community facilities and equipment.

Action: [new, from 2022 City Svcs Assessment] Develop and implement a renovation plan for the Maintenance Shop.

Implementation notes:

- The Maintenance Shop is over 40 years old. It is a three-bay metal building with one car/truck lift and 2 open bays big enough to hold one grader per. The shop is also home to all of the welding equipment which is tucked away in the back corner behind the lift, we need an area with a good evacuation system for the smoke and gases generated by welding. There is a nice size parts and tool storage room which is capable of holding everything we need to keep on hand and more.
- The proposed renovation would demolish the existing Quonset hut and barns and replace them with heated four-bay vehicle storage, expanded office space, replace aging building parts (including three roll-up doors, boiler, underfloor heating system, exterior doors, all over 20 years

old), and improvements to HVAC, weatherization, fire suppression, and an engineered heating system.

- In 2022, staff recommended establishing a waste oil management plan in the Maintenance Shop. [what about installing shop heaters that burn the waste oil?]
- In 2022, staff recommended assessing and decommissioning obsolete parts.

Action PFS1A: Assess all facilities and equipment currently owned and operated by the City of Dillingham to determine the current condition, deferred maintenance needs, remaining lifespan, and cost for each to operate, maintain and replace. [Items under PFS1 describe a system/process for getting on top of overall maintenance for public services and facilities. How much has been done, and how much is ongoing at this point?]

Implementation notes:

- PFS1A-1: Complete an inventory and assessment of the value, condition and deferred maintenance needs of facilities and equipment owned and operated by the City. As of 2022, City staff compiled a vehicle asset list, updated the asset files for Vehicles and Mobile Equipment, and developed real property maintenance plans. A fleet maintenance plan and tagging system for all assets were recommended to track fleet maintenance, reduce costs and increase efficiencies.
- PFS1A-2: Secure funding to meet existing deferred maintenance needs and bring the City's inventory of equipment and facilities into good working order.
- PFS1A-3: Work with the Finance Department and City Manager to develop a budgeting tool to assess the annual allocation for ongoing maintenance and eventual replacement of each piece of equipment and facility. Build this assessment into the annual budgeting process to ensure adequate budget allocations for current and future operations and maintenance.
- PFS1A-4: Use this budgeting process to accurately estimate the future liabilities associated with the operations and maintenance of new capital projects and purchases; build this cost into the decision-making process for new capital requests. As of 2022, updated asset information of vehicles and mobile equipment was used to update insurance and audit spreadsheets. City staff recommended reviewing insurance policies to develop comprehensive policy decisions for City Council approval, as well as developing an annual process for City Council to review and approve health, vehicle and property insurance coverage.

Action PFS1B: Allocate adequate funds on an annual basis to operate and maintain existing City facilities, services and equipment.

Implementation notes:

- PFS1B-1: Develop, fund and manage capital reserves for all major equipment and facilities owned and operated by the City of Dillingham.
- PFS1B-2: Use capital reserves as matching funds for requests to replace major pieces of equipment, or as local matching funds for facility development.

Action PFS1C: For each facility and major piece of equipment, develop a clear maintenance program and establish a system of accountability to ensure that the maintenance program is followed.

Implementation notes:

- As of 2022, the City invested in asset management software to track fleet maintenance, develop a vehicle and equipment replacement schedule, develop a work order tracking process, and improve maintenance staff management.

Action PFS3: Develop and maintain new facilities to meet the needs of Dillingham residents.

Implementation notes:

- PFS3A: Follow the annual Capital Improvements Plan process to identify capital projects and major equipment purchases. [Last Capital Improvements Plan appears to be 2016-2020; can adopt it (or updated version if/when there is one) into the Comp Plan. 2022 City Services Assessment recommended the City develop in house CIP process that meets planning commission and city council goals.]

Strategy PFS3 Develop and maintain areas and facilities for indoor and outdoor recreation.

Action PFS2A: Create a Parks and Recreation Department at the City of Dillingham to operate City recreation facilities and to partner with local groups to manage facilities and events.

Implementation notes

- PFS2A-1: Develop an operations and maintenance plan for existing recreation facilities, sharing maintenance duties between the City of Dillingham, Dillingham City Schools and volunteer groups.
- PFS2A-3: Create a place to store shared sports equipment.
- PFS2A-4: Develop and implement a multi-use, year-round plan for providing activities at the hockey rink.
- LU9D: Encourage and collaborate on community gardening and community landscaping efforts. For example, [LU9D-1] Start an Adopt a Corner program in which businesses and organizations each take responsibility for a corner to beautify and establish gardens around town.

Action Conduct a Parks and Recreation Master Plan to document, prioritize and implement a comprehensive shared vision for parks and recreational facilities in Dillingham. [Suggest pulling items into a consolidated strategy to do a Recreation (Parks and Trails) Master Plan that will allow the City, partners and stakeholders to document a clear consolidated vision, scope and budget for construction and maintenance of the different projects, assignment of responsibilities, prioritization, etc. City and partners can then chip away at it over time. Potential funding from DNR, USDOT.]

Implementation notes

- CWE1C-2: Offer engaging, healthy activities for all youth.
- PFS2A-2: Develop a shared priority list for new recreation facilities and include this during the annual Capital Improvements Project Plan update. As of 2022, recreational facilities of interest included: a soccer field, skate-park, BMX pump track/course, bike trails, horseshoes, cornhole & similar facilities, along with additional walking/hiking paths. [A Recreation Master Plan would

provide the shared priority list. Revise action to be implementation guidance for the master plan.]

- PFS2A-7: Research/assess need and come up with a funding strategy for a swimming pool and recreation center. [rephrase: Develop a conceptual design and conduct a feasibility assessment for a Dillingham Community Recreation Center with a swimming pool and gym.] After identifying a feasible option for this vision, design, plan, and construct a community center with a swimming pool in Dillingham.
- Replace broken playground equipment with new, multi-age and disability-friendly equipment and safety surfacing in the downtown park. [noted in earlier version of BB CEDS. Still needed?]
- PFS1A-5: Develop a dedicated fund for public art. [This is like 1% for the arts. Is there a regional community foundation that could do this?]
- LU1C-4: Establish a cultural and historical park at Kanakanak where old house sites are located.
- LU9C: Work with the community to map and reserve areas for neighborhood and community parks. LU9C-1: Prepare a map showing existing and possible new park facilities.

Strategy PFS4 Improve Public Safety facilities, services and policy to ensure public health and safety.

Action: Support Traffic Safety Improvements.

Implementation notes:

- The 2020 Curyung Tribal Transportation Safety Plan recommended strategies in the following key areas for improvement: speeding, driver behavior, vehicle maintenance and wildlife safety.
- **Vehicular speeding** strategies include speed limit education and enforcement, fines for vandalism of street signs and solar panels, dash cameras at bus stops, and reduction of speed limits on community streets.
- **Driver Behavior** strategies address impaired driving, distracted driving, and seatbelt use, and include awareness campaigns for impaired driving, distracted driving, and restraint use (seatbelts and car seats), improving enforcement of impaired driving, texting/talking on the phone while driving, and restraint use, and improving accident reporting and data collection.
- **Vehicle Maintenance** strategies address safety hazards presented by vehicle disrepair; they include improving enforcement and ticketing for burnt-out lights and cracked windshields while improving access to affordable vehicle maintenance and awareness about maintaining and using insurance coverage to repair vehicles after an accident.
- **Wildlife Safety** strategies to improve emergency services for wildlife safety, installing wildlife warning signs in high priority areas, as well as improving education about and enforcement of trash regulations.

Action: Re-establish School/Community Resource Program to provide Police and Fire Presence in the local schools. [noted as a need in 2022]

Implementation notes:

- School administration supported the re-establishment of these activities. Supplies and materials for this program would be used to deliver life safety and fire safety programming to students and community residents.

Action: Replace [/renovate?] the Dillingham Public Safety Building.

Implementation notes:

- [noted as a need in some earlier version of the Bristol Bay CEDS 2022 City Svcs Assessment notes numerous water leaks, broken light fixtures, toilets, inoperative doors, and furnace issues have been problems in jail building for months/years].

Action: Complete the Alternate Emergency Operations Center project. [noted as a need in Bristol Bay CEDS]

Action: Continue to invest in human resources and regular maintenance of Public Safety infrastructure to provide a high level of service.

Implementation notes:

- Maintain adequate staffing, training and certifications.
- Develop recruitment and retention plan for the police department. [noted as a need in 2022]
- Review and update policies and procedures. [noted as a need in 2022]
- Repair or replace broken equipment (e.g., patrol cars, emergency response boat, snow machines with trailer and trailer-mounted toolbox for Search and Rescue, Public Safety office computers). [noted as a need in 2022]
- Hire a temporary clerk to help organize the evidence room. [noted as a need in 2022]
- Weatherize the animal control shelter building; fix door locks, roof leaks, and foundation gaps. Build a windbreak on the front door (like the harbor office) for winterization purposes as well as walking safety. [noted as a need in 2022]

Strategy PS5 [new] Improve Fire and EMS facilities, services and policy to ensure public health and safety.

Action: Plan for and Implement Downtown Fire Hall Improvements.

Implementation notes:

- The Downtown Fire Hall building is old, unsafe and the top portion is uninhabitable. City staff recommended that the downtown fire hall be replaced with a building that includes a four-bay garage for fire engines and ambulances, two offices, training room, storage, and exhaust system. Based on strategic placement, the city recommends the building be somewhere near by the boat harbor or north side of the highway where we can go to town-out-town or harbor with hydrants, parking and possible crew quarters.

Action Establish limited onsite fire-fighting capability at the Landfill.

Implementation notes:

- The landfill is located far from the closest fire hall. Fires have occurred at the landfill, including one that burned the landfill shop building in 2021(?). Providing firefighting equipment and training to landfill staff would allow them to respond quickly to a fire that might breakout on the landfill property. This would include increasing the number and size of on-site handheld fire-extinguishers (of various types), purchasing a 10,000 gallon portable tanker trailer with

integrated pump and hose system, and training landfill staff how to best use the on-site fire-fighting equipment. [still needed?]

Action Continue to invest in human resources and regular maintenance of Fire and EMS infrastructure to provide a high level of service.

Implementation notes:

- Maintain adequate staffing, training and certifications. Develop a training calendar and re-engage volunteers. If volunteers are not re-engaged to adequate levels, additional staff will need to be hired. [noted as a need in 2022]
- Repair or replace broken equipment (e.g., fire truck, ambulance fleet, fire hydrants, radios, Lake Road Fire Hall office computers). [noted as a need in 2022. Planning Dept notes desire to develop a GIS layer to help monitor the location and condition of fire hydrants.]
- Develop fire hydrant flushing program. [noted as a need in 2022]
- Create an online application process for burn permits. [noted as a need in 2022]
- [2022 City Svcs Assessment noted the need to sort out EMS responsibilities with Aleknagik. Is this still an issue?]

Strategy PFS4 [new] Improve solid waste facilities and services for safety and to extend the useful life of the landfill.

Action: Develop and implement a plan to contain windblown trash. [noted as a need in 2022]

Implementation notes:

- Plastic bags are difficult to contain, causing widespread distribution of bags.

Action: Complete improvements to the landfill; bring it into compliance with permit regulations.

Implementation notes:

- Federal funds of \$4.72 million were appropriated to expand capacity and improve operations of Dillingham's landfill (2024).
- Improve signage at the landfill. Landfill lacks proper signage making it confusing for customers as to where and how to separate and dispose of waste. As of 2022, signage was being designed to inform customers of separate disposal areas and landfill restrictions and direction. [still needed?]
- Replace gates at the landfill. [noted as a need in 2022]
- Procure a fish grinder for the landfill, so that fish waste is less of a bear attractant. [noted as a need in 2022]
- Replace the shop building and associated equipment at the City landfill that was lost to a fire in January 2021. [still needed?]
- Restore incinerator to full operation. [still needed?]

Action: Planning for landfill expansion and/or new landfill site. [is this premature or is this on the radar?]

Implementation notes:

- In 2022, an ANTHC inspection noted that two out of three primary cells at the existing landfill were full. The third cell was in active use and partially covered. Several specific-material cells or collection areas were noted to be full. It was also noted that many of the access roads to the landfill cross through marshy wetland and would make landfill expansion challenging. If expansion is not feasible to the extent needed in future, the landfill may need to be closed and a new one constructed.

Action: Establish a salvage program to increase the volume of material that is recycled and diverted from the landfill.

Implementation notes:

- In 2022, a City Services Assessment noted that waste paint was accumulating with no solution. [Could the City establish a swap shop for this?]
- The 2022 assessment also recommended a metal recycling plan and RFP for a scrap metal recycler to come to the City Landfill.
- A workable salvage program would not only improve environmental stewardship and assist community members with securing much-needed parts and materials, but also extend the usable life of existing landfill operations.

Action: Continue to invest in human resources and regular maintenance of solid waste management infrastructure to provide a high level of service.

Implementation notes:

- Maintain adequate staffing and operator certifications.
- Extend landline or internet access for the operator at the landfill. A lack of telephone and internet results in inefficiencies in processing customers; payment options are limited to cash or check. [noted as a need in 2022]
- Repair or replace broken equipment (e.g., loader, swap loader, trailer, pickup truck). [noted as a need in 2022]

Strategy PFS6 [new]: Improve water facilities, services and policy to ensure public health and safety.

Action: Complete a water system rate study.

Implementation notes:

- In 2022, ANTHC noted two potential projects proposed for extending the water distribution system. One project would provide water distribution to the Old Airport Way section of the downtown area. The other project would provide water distribution from Windmill Hill to the area directly west of the airport.

Action: Complete Waterfront water system upgrades. [what is this project and status of it?]

Action: Complete water system upgrades to implement Water System Master Plan.

Implementation notes:

- Upgrade chemical additive system at water treatment plant. [noted as a need in 2022]

- Install dehumidifier system or other method to control rust buildup and extend the life of mechanical and piping systems. [noted as a need in 2022]
- Purchase backup generator(s) to operate the pumps and other associated equipment during a power outage. [noted as a need in 2022]

Action: Continue to invest in human resources and regular maintenance of wastewater infrastructure to provide a high level of wastewater services.

Implementation notes:

- Maintain adequate staffing and operator certifications.
- Extend landline or internet access for the operator at the plant. [noted as a need in 2022]
- Document and share a maintenance plan for the water distribution system. [noted as a need in 2022]

Action LU7B: Establish standards for onsite wells and water systems and a means to enforce those standards. [incl. footnote]

Implementation notes:

- ~~LU7B-1: Work with the Alaska Department of Environmental Conservation (ADEC) to draft City code to regulate onsite and neighborhood systems. LU7B-2: Review and adopt the code.~~ [Code adopted in 2024; still needed?]
- LU7B-3: Provide public information to ensure that residents and landowners understand the basic code rules. For example, a publicity campaign and a brochure could help residents and landowners understand basic rules, such as minimum separation of wells and septic systems.
- LU7B-4: Establish new approaches to enforce standards and better monitor water quality, including periodic testing of water wells. [2024: Landfill groundwater monitoring wells in operation]

Strategy FS7 [new] Improve wastewater facilities, services and policy to ensure public health and safety.

Action: Complete a wastewater master plan and rate study for wastewater system expansion.

Implementation notes:

- In 2022, ANTHC noted two potential projects proposed for extending the wastewater collection system. One project would be to provide wastewater collection to the Old Airport Way section of the downtown area. The other project would be to extend wastewater collection from Wood River Road to the area directly west of the airport.

Action: Complete Waterfront wastewater system upgrades. [what is this project and status of it?]

Action: Complete upgrades to existing wastewater system infrastructure.

Implementation notes:

- Lagoon improvements underway include replacing the aeration system and constructing a new pretreatment pond to bring the lagoon into compliance with permit discharge requirements. [still happening/needed?]

- Repair/replace fencing around lagoon. [still happening/needed?]
- Improve the road into and around lagoon. [still happening/needed?]
- Replace gates at entrance to lagoon and at exit to bluff. [still happening/needed?]
- Repairs to lagoon pumphouse. [still happening/needed?]
- Purchase backup generator(s) to operate the lift stations during a power outage. In 2022, five of the City's six wastewater lift stations lacked back-up generators. Only the dock lift station had an installed backup generator. ANTHC recommended purchasing a trailer-mounted, back-up generator. [still happening/needed?]

Action: Address shoreline erosion near the Lagoon.

Implementation notes:

- May include shoreline protection near the lagoon and/or lagoon relocation.
- City is conducting studies to determine the best course of action.

Action: Continue to invest in human resources and regular maintenance of wastewater infrastructure to provide a high level of wastewater services.

Implementation notes:

- Maintain adequate staffing and operator certifications.
- Adopt and follow an official maintenance plan. A draft maintenance plan was created several years prior, but not formally adopted. Adopting the plan will improve Dillingham's best practices score. [from 2022; has it been adopted by City Council?]

Action LU7B: Establish standards for onsite and neighborhood septic treatment systems, and a means to enforce standards. [incl. footnote]

Implementation notes:

- ~~LU7B-1: Work with the Alaska Department of Environmental Conservation (ADEC) to draft City code to regulate onsite and neighborhood systems. LU7B-2: Review and adopt the code.~~ [Code adopted in 2024; still needed?]
- LU7B-3: Provide public information to ensure that residents and landowners understand the basic code rules. For example, a publicity campaign and a brochure could help residents and landowners understand basic rules, such as minimum separation of wells and septic systems. [For all of these items about creating brochures/educational materials, a contractor might help on a reasonable budget if City staff are tapped out.]

Action LU7B-6: Work with ADEC to develop regulations that address unconventional septic and wastewater systems.