



**Dillingham Comprehensive Plan Update  
Community Wellness + Public Facilities Work Group Agenda  
Wednesday, February 17<sup>th</sup>, 3 p.m. to 5 p.m.  
SAFE**

- 3:00 p.m. - 3:10p.m.      Welcome + Work Group Overview
- Review purpose, timeline and responsibilities for comprehensive plan work groups
  - Review agenda and meeting expectations
  - Review of planning process timeline
- 3:10 p.m. - 3:15 p.m.      Comprehensive Plan Update Outline
- Review outline of the overall structure of the Comprehensive Plan Update and discuss how draft chapters fit into plan framework
- 3:15 p.m. - 4:45 p.m.      Draft Community Wellness + Public Facilities Chapters (approximately 45 minutes for each chapter)
- Provide feedback on preliminary goals + strategies
  - Identify short, mid and long-term priorities - which projects will help us meet our goals?
  - Start to identify implementation steps or tools - how do we get started and follow through on our priorities?
- 4:45 p.m. - 5:00 p.m.      Next Steps
- Discuss purpose and date/time for next meeting



**Dillingham Comprehensive Plan Update  
Energy + Economic Development Work Group Agenda  
Wednesday, February 17<sup>th</sup>, 5 p.m. to 7 p.m.  
Votech Room at Bristol Bay Campus**

- 5:00 p.m. - 5:10p.m.      Welcome + Work Group Overview
- Review purpose, timeline and responsibilities for comprehensive plan work groups
  - Review agenda and meeting expectations
  - Review of planning process timeline
- 5:10 p.m. - 5:15 p.m.      Comprehensive Plan Update Outline
- Review outline of the overall structure of the Comprehensive Plan Update and discuss how draft chapters fit into plan framework
- 5:15 p.m. - 6:45 p.m.      Draft Energy + Economic Development Chapters (approximately 45 minutes for each chapter)
- Provide feedback on preliminary goals + strategies
  - Identify short, mid and long-term priorities - which projects will help us meet our goals?
  - Start to identify implementation steps or tools - how do we get started and follow through on our priorities?
- 6:45 p.m. - 7:00 p.m.      Next Steps
- Discuss purpose and date/time for next meeting



**Dillingham Comprehensive Plan Update  
Land Use, Housing + Transportation Work Group Agenda  
Wednesday, February 17<sup>th</sup>, 7 p.m. to 9 p.m.  
Vocational-Technical Classroom, Bristol Bay Campus**

- 7:00 p.m. - 7:10p.m.      Welcome + Work Group Overview
- Review purpose, timeline and responsibilities for comprehensive plan work groups
  - Review agenda and meeting expectations
  - Review of planning process timeline
- 7:10 p.m. - 7:15 p.m.      Comprehensive Plan Update Outline
- Review outline of the overall structure of the Comprehensive Plan Update and discuss how draft chapters fit into plan framework
- 7:15 p.m. - 8:45 p.m.      Draft Land Use, Housing + Transportation Chapters (approximately 30 minutes for each chapter)
- Provide feedback on preliminary goals + strategies
  - Identify short, mid and long-term priorities - which projects will help us meet our goals?
  - Start to identify implementation steps or tools - how do we get started and follow through on our priorities?
- 8:45 p.m. - 9:00 p.m.      Next Steps
- Discuss purpose and date/time for next meeting

## **Work Group Purpose, Structure, Timeline + Product**

### **Purpose - What are the work groups for? What will they do?**

- To engage community members and gain local expertise to develop the policies that will be included in the comprehensive plan
- Set the stage for successful implementation of plan policies

### **Structure - How will the Work Groups be structured and who should participate?**

- Four Work Groups:
  - Land Use, Housing + Transportation
  - Waterfront Plan
  - Energy + Economic Development
  - Community Wellness + Public Facilities
- Include approximately 10 to 15 community members who are personally or professionally interested in plan topic
- Co-chaired by a member of the public and a Planning Commission and/or City Council Member, assisted by a member of the consulting team

### **Timeline - When will the work groups meet, over what period of time and how often?**

- Meet over the next six weeks - End of January through February 2010
- At least two facilitated work sessions with member of the consulting team via teleconference
- Work sessions as needed as dictated by work group members
- Review draft products circulated by e-mail

### **Products - What is the expected outcome of the Work Groups?**

- Draft sections of the comprehensive plan that build from the Plan Notebook
- Tentative 'implementation work groups' - community residents that will be advocates for implementation of plan actions

## Dillingham Comprehensive Plan Outline

### Cover and Front Matter

- Cover Letter
- Acknowledgements
- Resolutions from Governing Entities
- TOC

### Executive Summary (look + feel similar to Plan Notebook)

- Introduction
- Dillingham Regional Context
- Community Vision
- Land Use, Housing & Transportation
  - Goals
  - Strategies & Recommendations
  - Implementation Actions
- Waterfront
  - Goals
  - Strategies & Recommendations
  - Implementation Actions
- Economic Development
  - Goals
  - Strategies & Recommendations
  - Implementation Actions
- Energy
  - Goals
  - Strategies & Recommendations
  - Implementation Actions
- Community Wellness
  - Goals
  - Strategies & Recommendations
  - Implementation Actions
- Public Facilities and Services
  - Goals
  - Strategies & Recommendations
  - Implementation Actions

### Introduction (the rest of the plan written in MS Word with plain formatting)

- About the Project (*from notebook*)
- Process to Prepare the Plan
- Purpose of the Plan
- Support in State Statutes

### Dillingham Regional Context

- Introduction
- Location
- Land, Environment and Climate
- History and Culture
- Population
- Economy
- Community Planning History/Planning Efforts in the Region

## Community Vision, Values and Summary of Goals

- Introduction
- Community Vision Statement
- Community Values
- Summary of Goals and Priority Actions
  - Land Use, Housing and Transportation
  - Waterfront
  - Economic Development
  - Energy
  - Community Wellness
  - Public Facilities and Services

## Land Use, Housing & Transportation

- Introduction
- Land Use and Ownership
- Growth and Development Trends/Pertinent Issues
  - Concentration in downtown
  - Outer areas will continue to be developed
- Vision and Goals
- Strategies and Recommendations

## Waterfront

- Introduction
- Trends/Pertinent Issues
- Waterfront Vision and Goals
- Strategies and Recommendations

## Economic Development

- Introduction
- Trends/Pertinent Issues
- Economic Development Vision and Goals
- Strategies and Recommendations

## Energy

- Introduction
- Trends/Pertinent Issues
  - Transportation
  - Electricity
  - Heating
- Energy Vision and Goals
  - Transportation
  - Electricity
  - Heating
- Strategies and Recommendations (Conservation & Efficiency)
  - Transportation
  - Electricity
  - Heating

## Community Wellness

- Introduction

- Trends/Pertinent Issues
- Community Wellness Vision and Goals
- Strategies and Recommendations

#### Public Facilities and Services

- Introduction
- Trends/Pertinent Issues
  - City capacity to maintain infrastructure
- Public Facilities and Services Vision and Goals
- Strategies and Recommendations

#### Implementation

- Introduction
- Overview of implementation mechanisms (*e.g., regulatory changes, additional planning*)
- Table of implementation actions (*coded by element and type of mechanism, include timeline and resources*)
- Implementation Checklist (*some kind of form that “plan-keepers” can use to monitor milestone accomplishments, evaluate outcomes, etc.*)

#### Appendices

## Community Wellness

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### OVERARCHING GOAL:

Dillingham has many strengths and positive values that support healthy living. To foster wellness in our community, we must all work together to support and share our positive values and strengthen the relationships that keep us healthy. Our goal is to overcome economic and health disparities and to promote positive development for children and youth, and healthy, productive lives for adults and Elders.

### STRENGTHS + VALUES:

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

### GOALS + STRATEGIES:

1. Strengthen connections between individuals and organizations within Dillingham and increase connectivity with the outside world.
  - Improve Internet and broadband access and improve utility of community websites to share information.
  - Engage youth in local media:
    - Update school website to include a youth created and maintained page
    - Establish a time during the school day when youth can make announcements about items of interest on school PA system
    - Establish a school newspaper
    - Establish a block of time on local radio station produced by local youth
  - Promote community events that bring all ages and parts of the community together.
  - Maintain public spaces so that they are safe and welcoming for all residents and visitors.
  - Promote Dillingham as a retail hub for the region and for the commercial fishing fleet and increase access between transportation links, such as the waterfront and trails, and downtown merchants and services.
  - Develop the Harvey Samuelson Center as a central gathering place for community events, visitor information and conferences. Consider a site on the old airstrip in

downtown close to upgraded playing fields, or close to the University campus in the center of downtown.

- Establish a City - Tribe partnership agreement that defines protocols for communication, collaboration and coordination and defines roles and responsibilities.
- Co-sponsor an annual Community Welcome Potluck each September with SAFE.

2. Increase opportunities for healthy recreation, both outdoors and indoors

- Make healthy activities available for all youth in a centrally located youth center.
- Encourage small businesses such as restaurants, cafes and movie theaters that provide opportunities for socializing in the downtown and waterfront area.
- Create a Parks and Recreation Department at the City of Dillingham to operate public recreation facilities and to partner with local groups to manage facilities and events.
- Expand and maintain outdoor trails and parks including trails for cross country skiing, snowmachine travel, walking and hiking, biking and running, and access to subsistence areas.
- Develop a skateboard and BMX park
- Develop and implement a multi-use, year round plan for providing activities at the hockey rink.
- Designate and develop a motocross area.
- Post and maintain a community bulletin board to share transportation and planning for hunting, berry picking, and fish processing.

3. Support positive engagement between community organizations and governing entities to share resources, coordinate activities and work to reduce economic and health disparities.

- City of Dillingham shall support and participate in forums and community events that bring all groups together around issues of community-wide concern, working with Rural Alliance for Teens (RAFT), CANDU and other local organizations.
  - Sponsor events to improve community health such as “bike and walk to work day”.
  - Sponsor surveys to collect data on community attitudes towards recreation and other social issues.
  - Raise community awareness through education and community events of impact of substance abuse on family members and ways to access treatment services.
  - Dillingham City Council shall recognize and promote health and wellness initiatives through proclamations, resolutions, and amending regulations and ordinances, where appropriate.
- City of Dillingham shall identify goals and measures each year, based on the priorities identified in the Comprehensive Plan, to share with the community and then report to the public at the end of the year.
- Improve communication between City of Dillingham and community members, particularly when crisis issues arise (e.g. recent animal control issue) to assure residents of how the issue will be handled and corrections made for the future.

4. Engage in an open, ongoing community dialogue to tell the stories of our cultures and histories; investigate the “cultural collisions” in our community and region and the ways they shape the present.
  - Celebrate local culture, community role models and healthy living.
    - Institute monthly Storytelling and Sharing community potlucks
    - Maintain and expand the summer Culture Camp activities
    - Build a historic village site that demonstrates the technologies used by Yup’ik Eskimos including the qasgiq, clothing, hunting and fishing tools and other implements. Create a space for traditional storytelling and teaching.
  - Move the museum and other displays on local history and culture to the Harvey Samuelson Center to educate residents and visitors about the community.
  - Use public art, tree plantings and ceremonial naming of public buildings and parks to commemorate and celebrate local leaders and role models
    - Continue the community mural project with the “New Fish” murals: everyone in town, including new babies, will have paint and mount a fish as part of the ‘schools of fish’ around town. Start a tradition where everyone in our community is owned and has ownership.
  - Institute a Community Welcome and Cultural Competency orientation for all new employees and new comers to Dillingham.
5. Support parents, particularly young parents, with resources to teach and promote positive parenting and healthy early childhood development.
  - Establish a parent support website and support group meetings.
  - 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, etc.).
  - Provided childcare at all public events to assure young families can participate.
6. Connect teens and young adults with vocational and post-secondary programs to help them to develop marketable skills and increase self-sufficiency.
  - Establish a Job Club for youth where they can develop resumes, receive training in skills for securing employment and soft employment skills (getting to work on time, appearance, self-directed learning, work ethic).
  - Develop a qualifications database of local people that can help to connect job seekers and local businesses with job openings, procurement and training opportunities.
  - Require the City of Dillingham and other local public agencies to use the qualifications database in recruitment and advertising business opportunities and procurement.
  - Encourage local businesses and agencies to establish apprenticeship and mentoring programs.
  - Specifically recruit young people for industries that have growth potential in the local area such as commercial fishing, fish processing and marketing, healthcare, Elder care, natural resource management, accounting and social services. Provide ongoing mentoring to move young people through training and into satisfying employment.
7. Increase access to quality early childhood programs and services from prenatal to school age.

- Support the operation of the Toddler Center that provides early learning opportunities for local children and an important service for working parents.
    - Encourage businesses and agencies to subsidize ‘slots’ in the Toddler Center as part of employee benefits program or for temporary care for itinerant or newly arrived workers.
  - Develop a childcare resource and referral program to provide resources to childcare providers and connect working parents with quality childcare providers.
  - Use Workforce Development resources and TANF programs to train caregivers to increase the availability of infant and toddler care. Connect working parents with State of Alaska childcare subsidies to help cover the cost of childcare.
  - Institute a Reading Is Fundamental model program at the Library to receive donations of high quality children books and distribute them to young children to engage young families with the Library.
8. Continue to improve the quality and breadth of educational programs offered by local schools.
- Solve fiscal crunch at school district. Consider merging districts with Southwest Region and developing a regional high school in Dillingham.
  - Continue to provide alternative school for at-risk teens from throughout the region.
  - Establish a central boarding home for teens and young adults attending alternative school or high school in Dillingham.
  - Continue to use positive behavioral supports in schools that have been effective in decreasing behavior problems.
  - Support teachers and help them connect with community by sponsoring a community potluck at the beginning of the school year to welcome new teachers and introduce parents, organized by the youth or the Parent-Alumni Association
  - Better engage parents in the school
    - Adopt the ‘Power of Five’ program where businesses give adults paid time off to volunteer in the schools or for youth programs. The City of Dillingham should be a member program of ‘Power of Five’.
9. Mentor youth and create opportunities for community involvement, career paths and internships to help youth set a course for a healthy future.
- Develop a youth rangers program that would engage youth in emergency response, public safety and Search + Rescue.
  - Hire a counselor at the middle / high school to focus on career counseling and begin planning in the 8<sup>th</sup> grade with students and parents.
  - Incorporate curricula to teach life skills, healthy relationships and sex education in the schools.
  - Offer college preparatory classes starting in 9<sup>th</sup> grade and counsel students on which classes to take to reach educational goals.
  - Engage youth as volunteers in public facilities and services including the animal shelter, a homeless shelter (if one were to be built), senior center and providing assistance to Elders, the library and other local organizations.

- 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.
  - Support youth-involved organizations such as the Rural Alliance for Teens (RAFT); consider adding a youth representative to the Dillingham City Council.
  - Support the partnership between Curyung Tribe, SAFE and LAYC/RAFT to develop and operate a youth court to handle juvenile misdemeanor cases by committing the involvement of the Dillingham Police Department.
  - Develop a youth-focused vocational and training center located in downtown (possible site: next to SAFE) to provide a small engine and mechanic's training center for youth and young adults.
10. Attract and retain young adults in the community.
- Improve the quality and availability of rental housing downtown.
  - Increase job mobility so young adults have opportunities to join local organizations in professional jobs.
  - Other?
11. Support a continuum of care for Elders that allows them to stay as close to home as possible through the end of life.
- Continue to operate and sustain the Senior Center.
  - Connect Elder services offered by BBNA, BBAHC, BBHA and Maurrluq Enit so that Elders can receive a continuum of services to help keep them living healthy, independent lives for as long as possible.
  - Connect workforce development programs with the schools and University campus to encourage careers in healthcare and Elder care.
12. Collaborate with BBAHC, the State of Alaska Public Health and CANDU to develop an integrated system that is focused on prevention as well as treatment. Work together to promote health and encourage physical activity, reduce interpersonal violence and teen pregnancy, combat suicide, reduce the impacts of substance abuse, and address mental and behavioral health issues.
- Closely link physical and behavioral health services offered by local organizations to one another and increase access to these services.
    - House a behavioral health counselor at the middle / high school to increase access to services; consider also housing a nurse on site for primary care and family planning services.
  - Combat binge drinking and promote healthy community norms about alcohol use.

- Make facilities available for support groups including Alcoholics Anonymous, Narcotics Anonymous and Alateen to meet on a regular basis; publish the schedule of meetings and widely distribute.
  - Establish and enforce city ordinances related to excessive consumption of alcohol and public inebriation.
- Improve access to confidential family planning services and increase collaboration between providers.
- Make a public commitment to making Dillingham a community where physical and sexual violence against anyone is unacceptable.
  - Sponsor and promote media and public awareness campaigns to change community norms about binge drinking, domestic violence and sexual assault.
  - City shall provide leadership to other organizations by instituting annual staff trainings about domestic violence in the workplace and sexual harassment prevention training.
  - Consider making City employees mandated reporters in cases of suspected child abuse and neglect or abuse and neglect of vulnerable adults.
  - 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.
  - Enforce City ordinances and State laws against selling alcohol to intoxicated persons and public drunkenness.
  - Make public postings of the names of persons convicted of sexual assaults and domestic violence with release conditions to enforce accountability to release conditions and keep victims safe.
  - Include SAFE representatives and domestic violence survivors on boards, commissions, and working groups to assure that services, particularly public safety services, are guided by the experience of survivors.
  - Adopt a City Resolution defining community norms and expectations regarding interpersonal behavior.
  - Develop a task force or assigned officer at the Dillingham Police Department to specialize in Sexual Assault, and secure grant funding to support a specialized Domestic Violence / Sexual Assault unit.
  - City of Dillingham and the Police Department shall actively participate in interagency groups like Community Justice Alliance and cross-training with SAFE/BBNA/Mental Health/Hospital etc.
- Develop a shelter for homeless men and a continuum of housing options that includes transitional housing and improved access to affordable housing.
- Support BBAHC and other organizations’ efforts to combat suicide through installing gun safes in new housing, conducting a public awareness campaign, and training “gatekeepers” in the community in how to respond and prevent suicides.
- Promote physical activity and recreation in land use and transportation planning decisions, and by increasing access to recreation facilities.

Table XX. Dillingham Businesses Matrix

BUSINESS	OWNER	CURRENT FACILITIES	ISSUES/NOTES/NEEDS
<b>Grocery and general supplies stores</b>	AC, N + N,		<p>Parking for both stores is inadequate and poorly sited, making the area unsafe for pedestrians</p> <p>Lot next to N + N identified as possible site for a town park or paved or covered area for the farmer's market and other community events</p> <p>Seating for Elders at N + N recently removed because of public inebriate issue; area close to Sea Inn, cited as a source of public drunkenness, youth mentioned makes downtown feel unsafe</p>
<b>Liquor Store</b>	?		<ul style="list-style-type: none"> <li>•</li> </ul>
<b>Lodges and B&amp;B's, car rentals</b>	Multiple		<ul style="list-style-type: none"> <li>•</li> </ul>
<b>Bulk Fuel (gasoline)</b>	Bristol Alliance		<ul style="list-style-type: none"> <li>•</li> </ul>
<b>Water and Sewer Service</b>	Some lots with private on-site systems and neighborhood systems		<ul style="list-style-type: none"> <li>•</li> </ul>
<b>Child Care Center</b>	In-home providers?		<ul style="list-style-type: none"> <li>•</li> </ul>
<b>Guiding Services + Air Taxis</b>	Multiple		<ul style="list-style-type: none"> <li>•</li> </ul>

<b>Restaurants + Entertainment</b>	Multiple		Need for a public gathering place where people can enjoy a night out that includes social drinking, possibly movies or entertainment
<b>Fish Processing</b>	Peter Pan		Additional fish processing capacity being proposed by Copper River Seafoods and Curyung Tribal Council, possibly sited at the All Tides Dock area

**Review Dillingham Business licenses**

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## **Public Facilities + Services**

### **Context**

Description of issues identified by the community, circumstances shaping the issues, ideas considered, etc.

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Table 16. Dillingham Public Services & Facilities Matrix

SERVICE	PROVIDER	CURRENT FACILITIES	ISSUES/NOTES/NEEDS
<b>Basic Infrastructure</b>			
<b>Airports</b>			
<b>Paved Runway</b>	State of Alaska DOT / PF		Is there room at the airport for DOT/PF to locate maintenance vehicles and other storage that is currently in downtown?
<b>Gravel Strip</b>	Shannon's Pond (private), others?		Private strip located on the Lake Road
<b>Water Landing</b>	Shannon's Pond (private), others?		Private pond located on the Lake Road; interest in developing a float plane base close to downtown to create better access to local shops and services
<b>All-Tides Dock</b>	City of Dillingham		Conflict between container storage and cargo operations and Main Street functions in Downtown; possible location for new fish processing plant
<b>Harbor</b>			Goal: develop infrastructure to be the service hub for the Bristol Bay fleet
<b>Harbor Master's House restrooms + showers</b>			Only public restrooms and showers in downtown area, additional services are needed in the center of downtown
<b>Marine Services</b>			Commercial lots needed to provide additional services at harbor; major upgrades also needed to better support fishers

<b>Post Office</b>	United States Postal Service		Located in center of downtown; large parking area with poor pedestrian linkages to nearby facilities
<b>Power</b>	Nushagak Electric		Issue of how to serve subdivisions located far from existing service, where lots are single-loaded and easements not platted (see Land Use) Developing alternate energy sources, Smart Grid and district systems (see Energy)
<b>Water Plant + Well Houses</b>	City of Dillingham		<ul style="list-style-type: none"> <li>• Has the 2003 water + sewer master plan been implemented? What else is needed?</li> <li>• Service to multi-family dwellings not adequate</li> <li>• Residences on northern edge of downtown (near SAFE) need upgrades</li> <li>• Concerns about water quality in some areas</li> </ul>
<b>Sewer system + lift stations</b>	City of Dillingham		•
<b>Public restrooms + showers</b>	City of Dillingham		<ul style="list-style-type: none"> <li>• Summer use only at harbor</li> <li>• Needed in downtown area (Siftsof Building (private) is pressured to provide this, results in conflicts with tenants and owners)</li> </ul>
<b>Solid Waste</b>			•
<b>Class 2 Landfill (State certified)</b>	City of Dillingham		•
<b>Recycling</b>	Senior Center + NAPA Auto (batteries)		<ul style="list-style-type: none"> <li>• Encourage and mandate recycling and waste reduction at City-sponsored events; work with Bristol Bay Campus to host 'green events'</li> </ul>
<b>Reclamation + Reuse</b>			•

<b>Refuse Collection</b>	Dillingham Refuse, Inc. (private )		•
<b>Communications</b>			•
<b>Telephone / Cellular</b>	Nushagak Co-operative		•
<b>Broadband</b>	GCI, Nushagak Co-operative		•
<b>Bulk Fuel Storage + Distribution</b>	Bristol Alliance Fuels (private)		•
<b>Road &amp; Maintenance Equipment</b>	City of Dillingham, State of Alaska DOT/PF		•
<b>Cemetery</b>			Need additional sites
<b>Services &amp; Facilities</b>			
<b>Public Safety</b>			
<b>Fire EMS / Search + Rescue</b>	Dillingham Volunteer Fire Department + Rescue Squad		Develop a Youth Rangers program to engage you in emergency response and provide training to youth in SAR, emergency medicine and other skills
<b>Downtown Fire Station</b>	City of Dillingham		Needs to be replaced; study underway; desire to move functions to combine with new public safety building; if Fire Station moves, possible site for city park, snowmachine parking?

<b>Lake Road Fire Substation</b>	City of Dillingham		•
<b>Airport Fire Substation</b>	City of Dillingham		•
<b>Dry hydrant system for outlying areas</b>	City of Dillingham		•
<b>Public Safety Facility</b>	City of Dillingham		Needs to be replaced; study underway; desire to move functions to combine with downtown fire station
<b>Jail (8-bed)</b>	City of Dillingham		Should this be replaced with a regional correctional facility with larger capacity?
<b>24-hour emergency dispatch</b>	City of Dillingham		•
<b>Police</b>	City of Dillingham		•
<b>Domestic Violence Shelter + Child Advocacy Center</b>	Safe and Fear-Free Environment (SAFE)		Current facilities in good condition; currently unable to shelter male victims of domestic violence or female perpetrators; no longer operating receiving home for children in need of emergency foster care
<b>Health + Human Services</b>			
<b>Hospital + Primary care clinic</b>	Bristol Bay Area Health Corporation		Identify a site for eventual replacement of hospital facility. Should it be located closer to downtown? Outpatient clinic is over capacity and needs to be expanded
<b>Outpatient + Women's Health clinic</b>	State of Alaska Public Health	New facility in downtown next to City Hall	Offers health services in downtown; confidential family planning services

<b>Dental clinic</b>	Bristol Bay Area Health Corporation	Out of compliance with current code	•
<b>Wellness + Prevention</b>	BBAHC, BBNA, SAFE, State of Alaska Public Health...		•
<b>Maurrliq Enit Assisted Living Facility</b>	BBAHC?		Concern about available workforce and ability to house Elders with higher needs
<b>Behavioral health, substance abuse treatment, therapeutic group home</b>	BBAHC		•
<b>Foster homes</b>	Multiple		Great need for more foster homes, particularly with Alaska Native families,
<b>Homeless Shelter</b>		None	Currently, no place to house homeless men, or women charged with domestic violence; public inebriates currently go to jail or hospital need a better place to move people out of public places
<b>Independent Living Services (for people with disabilities)</b>	HOPE Community Resources, BBNA		•
<b>Senior Center</b>	City of Dillingham		Currently operated through grants and City general funds; facility needs upgrades and energy efficiency improvements
<b>Potato House</b>	City of Dillingham		Currently vacant; lease will provide needed funding for Senior Center
<b>Affordable + Supportive Housing</b> (see Land Use, Housing + Transportation section)	Bristol Bay Housing Authority		Increase number of units and improve quality of housing for teachers, health professionals, young adults, Elders; locate close to downtown, jobs, shops

<b>Workforce Development</b>	Bristol Bay Native Association		•
<b>Community Services</b>			
<b>Greenhouse + Community Garden</b>	BBAHC 'Our House'	Not currently in use	Farmer's Market is small but very popular; interest in locally grown food as part of increasing sustainability; possible use for waste heat resources: commercial growing operation? Community gardens in one site or scattered sites to encourage growing; UAF starting a horticulture program
<b>Commercial kitchen</b>			What would the use be? Where should it be located? Who would own and operate?
<b>Parks + Recreation</b>			
<b>Wood River Boat Launch</b>			Concerns about safety and silting in this area
<b>Hockey Rink</b>			Located in downtown; maintenance all volunteer; needs upgrade and more consistent upkeep; great resource
<b>Historic Carlson House</b>			Possible site for a downtown park
<b>Library + Museum</b>			Library getting a lot of use from school-age children afterschool
<b>Community Center</b>		None	No central gathering place currently exists; Harvey Samuelsen Center is proposed for downtown – needs owner / operator

<b>Youth Center</b>	Dillingham Christian Youth Center; Boys + Girls Club (?)		Current facility well-used by youth, needs to be expanded
<b>Bike Trail, Waterfront Trail + downtown parks</b> (see Land Use + Transportation section)			Improve linkages between trails and green spaces, signage, more parks downtown
<b>Swimming Pool</b>		None	Recreation and water safety training
<b>Indoor fitness center</b>		None	
<b>Skate Park, BMX park + Motorcross area</b>		None	Youth priorities
<b>Playing fields</b>		Not well maintained	Area where old airstrip is located in downtown, possible site for improved playing fields for school and public use
<b>Education</b>			
<b>Valerie Larson Family Resource Center (childcare + Head Start)</b>	Bristol Bay Native Association + Dillingham City Schools		Toddler Center is run by Dillingham City Schools but in need of additional funding to continue; Head Start at capacity with waiting list for program
<b>Elementary School</b>	Dillingham City Schools		Are renovations completed?
<b>Middle / High School</b>	Dillingham City Schools		Are renovations completed?

<b>Vocational Training</b>	BBNA, UAF / BB Campus		
<b>College</b>	UAF / BB Campus		
<b>Governance</b>			
<b>City Hall</b>			
<b>Curyung Tribal Council</b>			
<b>Ekuk Tribal Council</b>			

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## **PUBLIC FACILITIES & SERVICES**

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

### **Goals**

1. Identify and secure new and sustainable sources of revenue to operate community facilities and services
2. Create areas for recreation and improve the appearance of Dillingham
3. Maintain existing services and facilities
4. Develop needed services and facilities

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## Energy

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### Background Research needed:

- Cost of gas in Dillingham compared to other rural Alaska communities
- Cost per kw in Dillingham compared to other rural Alaska communities
- Nushagak provides power using diesel generators (recently installed and very efficient) - what is the capacity?
- Alternative sources (wind, hydro, tidal) have all been studied extensively; additional studies are in progress. According to Mike Favors, most promising is hydro (in-stream turbine), but all will lead to increased per unit power costs (heavy up front capital costs; longer-term fuel savings).
- To what degree does variation in subdivision design, in pattern of development, impact cost of extending and maintaining power lines?
- Need map of existing power line grid; need to better understand process for extending power lines to new residential areas (are costs borne by land owners, or by all rate payers?)

### Recent activities relevant to policy discussion:

- Energy conference was hosted by BBNA in the Fall of 2009
  - Focus was on information sharing related to efficiency; recognition that residents need education on energy efficiency and new technologies
- Energy conservation and alternative generation assessment:
  - Hospital is researching feasibility of a wind farm
  - BB Housing Authority is focusing on appropriate technology and housing density
  - School is researching installing a wind turbine to improve electric and heating efficiency
  - City
    - Fire hall and public safety buildings need full replacement; too cost prohibitive to retrofit these buildings to be more energy efficient
    - Senior Center needs energy improvements; currently working on prioritization of improvements that includes upgrades that will make the building more energy efficient
    - Doing ballast and light replacement city-wide
    - Territorial school (?)
    - University of Alaska Fairbanks Bristol Bay Campus
  - Residences
    - Some local residents are supplementing wood or heating fuel with small wind turbines (other creative things residents are doing?).

However, wood heating brings up question of continuing wood supply and potential air quality issues

- Issues with alternative energy generation and use; question of what technology and where to apply
- Issues with retrofitting
  - AHFC program is good but there are limitations to making it work in Dillingham
    - Right now, there are only a few local energy raters and raters from out of town are often not interested in traveling to Dillingham - too cost prohibitive

#### OVERARCHING GOAL:

Full, total and complete use of local resources through reuse, reprocessing, recycling and decreased reliance on imported energy, food and resources to greatly reduce the cost and consumption of energy in order to support economic diversification and development, to reduce the cost of living for residents and ensure continued viability of Dillingham.

#### GOALS + STRATEGIES:

##### *General*

1. Integrate energy efficiency and conservation standards into all elements of planning and development including land use, housing, transportation and the economy.
  - UAF working on an office building using sustainable building practices - could be model for future residential and public facilities
  - Shared or district energy within small developments (e.g. downtown, Nerka (sp?) development on Lake Road)
  - Institute a new model for housing construction that incorporates the techniques and lessons being learned by the Cold Climate Housing Research Center in Fairbanks
2. Become a “transition town” that integrates climate change into its development standards
3. Support UAF Bristol Bay Campus energy programs and studies
4. Provide energy rater training to build capacity to retrofit homes and facilities to conserve energy use

##### *Electric*

1. Create more energy efficient homes and public facilities
  - Establish an energy efficient building code for all new construction
  - Investigate the costs and benefits of developing a “smart grid” and allowing generation to be distributed

- Increase coordination to identify means of lowering energy costs and improving efficiency of supplying electrical power

## 2. Conservation

- Create incentives and train workforce to retrofit existing structures to reduce energy use

## *Heating*

### 1. Create more energy efficient homes and public facilities

- Establish an energy efficient building code for all new construction (e.g. passive housing standard)
- Encourage multi-agency collaboration to identify sources of alternative energies including: hydro, peat, natural gas, geothermal, tidal, solar, wood and wind
- Develop education campaign and local resource guide for residents re: home building and ownership and the pros and cons of alternative energy use and relationship to energy efficiency
- Expand the district heating system using waste heat from Nushagak plant to heat public buildings downtown
- Capture BTUs from burnables at landfill
- Composting (fish waste?)
- Research and employ biomass options and then use wind energy as supplement
- Research and implement electric space heating

### 2. Conservation

- Create incentives and train workforce to retrofit existing structures to reduce energy use

## *Transportation*

### 1. Improve the energy efficiency of a community's transportation system by spreading users among different travel modes. Ensure there are safe and convenient routes for pedestrians and other common non-motorized travelers to travel among common destinations, as part of the road system (complete streets) and as separated paths; both are appropriate in different contexts.

- Create electric car-friendly transportation policies/laws
- Build renewable resource filling stations for vehicles that operate off of electricity, biomass, etc. (Petersburg as an example?)
- Grow food locally to decrease reliance on the transport and import of food; consider using waste heat to heat a commercial greenhouse to grow vegetables locally.
- Capture waste from fish and convert to fish oil to power fishing boats
  - Alaska Energy Authority grants for mobile fish oil processing
  - Unisea as a model?
  - Use fish meal byproduct to fertilize local farms

- Provide alternatives to private vehicles, concentrate development (side effect: reduces need for construction of new infrastructure)
- For transit service, establish a well-functioning system for getting around the center of town first; expand service to outlying areas second.
- Provide residents with tools for improving the energy efficiency of their personal and commercial vehicles.

#### Resources

- Cold Climate Housing Research Center <http://www.cchrc.org/sustainable-northern-communities>
- District Energy Systems - International District Energy Association <http://www.districtenergy.org/case-studies>
- Smart Grids - [http://en.wikipedia.org/wiki/Smart\\_grid](http://en.wikipedia.org/wiki/Smart_grid) (also see attached)
- Unisea Fish Oil Processing - <http://www.worldchanging.com/archives/007497.html> (also see attached)
- Tim XXXX, Food Farm in Bethel
- Transition Towns, <http://www.transitiontowns.org/>
- Community energy opportunity finder - energy efficient communities success stories
- Nushagak alternative energy report (attached)
- Alaska Energy Final - Policies with energy implications (attached)

## Economic Development

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### Background Research:

- Overview of commercial fishing industry trends in Dillingham
- Overview of tourism trends in Dillingham
  - Visitor statistics for Dillingham and the region
  - Inventory of businesses (see Businesses + Public Facilities matrix)
- Overview of current businesses: what businesses exist in Dillingham - are there unmet needs/services?
- What is the City's budget? Where does revenue come from and how is it spent?
- Household income levels and source of income (data that illustrates the gap)
- Overview of workforce development opportunities – what training opportunities are available and how do job seekers connect with jobs?
- Subsistence data - ADF+G
- Overview of potential and/or planned natural resource extraction projects
- Community + Visitors Center - update on USFWS and Harvey Samuelsen centers - overlapping or duplicating services?

### OVERARCHING 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.

### ASSETS:

1. Long history of hardworking, committed and successful commercial fishers
2. Rich local and regional Alaska Native history and culture
3. Natural amenities: open spaces, wildlife, recreational opportunities

### GOALS + STRATEGIES:

1. **COMMERCIAL FISHING** - Position Dillingham as the premier boat harbor and retail hub for the region and for the commercial fishing fleet and
  - Upgrade harbor infrastructure
  - Augment PAF Boatyard services by developing a Commercial Fishing Support Center to house marine-related business
  - Demonstrate feasibility of value-added fish processing plant to increase employment and market for local fish

- Provides full scope of services to fisherman including: filleting, packaging, branding and transporting product to market
    - Investigate biomass fuel production and products using waste from fishing industry
  - Improve transportation linkages between harbor and downtown and the airport for exporting fish products.
  - Provide internet connection and services to commercial fishers in and around harbor and downtown
2. TOURISM - Position Dillingham as a regional support center for sport fishing and tourism businesses and improve access to, safety and appearance of downtown area
- Develop partnership between the City, revived Chamber of Commerce (including airport-based businesses like Freshwater and other local businesses) to market a package of things to do, sites to see for tourists that come through Dillingham on their way to lodges
    - Harvey Samuelsen Community Cultural Center
    - Seasonal or year-round visitor information center or kiosk (extension of Harvey Samuelsen Center) to greet and direct visitors
    - Fishing boats or charters for individuals or groups who want to fish out of Dillingham
  - Establish a docking point for skiffs adjacent to downtown for visitors from surrounding villages
  - Support locally owned and operated tourism businesses through shared marketing and booking
  - Evaluate feasibility of establishing a floatplane base adjacent to downtown to encourage pilots to stop in Dillingham to purchase fuel and supplies
  - Market Dillingham as a destination and a gateway
    - Reinvigorate and through the Comprehensive Plan, provide clear direction to the Dillingham Chamber of Commerce
3. CITY REVENUE - Identify and secure new and sustainable sources of revenue to operate community facilities and services
- Assess feasibility and potential economic benefits of annexation (e.g. Nushagak District) and / or borough formation
  - Assess feasibility of merging Dillingham City School District with Southwest Regional Schools to share costs and provide hub services, such as a regional high school with boarding facilities
  - Establish infrastructure for gravel transport outside of the city and a fee structure that compensates for road maintenance and environmental impacts of gravel removal and transport.
    - Clearly understand cost/benefit of gravel to City

- Support development schedule of the region’s extractable natural resources that will not adversely impact fish and wildlife populations and habitats.
  - Gravel
  - Mining
  - Oil + gas
- Establish City or privately owned water transit system to carry passengers to Lake Aleknagik Portage, Clarks Point or Ekok
- Identify need, feasibility and potential job opportunities re: construction of a new corrections facility

4. WORKFORCE DEVELOPMENT - Educate the local workforce starting at the elementary level and continuing through middle, high school and post-secondary levels to increase level and range of skills and opportunities for living-wage employment

- Support locally-based training centers and programs that educate and connect locals to job opportunities
  - University of Alaska Fairbanks, BB Campus
  - SAVEC
  - Alaska Works
  - BBEDC
  - BBNA
- Identify growing economic sectors and work with employers to build training programs around those jobs that ensure future employment for locals and alignment of job opportunities with subsistence lifestyle
  - Encourage City and other employers to adopt procurement processes to increase local hire and local contracting (e.g. \$15 million school bond projects)
  - Inventory job opportunities and potential apprentice- or internships
    - Government - City, State (DEC, ADF+G) and Federal (USFWS) job opportunities
    - Welding
    - Diesel Mechanics
    - Guiding
    - Environmental studies at UAF BB Campus - field staff, technicians, biology/mineral/renewable resources, River Patrol
    - Emergency services
    - Medical services
    - “Green jobs” - energy rater, retrofitting
    - Communications
    - Transportation
    - Utilities
  - Focus on developing new businesses
    - Dillingham as “foster parent capital of Alaska”

- Group homes
  - Boarding/residential vocational school
  - Others?
- Work to raise the income levels of households living at or near the poverty line - decrease income disparities between households
5. ENERGY - Reduce energy costs by implementing policies that promote electric, heating and transportation energy efficiency and conservation (see Energy chapter for specific policies and strategies)
  6. SUBSISTENCE - Maintain and protect subsistence harvest areas and the subsistence economy

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Goals + Strategies:

Land Use + Housing

1. Improve the safety and appearance of downtown and increase the vitality of downtown businesses; cluster and mix housing, retail, office, lodging and other uses to encourage walking, reduce driving and reduce costs for providing public services.
  - Implement downtown streets plan and provide incentives to improve parking lots to improve safety and appearance
  - Identify a network of walking routes, landmarks, parks and a town center
  - Develop incentives for property owners to make exterior and site improvements to buildings and lots
  - Enforce City ordinances to remove blighted properties and to encourage upkeep of buildings in the downtown area
  - Work with the Chamber of Commerce and individual business owners to determine how to gain their interest and involvement in improving downtown
  - Coordinate clean-ups and work parties to organize volunteer labor to improve downtown properties
  - Add parks with safe places to play for kids, and views of water
  - Purchase and assemble parcels to support rehabilitation and redevelopment of run-down or unused sites in the downtown area to maximize land use and improve its safety and appearance
  - Preserve and share the Carlton Historic House as a community park and landmark
2. Encourage a variety of types and sizes of affordable housing close to the city center
  - Develop mixed use zone for downtown to encourage mixture of housing types adjacent to (and above) retail and commercial uses
  - Take advantage of proximity to public services, such as water and sewer, to develop housing to serve young families, workforce housing for couples or singles, in quality higher density developments, both rental and owner-occupied
  - Develop design guidelines for higher density developments and incentives for implementing them that maximize site design for energy efficiency and privacy, and quality construction
  - Develop educational materials for landlords and tenants and enforce City ordinances to ensure rental units are well managed and maintained.
3. Encourage land use practices that conserve and reduce energy use and maintain or reduce costs for providing public services

- Concentrate new growth in downtown area with levels of public service highest for the core area and stepping down as you move further from core
    - Note: two ‘zoning’ districts included in 2005 plan i. Urban Residential - Lands served with community sewer and, usually, water utilities. Suitable for intensive residential use density up to 4 dwelling units per acre. ii. Rural Residential - Larger lots for home sites which satisfy criteria of good soils and drainage, freedom from natural hazards, suitability for onsite water and sewer and accessibility
  - Institute a new model for housing construction that incorporates the techniques and lessons being learned by the Cold Climate Housing Research Center in Fairbanks
4. Allocate land for industrial, institutional and commercial development to support economic and community development and minimize conflict with other uses.
- Expand commercial uses at harbor
  - Locate an industrial park
  - Identify future site for hospital (preferably closer in to town if possible)
  - Identify sites for wind generation and other alternate forms of energy
  - Support fisheries industry by classifying marine-related industrial sites
  - Identify sites for cemeteries
  - Allocate room for airport expansion
5. Develop guidelines and regulations for development that protect the natural environment, protect property values and neighboring land values. Enforce regulations fairly and uniformly.
- Identify and protect sensitive habitat areas and preserve quality of water supply, air, and soil
  - Use a “green infrastructure” approach that recognizes and protects the functional value of natural systems such as stream channels and wetlands. Reliance on natural systems often is less costly than development of “grey infrastructure” such as storm water pipes.
  - Review and revise subdivision standards and review process to ensure adequate provision for on-site water and sewage systems and buffers between parcels and easements within and between subdivisions
  - Identify and develop long-term strategies for mitigating natural hazards, such as erosion and flooding
  - Identify, develop and protect clean water sources to serve residential areas

Transportation:

1. Develop and maintain transportation network that safely allows for the movement of goods and the movement of people and minimizes the overlap between conflicting uses.

- Develop a joint long-range transportation plan (City and Tribe) that reserves routes for roads likely to be needed in the future, for example, a route on the western side of town that may lead to a future dock site.
  - Provide separate access for transporting heavy or dangerous materials to and from port
  - Improve the storage area at port to concentrate use and vacate other property for commercial or other use
  - Identify policies, sites, transport routes and analyze the costs and benefits of gravel extraction and transport. Find alternatives to shipping gravel from the City Dock.
  - Develop transit particularly between employment centers, neighborhoods, Aleknagik and downtown
  - Include pedestrian amenities in downtown area and community campus area with trails linking to neighborhoods, harbor area, trail along waterfront, and employment centers
2. Improve connections by trail and river between Dillingham and surrounding villages, to benefit local businesses and services.
- Identify winter and summer routes, durable surfaces and trail markings around town and between Dillingham and surrounding villages
    - Clearly identify and reserve existing trail routes, in some cases identify better routes, e.g., safer road or river crossings
    - Provide a legal route for people to get in and out of downtown on snow machines and ATV's
    - Post signs and educate users on etiquette, routes, speed limits and consequences for misuse
    - Publicize and enforce existing City ordinances that regulate snow machine and ATV use in downtown area
  - As part of the Waterfront Plan, identify docking site for skiff traffic coming from villages
3. Refine subdivision access standards to ensure that quality roads and trails are in place to meet future transportation needs.
4. Establish a clear set of transportation priorities and define options for funding for capital costs and maintenance.
- Establish a working protocol between the City and the Curyung Tribe to develop a shared list of transportation priorities and to leverage resources to plan and secure funding for projects
  - Include the cost and ability to maintain new roads as one of the criteria in the prioritization of new road projects
  - Develop new strategies to minimize ongoing road maintenance costs.

### **Implementation Mechanisms:**

Land Use Regulation + Enforcement:

- City needs to agree on some basic standards that can be enforced uniformly
- Primary objectives of land use regulations:
  - Safety
  - Environmental protection
  - “Good neighbor” rules (“we need some rules so land owners don’t reduce value and quality of life of adjoining residences”)
- Recognize that some people live in Dillingham because they want to be able to do as they choose with their property
- Be realistic about enforcement – City has limited capacity
- Examples of topics for improved regulation:
  - Lighting (don’t shine bright lights into dark night sky, or onto adjoining properties)
  - Septic systems/water quality
  - Propane tanks
  - Requirements for commercial/industrial uses (e.g. fire hydrants)
  - Access – for vehicles, trails, utilities
- Many subdivisions already have covenants addressing land use issues but they are often not well enforced
- Uncertainty over regulatory authority of land use and platting on Native allotments

Trails + ATV Use:

Background + Research:

- Map trails that are currently in use (first draft map already complete)
  - Regional system (links to villages up river and west of Dillingham)
  - Within City limits
  - Within downtown
- Learn more about legal/technical issues associated with securing trails: can Choggiung grant use rights as an informal first step? What easements and/or rights-of-way currently exist along key trail routes? Do boundaries between allotments allow for trail use?
- Learn more about trail grants – what options for external funding?
- Make connections/learn from other successful trail initiatives (e.g., Willow, Big Lake)

Implementation Steps:

- Identify existing routes; release map for public review, with clear statement that these routes are traditional, not legal public routes. Plan routes within City limits to connect to reserved routes outside the City.

- Identify key people & resources to drive trail reservation process. Re-establish local snow machine club. Identify lead person with City. Identify options for grant/state support. City request assistance from BBNA through subsistence program.
- Identify hierarchy of trail reservation options from informal agreements, to easements, rights of way, dedication of land.
- Evaluate options to reserve public use of trails along existing, traditional routes. Consider location of City-held easements and rights of ways, road and creek crossings, and likelihood of support from landowners re options to secure passage on primary trail routes. If an existing route appears improbable, consider alternative alignments where barriers are less daunting.
- Initiate informal discussions with landowners to find means to secure continued trail use.
- Once general location of routes is known and preliminary agreements have been reached with landowners, GPS or survey trail routes.
- Formally record trail easements, rights-of-way.
- Publicize and sign legal routes.
- Carry out educational campaign so trail users respect private property.
- Work out approach on downtown motorized trail use
  - City has adopted policy closing Main Street from Peter Pan to City Hall to snow machines. Only allows for non-recreational uses. Not well publicized, not well-enforced.
  - City should provide a legal way for people to get in and out of downtown on snow machines.
    - Modify existing policy to reduce speed limits (20 miles is too fast). Better publicize and enforce this slightly revised existing policy
    - Work quickly to provide a legal “backdoor” into commercial uses on south side of main street. This might happen as part of improved port access.
    - Enforce law – warn, then ticket and/or take machines of those who break rules
    - In future, if need be, re-visit issue and set up more limited legal routes in and out of town, for tower road residents, residents coming in from north and west.
- Work out approach on impacts outside of downtown
  - Issues: tear up tundra; fast and noisy in downtown; unsafe when used on roadside (drivers see lights coming on both side of road); reckless use leads to serious injuries, youth use without helmets
  - Little/no enforcement of use that damages tundra in City limits (troopers don’t have time, interest). However, USFWS will and has issued tickets on refuge property surrounding City.
  - Chog wants to address this issue, is working on a “good trail behavior comic book”

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