

IMPLEMENTATION

Introduction

This chapter presents an approach for using the goals and objectives identified in this plan to guide future community actions. Specific topics covered in this chapter include:

- Governance
- Fiscal Health
- Setting Priorities for Action
- Process to Evaluate and Update Plan

Overarching Goal: The goal of this Comprehensive Plan is to provide a starting framework for action. The plan set out near and longer term¹ actions by the City and other individuals, organizations and agencies leading to tangible outcomes that improve community life. The City will work with residents, businesses and other community organizations to demonstrate leadership and respond to the community's call to action as defined in the plan.

Goals, Objectives + Strategies

GOAL 1: 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.

Objective 1A: Continue the momentum built during the update of the comprehensive plan to engage citizens and community organizations in the City's work and clearly communicate intended next steps.

Strategies:

1. City Council and Planning Commission will engage the community on an annual basis to set clear, realistic and publicly supported priorities for action. Monitor progress, meet targets and share results with the community.
2. Provide consistent enforcement of City laws and ordinances, particularly of regulations that govern highly visible problems.
3. Hold ceremonies to recognize significant contributions to the community.

¹ "Near term" as used here is intended to signify actions that should happen in the next 3 years.

Objective 1B: City Council and administration work to strengthen partnerships in order to identify and carry out priority community projects.

Strategies:

1. Review and if appropriate refine the City-Tribe Memorandum of Understanding. Clarify roles and responsibilities; define protocols for communication, collaboration and coordination.
2. Strengthen collaboration between the City and regional non-profit organizations based in Dillingham to facilitate and coordinate the delivery of facilities and services needed such as:
 - Establish a Land Use Working Group that includes the City, Curyung Tribal Council, BBNA, Choggiung Limited, Nushagak Cooperative, and other stakeholders to improve land management tools and coordinate land management and subdivision design and development (Land Use Objective 8A).
 - Develop a “Waterfront Task Force” composed of key landowners and users, for example, Delta Western, Peter Pan, Curyung and Ekok Tribes, BBEDC, Bristol Alliance Fuels, barge owners and ,the Port Advisory Committee, to develop an integrated approach to industrial site development, open space and recreation uses, training facilities, and overall waterfront management. This might be an expansion of the existing City Port Committee (Waterfront Objective 3A).
 - Identify key people and resources to be the core of a Dillingham Trails Committee (Transportation Objective 3A, strategy 1).
 - Establish a structured protocol between the City, the Curyung Tribe and the State, to work together each year to plan, implement and maintain transportation projects, working with other parties with a stake in transportation issues (Transportation Objective 1A)
3. Support youth organizations such as the Rural Alliance for Teens (RAFT and LAYC (Leadership- Assets Youth Coalition); consider adding a youth representative to the Dillingham City Council.

Objective 1C: Strengthen Dillingham’s role as a regional hub by building stronger, mutually beneficial relationships with other communities and other landowners in the region.

Strategies:

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 on shared regional projects, for example, energy or transportation, and annually identify shared, regional legislative priorities
 - Land Use and fish and game regulatory issues
2. Explore the costs and benefits of regional approaches to governance issues with surrounding communities, tribes and regional corporations,

GOAL 2: City Administration will continue to evaluate the resources available to the City to maintain and meet future community needs, and to match City capacity to better meet future community responsibilities.

Objective 2A: Identify options for restructuring City services to save money, increase efficiency and improve quality of services.

Strategies:

1. Assess the feasibility of merging Dillingham City School District with Southwest Regional Schools to share costs and provide hub services
2. Evaluate potential, and benefits and costs of becoming second class city and/or forming or joining a borough

Objective 2B: Secure new and sustainable sources of City revenue.

Strategies:

1. Continue to assess the feasibility and quantify the potential economic benefits of annexing the Nushagak District to collect raw fish taxes.
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.
3. Explore avenues for raising revenue other than taxes, e.g., leases on city property.
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).
5. Develop a process for updating the property records monthly to keep up with property ownership changes
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.
7. Explore the impact of changes in state employee benefits on the community.

Objective 2C: Support the development of renewable energy and natural resources that will not adversely impact fish and wildlife populations and habitats

Strategies:

1. Support the return of authority to coastal resource service areas (CRSA) for information and review of local development projects.
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.
3. Promote eco-tourism.

Objective 2D: Explore issues and options tied to land ownership in Dillingham, which includes a substantial percentage of land in federal and other restricted categories.

Strategies:

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.
2. Investigate how this issue has been handled in other Alaskan communities.

GOAL 3: Develop practical approaches to setting priorities for plan goals.

Background: The goals and objectives in the comprehensive plan present a vision of the future as articulated by the people of Dillingham, and compiled through the City's planning process. Those who helped develop the plan now need to work collaboratively to reach the plan's goals. The plan is not an attempt to direct other organizations, but a statement of what the community as a whole believes is important. It provides a starting point for shared action.

Objective 3A: Establish a defined strategy to set priorities for action, based on clear, explicit criteria. Material below presents initial suggestions for these criteria, and suggestions of actions that would fall under each.

Criterion 1: Actions for which the need is clear and public support is broad.

Example:

- Map existing trails and work with landowners to reserve easements.

Criterion 2: Conditions that trigger near term private sector investment.

Example:

- Availability of land for fishery related facilities.
- Development of a fish processing facility at the City Dock.
- Expansion of the water and sewer system to serve new subdivisions or fish processing facilities.

Criterion 3: Relatively inexpensive actions that produce widely supported, tangible benefits
Example:

- Partner with downtown businesses to improve the appearance of specific downtown buildings and/or public spaces.

Criterion 4: Actions to resolve controversial issues.

Example:

- Educate the public to begin to change community norms surrounding alcohol use.
- Work with the State of Alaska to protect water quality by defining and enforcing rules for on-site septic and well systems.
- Strengthen code enforcement.

Criterion 5: Actions that develop and strengthen partnerships.

Example:

- Encourage the construction of affordable rental housing in downtown Dillingham citing properties that could be developed.
- Creating several new working groups, to carry forward plan recommendations, including groups to work on waterfront, land use and trails issues.

Criterion 6: Actions that increase the City's capacity to provide needed services.

Example:

- Complete process to start receiving raw fish tax revenue.

Criterion 7: Actions that can be accomplished quickly (within a year) after plan adoption.

Role of City Council in Plan Implementation

It is important to emphasize that the City Council makes the final decisions on specific timing of actions to reach the goals identified in this plan. The prioritizing criteria and specific suggestion actions at left, and the implementation tables at the back of each chapter, provide a starting point for Council decisions.

Role of the Planning Commission in Comprehensive Plan Implementation

The planning commission plays a pivotal role as an intermediary between the general public and the City Council, helping to understand public interests and to draft public policy building from the framework of an adopted Comprehensive Plan. On a number of critical topics – for example, water and sewer policy, subdivision design, trails and open space – the Comp Plan establishes general intentions, but the final specific policy will need to be crafted and implemented by the Planning Commission, working with City staff, and approved by the City Council. (*See intro chapter for more specific PC responsibilities*)

Role of the Public & Local Organizations in Comprehensive Plan Implementation

A comprehensive plan is ambitious collection of broad goals and near and long term actions, affecting virtually all aspects of community life. This is not a plan for “other people” to implement; implementing plan goals – which were identified by community members – will now require the community's active, ongoing cooperative involvement.

The tables at the back of each chapter identify actions are the direct responsibility of the City of Dillingham and the many actions that will only happen with active participation of other entities, including non-profit organizations, businesses, and volunteers.

Objective 3B: Prepare and regularly update a strategic plan, building from the Comprehensive Plan.

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.
2. The strategic plan is reviewed with the public, and refined as needed and approved.
3. The strategic plan is incorporated into City work plans and guides annual work by each City Department.

Objective 3C: Monitor progress towards Comprehensive and Strategic Plan goals.

Strategies:

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.
2. Conduct annual on-line community surveys, analyze the results, and compare year to year to help define priorities for action.

GOAL 4: Plan Revision: provide for a clear schedule and process for revising the Comprehensive Plan.

A comprehensive plan is intended to be a long-range planning document, guiding growth and development over 20 years or more. However, as a dynamic document in a rapidly changing world, the plan needs to be open to change in the ways outlined below.

Process for amendments to specific plan policies:

- A minor change is a change that does not modify or add to the plan's basic intent, and that serves only to clarify the plan, make it consistent, facilitate its implementation, or make technical corrections. Such changes can be recommended by the administration or public, and approved by the Planning Commission.
- An amendment permanently changes the plan by adding to or modifying the basic intent. Such changes can be recommended by the administration or public, reviewed by the Planning Commission, and approved by City Council.

Process for regular plan updates:

- The plan needs to be updated every five years. The Comprehensive Plan should be reviewed after five years by the City Council to determine which goals and objectives have been accomplished and which may need to be revised, added or deleted.