

Appendix A: Additional Details to Support Strategies and Actions

updated February 12, 2026

Introduction

This appendix provides supplemental information to help implement the strategies and actions identified throughout the 2035 Dillingham Comprehensive Plan. While the main plan presents the community's vision, goals, and prioritized actions, Appendix A offers additional detail where further explanation, technical context, or implementation guidance may assist the City, partners, or future users of the plan.

The appendix includes expanded guidance for select strategies within the Housing, Land Use, Transportation, Waterfront, and Economic Development focus areas. These notes clarify intent, outline key considerations, or identify best practices or implementation steps that support effective action. Not all strategies or actions require supplemental detail; therefore, focus areas such as Energy, Community Wellness and Education, and Public Facilities and Services are not included in this appendix.

The Land Use section also contains supplemental mapping and analysis to inform future decision-making, including materials used to guide development of the Future Land Use Map. These maps provide additional context regarding natural systems, existing development patterns, access constraints, and areas most suitable for growth.

Appendix A is intended as a practical companion to the main plan. It provides depth where helpful, without altering the priorities, policies, or actions adopted in the core chapters.

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Housing

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

- Conduct surveys and prepare a phased subdivision plan for an initial group of new lots.
 - Phased development reduces upfront risk and allows Dillingham to adjust lot size, utility approach, and layout based on community feedback and market response.
- e. Coordinate with BBHA and ANTHC on subdivision design, utilities, and required engineering.
 - Coordination with utilities early in the process avoids costly retrofits and ensures electrical, water, and sewer systems can support new homes.

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

- a. Evaluate/Adopt a graduated property tax abatement program for new housing. Explore tax-abatement-as-down-payment models to help residents meet upfront loan requirements.
 - Tax abatements should include safeguards that prevent speculation and ensure that benefits accrue to year-round residents.
- c. Assess 99-year land leases as a mechanism to lower land costs and support long-term affordability.
 - Long-term leases have been successful in other Alaska communities and help keep housing affordable while preserving City ownership of land.
- e. Incentivize rehabilitation of aging or substandard housing.
 - The City may consider developing a fee schedule or incentive policy that reduces permit fees or expedites review for rehabilitation projects that improve safety, energy efficiency, or sanitation.
- f. Publish a homeownership guide for Dillingham residents that summarizes financing tools, eligibility steps, and pathways to build, purchase, repair, and/or maintain a home.
 - A homeownership guide may include simple cost calculators or comparison tools to help residents understand total homeownership costs, mortgage eligibility, and differences between loan programs.
 - An online housing resource page can accompany a homeownership guide by linking residents to financing tools, municipal incentives, and partner programs.
- g. Coordinate with agencies to deliver rehabilitation, weatherization, and repair programs that address aging or substandard housing in Dillingham. This may include outreach, referrals, and integration of local incentives.
 - Partner agencies administer most rehabilitation resources in the region, and successful delivery depends on the City helping connect residents to these programs. The Housing Needs Summary (2023) identifies AHFC Weatherization, USDA Single Family Housing Repair Loans/Grants, HUD-184 rehabilitation tools, and BBHA's repair and replacement programs as key mechanisms for addressing Dillingham's estimated 53 units in need of rehabilitation and the 15 percent of occupied homes lacking complete plumbing/kitchen facilities. Improved coordination can help agencies identify eligible homes, streamline referrals, and target resources where they are most needed and help homeowners identify which programs they qualify for, how to apply, or what documentation is required.

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

- a. Establish and convene a Housing Working Group to coordinate land development, workforce housing needs, rehabilitation resources, financing tools, and subdivision planning among key partners such as BBHA, BBNA, Choggiumg Ltd., ANTHC, utilities, lenders, and major employers.
 - o A coordinated group helps reduce duplication across agencies and ensures that housing development keeps pace with infrastructure, land planning, and workforce needs. The Working Group can:
 - Review annual housing needs, including workforce shortages and rehabilitation demand.
 - Align subdivision phasing with available funding, utility readiness, and employer demand.
 - Share data on aging or substandard housing and jointly prioritize rehabilitation programs.
 - Coordinate public outreach, including updates to the Homeownership Guide and referrals to partner programs.
 - Track progress on housing-related capital projects and identify funding opportunities.
 - Meet regularly (e.g., quarterly) and report annually to the City Council and Tribal partners on emerging needs and opportunities.
 - o The 2023 Dillingham Housing Study provides quantitative estimates of housing need based on alleviating overcrowding, replacing/rehabilitating old homes, and population change. 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.
 - o A more in-depth Housing Needs Assessment may be warranted to refine the 2023 estimates.
- b. Integrate housing needs and priorities into local and regional planning efforts, including City planning updates, capital project lists, BBHA and Tribal housing plans, utility planning efforts, and regional workforce development initiatives.
 - o Housing gaps intersect with utilities, public facilities, workforce development, land use, and health services. Integrating housing into broader planning ensures coordinated investments. The City may:
 - Cross-reference housing demand when updating the Capital Improvement Plan (CIP).
 - Coordinate with BBHA and Tribal governments during NAHASDA planning cycles.
 - Work with utilities as they update water, sewer, and electrical plans to ensure subdivision areas are included in capacity modeling.

- Incorporate housing considerations into workforce development and economic development programs.
- Ensure that large employers' workforce housing needs inform municipal land development decisions.

This coordination helps ensure that housing development is feasible, supported by utilities, and responsive to demographic and workforce trends.

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

- a. Encourage housing development in physically suitable areas in the ring of land just outside of downtown.
 - 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.
- b. Develop design guidelines and/or development standards to promote high quality housing development.
 - **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.
 - 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.
 - Design standards could be used to allow for cottage homes and other developments of housing units on property held in common.
- c. Encourage sufficient housing for vulnerable and/or transient populations.
 - 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.

Strategy 5. Attract developers and rebuild local construction capacity.

- a. Issue targeted Requests for Proposals (RFPs) to attract private developers to build single-family or small-scale multifamily homes on City-prepared lots, using transparent evaluation criteria and offering predictable permitting timelines.
 - High construction costs, limited contractor availability, and lack of development-ready land have discouraged builders from working in Dillingham. Issuing focused RFPs for City-prepared lots helps reduce developer uncertainty by offering clear site information, permitting expectations, utility readiness, and any affordability or workforce housing goals. RFPs may include:

- minimum build expectations or preferred housing types;
- evaluation criteria prioritizing affordability, local hire, modular/panelized feasibility, or phased delivery;
- lot pricing structures or lease options that lower upfront cost;
- clear commitments by the City regarding subdivision readiness and utility planning.

This approach signals to developers that Dillingham is prepared to partner, reducing risk and expanding interest from both local and outside builders

- b. Prepare clear and comprehensive developer packets that summarize available parcels, zoning and subdivision requirements, utility information, incentives, timelines, and permitting steps so builders can accurately assess feasibility and costs.
 - Developer packets should compile all essential information in one place so builders can quickly assess project feasibility. A packet may include:
 - maps of available lots, subdivision layouts, and easements;
 - utility information (capacity, connection requirements, plans for extensions);
 - zoning standards, modular home requirements, and building codes;
 - permit checklists, fees, and estimated review timelines;
 - summaries of available incentives (e.g., tax abatements, reduced permit fees, lease options);
 - contacts for City staff, utilities, ANTHC engineering, and other key partners.

Land Use

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

- 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."

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

- d. Designate and reserve land for industrial, commercial, and institutional development to support economic and community needs while minimizing land use conflicts.
 - Identify and reserve suitable sites for fish processing and other marine-related industries, explore potential locations for a future industrial park, and plan for new or expanded public facilities in coordination with the Public Services and Facilities Chapter.
- e. Improve the City's land use permit and enforcement system so that development requirements are clear, compliance is easier, and regulations are enforced fairly and uniformly to protect property values and neighboring land uses.
 - Consider convening the Planning Commission as a Land Use Working Group to improve regulatory tools and promote public understanding of land use requirements.

- Develop public information materials (e.g., brochures, web content) clarifying when a permit is needed and how to apply.
- Expand public education through media campaigns or articles on issues like setbacks, floodplain requirements, and septic standards.
- Strengthen enforcement procedures, including civil citations, tiered penalties, and, where necessary, authority to modify or remove egregious violations.
- Clarify workflows and ensure adequate staffing to administer land use permit systems effectively. Evaluate options to expand code enforcement capacity, including creating dedicated enforcement positions, implementing shared services or circuit-rider arrangements with neighboring jurisdictions, or contracting enforcement services.
- Ensure adequate staffing levels and staff training to enforce codes. Where full-time dedicated enforcement is not feasible, establish priority enforcement areas (such as downtown, new subdivisions, and frequently-violated provisions) to focus limited resources on highest-impact activities.
- 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.

f. Maintain and update the conditional use and zoning framework so that uses with significant off-site impacts are reviewed carefully and managed to protect public safety, neighborhood character, and the environment.

- Evaluate whether the current conditional use permit is adequate to address environmental, traffic, or compatibility concerns.
- Update conditional use ordinance procedures as needed, including clearer approval criteria and timelines.
- Maintain and periodically update the zoning map and code to ensure transparency around permitted and conditional land uses.

g. Strengthen code enforcement tools to address blighted and unsafe properties, especially in the downtown area.

- Tools that could be implemented include but are not limited to: Property maintenance code updates; enforcement mechanisms (civil citation power, abatement authority); Code language that supports cleanup or demolition; or A schedule or process for prioritizing nuisance or blighted properties.

h. Collaborate with BBNA to establish mutual standards for subdivision development that respect cultural and legal land status and enhance access and environmental stewardship across public and Native lands.

- Seek agreement on shared subdivision standards that can be applied across fee-simple, tribal, and allocated lands.
- Work through the Land Use Working Group to set priorities and address culturally sensitive resource protection.
- Consider developing a model subdivision guide collaboratively for use on Native allotments and BBNA trust lands

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

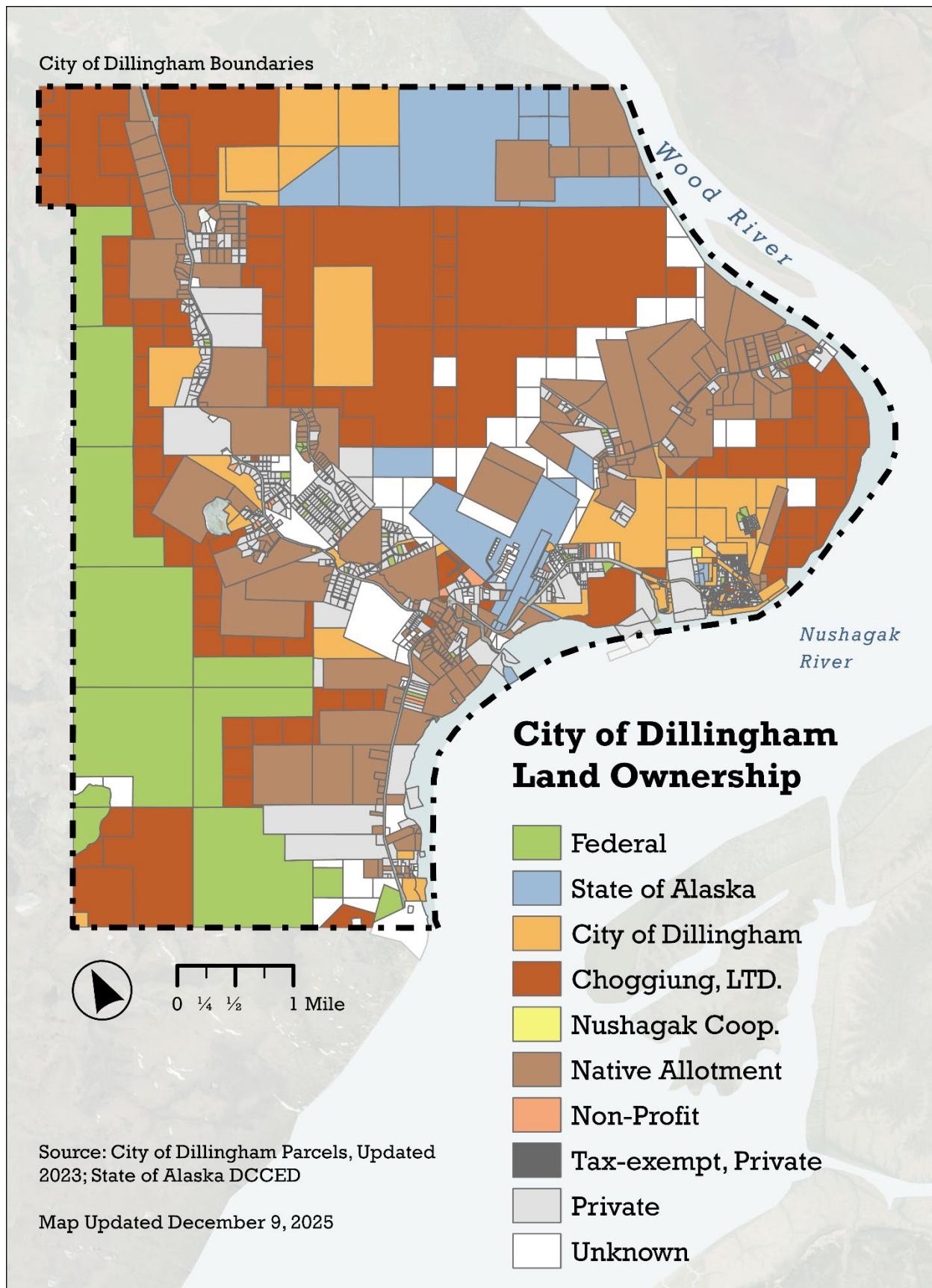
- b. Develop and implement a Downtown Master Plan to guide coordinated redevelopment, connect land uses and public space, improve multi-modal mobility, and activate underutilized sites.
 - Use the Working Group (action a. under this strategy) as Master Plan Steering Committee and consider creating a “Friends of” nonprofit for downtown maintenance and beautification.
 - Refine vision for a more compact, walkable downtown integrating retail, lodging, public facilities, and housing.
 - Inventory vacant/underdeveloped parcels; assess erosion/geotechnical challenges.
 - Evaluate incentives including tax relief, lot combination, and public-private partnerships.
- d. Enhance and create public spaces including plazas, seating areas, signage, landscape amenities, and potential recreation or community event spaces that reflect local culture and storytelling.
 - Develop a central “mini plaza” and secondary spaces for gathering.
 - Identify land for acquisition, and consider partnerships similar to Anchorage Park Foundation.
 - Prioritize spaces that showcase Dillingham’s history, culture, Indigenous identity, and natural environment.
- e. Advance downtown mobility improvements by adopting a complete streets approach—balancing safety, accessibility, and aesthetics in the street network, sidewalks, and parking facilities.
 - a. Focus sidewalk upgrades on high-use and safety-issue locations.
 - b. Reduce unnecessary curb cuts; improve stormwater function and pedestrian visibility.
 - c. Design traffic-calming features such as narrowed lanes, planters, and amenities.
 - d. Coordinate with existing street improvement bonds and planned projects.
- f. Encourage the development of higher-density housing in Downtown Dillingham.
 - 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.
 - 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.

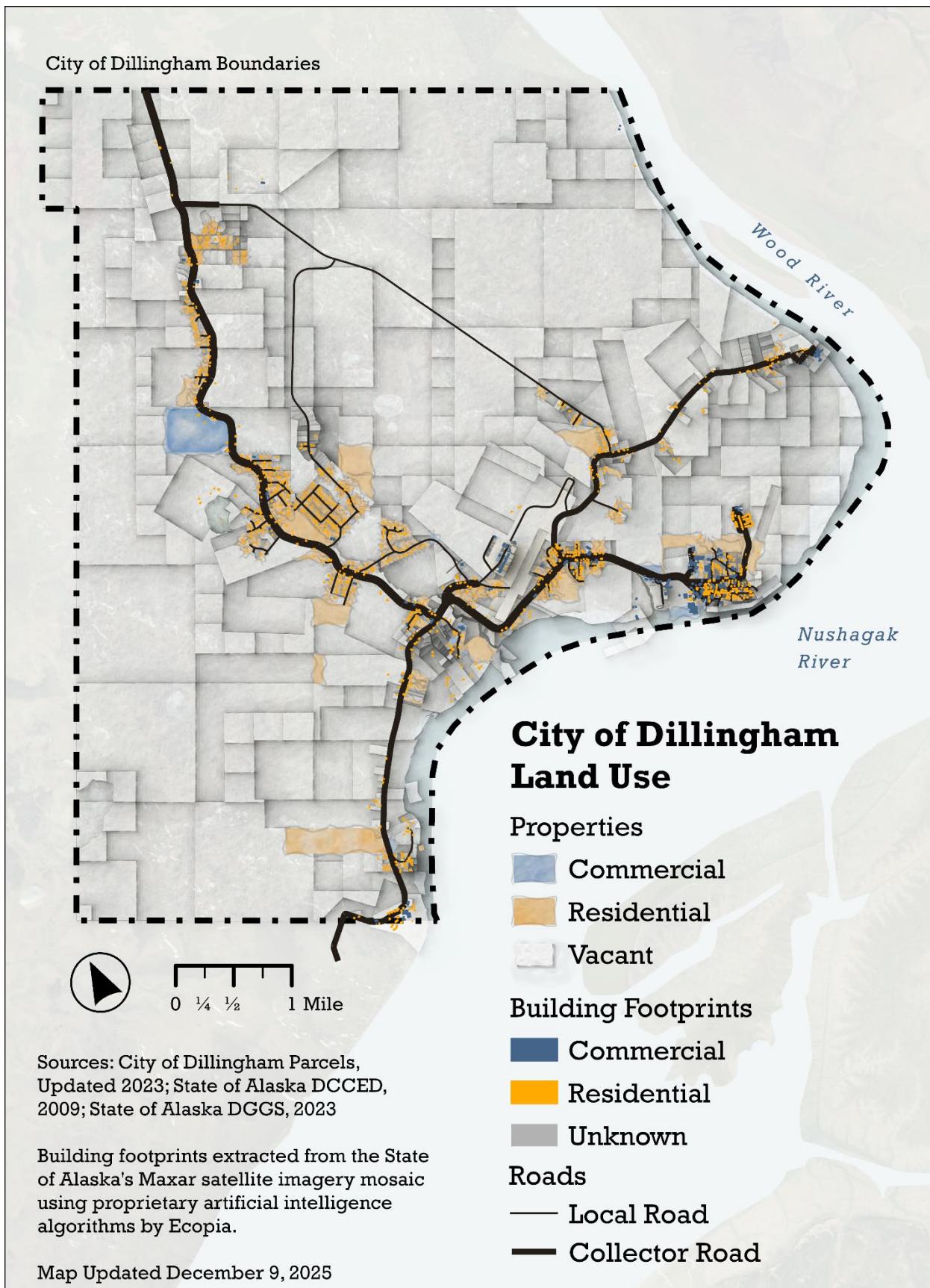
Strategy 4. Promote land use policies that protect the natural environment, safeguard public health, and mitigate natural hazards.

- a. Develop a Natural Systems Map (Green Infrastructure Layer) to identify wetlands, surface waters, subsistence areas, erosion zones, recharge areas, and critical habitat to guide future development and conservation decisions.
 - Build from existing wetland mapping.
 - Include erosion-prone zones, aquifer recharge areas, important subsistence lands.
 - Include example buffers and conservation zones for streams and water bodies.
 - Use map routinely during subdivision and site review.
- c. Strengthen hazard mitigation strategies, including coordinated shoreline monitoring and implementation of flood and erosion mitigation measures consistent with the Multi-Jurisdictional Hazard Mitigation Plan.
 - Maintain collaboration on hazard planning updates with Curyung Tribe.
 - Monitor shoreline stability.
 - Expand mitigation measures into zoning and development standards

Supplemental Maps

The following maps provide additional context to support land use decisions in Dillingham and will guide the Future Land Use Map's development through the drafting process. The **Land Ownership Map** illustrates the City's complex ownership pattern, which includes City parcels, private land, Native corporation lands associated with Choggium Ltd., and State and Tribal holdings. This patchwork of ownership shapes where new housing, infrastructure extensions, and public facilities can be located. The **Existing Land Use Map** displays how parcels are currently used based on 2023 property tax assessment data, offering a snapshot of residential, commercial, industrial, public, and undeveloped/vacant lands. Both maps rely on parcel data last updated in 2023 and should be interpreted as general planning references rather than precise boundary surveys.





Transportation

Strategy 1. Maintain and operate Dillingham's existing road system safely and efficiently.

- a. Continue to invest in staff, equipment, and regular street maintenance to provide a high level of service on paved and gravel roads.

Staffing and Training:

- Seek funding for additional operators and training (Curyung Tribal Transportation Safety Plan 2020).
- Fill key positions such as heavy equipment mechanic and train operators to reduce equipment damage, delays and costs (2022 City Services Assessment).
- Note that approximately two City operators maintain about 128 miles of paved and gravel roads (Curyung Tribal Transportation Safety Plan 2020).

Equipment and Maintenance:

- Modernize maintenance equipment (graders, dump trucks, loaders, snow blowers) to meet day-to-day needs (Curyung plan, City Services Assessment).
- Use route data from the Council's LRTP and the City's Road Catalog to develop a joint road catalog for prioritizing and tracking maintenance.
- Encourage brush clearing at driveways and other locations that block visibility.
- Renew lane striping more frequently and repair potholes more promptly.
- Improve driver awareness of conditions (construction zones, icy roads) using signs, radio, Facebook, etc.
- Evaluate snowbank management and disposal; reduce snowbank height at intersections.
- Coordinate with State and Tribe to prioritize snow and ice removal on key routes, especially bus routes.
- Implement the Gravel Roads Management Plan (GRAP) and related recommendations on culverts, signs and vegetation.
- Develop a dust control plan and consider purchasing a dedicated water truck for dust control.
 - b. Use data and clear user agreements to prioritize routine maintenance and winter operations on City and non-City streets.
- Use the GRAP and Tribal LRTP to clarify which entity maintains which segments.
- Clarify maintenance responsibilities at intersections and locations where ownership changes and obtain agreements for City maintenance of non-City streets where appropriate.

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

- a. Work with partners to explore and, where feasible, implement coordinated public transit and shared-ride options that connect neighborhoods, downtown, employment centers, the airport and Aleknagik.

- Identify trips and users most in need of transit, such as connections from neighborhoods to hospital, BBNA, schools and downtown, and key user groups such as Elders, youth and visitors.
- Build from the BBNA Coordinated Transportation Plan and any previous tribal transit work to avoid duplication.
- Inventory existing buses, vans and shuttles operated by organizations and businesses, and explore low-cost ways to extend service to additional riders.
- Incorporate carpool and vanpool options as part of transit planning, for example a driver-passenger matching service.
- Coordinate transit planning with sidewalk and trail planning so stops have safe pedestrian access.

b. Establish and follow an annual protocol with Curyung Tribe, Alaska DOT&PF, BBNA and others to coordinate transportation planning, project priorities and maintenance responsibilities. *(See Appendix for more details.)*

- Recognize current roles: City and DOT&PF maintain roads by ownership; Curyung Tribe leads transportation planning through its LRTP and Tribal Transportation Safety Plan; BBNA has prepared a Coordinated Transportation Plan.
- Agree on and implement a clear annual process for joint transportation decision-making (for example, standing annual meeting and shared timeline).
- Jointly identify and maintain a rolling list of priority projects and targeted funding sources.
- Work together to leverage resources, including cooperative management or shared ownership of some equipment where it reduces costs.

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

- Where feasible, jointly develop or adopt the long-range transportation plan with Curyung Tribe so that City and Tribal priorities are aligned.
- Use the Coordinated Transportation Plan process as an ongoing forum for transit-related cooperation.

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

a. Develop and periodically update a joint long range road system plan that identifies needed improvements, reserves future routes and improves connectivity and emergency access.

- Include road projects from the Curyung LRTP and City priorities; consider a jointly developed LRTP.
- Use and update Map 5.1 Existing and Proposed Roads or its GIS successor.
- Focus on:
 - Correcting deficiencies such as dangerous intersections and inadequate roadbeds.
 - Reserving routes that provide secondary access to downtown and other areas for emergencies.

- Reserving a west-side route that could serve a future dock site and industrial area.
 - Inventory internal subdivision connectivity gaps and secondary access needs, and include them in the plan and capital project list
- b. Implement priority road projects from Tribal and City plans, focusing on gravel road management, dust reduction, rehabilitation of key streets and safety improvements near schools and major intersections.
 - Implement road projects identified in the Tribal LRTP and City plans, including:
 - Gravel Roads Management Plan work items and dust control.
 - Road rehabilitation and repaving on priority streets such as D Street, Seward Street and other identified corridors (update status where projects are completed).
 - Nerka Road, Kenny Wren Road and other priority local roads, where they are City responsibilities.
 - School zone improvements, including traffic flow and bus pick-up and drop-off locations.
- c. Design and manage the road system to minimize maintenance costs, improve safety and separate heavy industrial traffic from residential and pedestrian areas where feasible.
 - Consider long term maintenance costs when evaluating new road segments; minimize total road miles while still meeting access and emergency needs.
 - Include drainage improvements in road design.
 - Use roadway design strategies recommended in the Tribal Transportation Safety Plan to improve driver behavior and intersection safety.
 - Design new roads to serve land on both sides of the corridor instead of one-lot-deep development.
 - Separate industrial traffic from residential and pedestrian traffic where possible through routing and access management.

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

- b. Clarify and enforce policies for ATV and snowmachine use on streets and trails and designate safe routes in and out of downtown.
 - Review and update ordinances governing ATV and snowmachine use in town and downtown.
 - Consider:
 - Allowing ATVs and snowmachines on certain streets under conditions similar to other vehicles (licensing, lights, insurance) where appropriate.
 - Keeping motorized vehicles off non-motorized trails built with federal funds.
 - Creating graded or designated parallel routes for ATVs and snowmachines where needed.
 - Defining specific legal routes into and out of downtown from different directions.
 - Reducing allowable speeds on sidewalks and near pedestrians.

- Improve education about ATV and snowmachine laws and safe operation.
- Improve enforcement of local ATV laws to reduce erosion and shoulder damage and address speeding and unsafe behaviors.
 - c. Improve crossings, lighting and other spot safety measures at high-risk locations for people walking, biking and using mobility devices.
- Identify crossings with known safety issues (for example, Kanakanak on Windmill Hill).
- Work with the appropriate road owner to install or improve crossings at priority locations such as the fire station downtown, Squaw Creek/Airport Road, and Lake Road/Kanakanak Road.
- Repaint crosswalks early each year.
- Install additional streetlights at key locations, such as along Aleknagik Lake Road, consistent with the Tribal Transportation Safety Plan.
 - d. Provide ongoing education and outreach for all trail and roadway users to improve safety and reduce conflicts and environmental impacts.
- Coordinate safety classes at schools and participate in statewide safety programs such as Bike-n-Walk Safely.
- Support Choggiung efforts such as a “good trail behavior” comic book.
- Provide education on responsible ATV, snowmachine and bicycle use.
- Post signs and provide information on trail etiquette, routes, speed limits and consequences for misuse.
- Consider design touches such as a center line on shared paths to reinforce safe operation.

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

- a. Support implementation of boating safety strategies identified in the Curyung Tribal Transportation Safety Plan and related efforts.
 - Host boating safety classes during Sea Week.
 - Encourage life jacket use, including through Kids Don’t Float life vest loaner boards at Aleknagik Lake and Kanakanak Beach.
 - Support improved enforcement and patrolling related to intoxicated boating.
 - Ensure safety facilities such as signage and rescue equipment are included in new boat launches and other marine infrastructure..
- b. Encourage and support partner or private initiatives that explore regular water-based access between Dillingham and nearby communities, where demand and funding justify it.
 - Encourage interested private or Tribal entities to explore water taxi or similar services.
 - Provide letters of support or planning information as needed, while recognizing that service must be economically viable or publicly funded..
- c. Work with Alaska DOT&PF, FAA and air carriers to improve aviation infrastructure and safety consistent with airport master plans and safety recommendations.
 - Work with DOT&PF to update, finalize and implement the airport master plan, including consideration of land for a crosswind runway where still relevant.

- Investigate options to expand floatplane facilities and improve connections between floatplane uses and City services.
- Build on the 2022 Airport Emergency Plan and Curyung safety strategies by working with FAA, DOT&PF and carriers to:
 - Evaluate educational strategies to improve air travel safety.
 - Encourage regular plane inspections and maintenance.
 - Evaluate engineering and emergency response strategies to reduce aviation risks.

Waterfront

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

- a. Complete Phase I harbor upgrades including float replacements, bulkhead extensions, west and east revetment construction, and extended water, sewer, power, and telecom utilities.
 - Phase I improvements include replacing the boat harbor floats to increase their utility and safety.
 - The north bulkhead is to be extended west toward the boat ramp, including the addition of a new boat servicing grid, as recommended in the USACE 2008 Preferred Alternative and BEESC 2009 Harbor Upgrades Report.
 - The west-side revetment and breakwater are to be constructed to protect the harbor from erosion; this project is currently in the funding phase.
 - Water, sewer, power, and telecommunications will be extended throughout the harbor site, including repair of water lines that freeze on the north side of the harbor.
 - A second crane and several hand-operated cranes will be installed to support commercial and subsistence fishing.
 - A second set of restrooms and showers will be installed on the south side of the harbor to provide greater service to users.
 - Lighting, signage, and security features will be improved to increase safety and operational efficiency.
 - Fire suppression infrastructure will be expanded to support increased harbor activity.
 - On-land dredge spoil disposal will be restored by requesting that the U.S. Army Corps of Engineers return to stockpiling dredge materials on land rather than pumping them back into the bay.
 - Riprap and erosion control will be installed near the ice machine and other high-risk sections of the shoreline.
 - Future improvements include expanding west side facilities and extending bulkheads on the south and east sides, as funds allow.
 - To increase the harbor's functionality for commercial and subsistence fishers, the City intends to install a second crane and a series of hand-operated cranes at key shoreline points.
 - Fire protection systems will be upgraded to safeguard people, vessels, and infrastructure in the harbor and adjacent uplands.
 - Expansion of west-side facilities on private land will enable more capacity for commercial fishing support services.
 - The City may explore development of a public value-added fish processing facility and cold storage unit to support local and regional seafood distribution, allowing fishers to process and transport products directly to the airport.

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

- a. Develop public recreation spaces at the Small Boat Harbor, including the Bingman property cleanup, park amenities, interpretive signage, and pedestrian access.
 - Clean up and convert the Bingman property into a recreation space adjacent to the harbor, including seating, picnic facilities, and signage.
 - Incorporate play equipment and culturally relevant interpretive displays into the recreation site.
 - Add low-profile barriers and clear boundaries to separate park uses from adjacent harbor operations..
- b. Create safe harbor viewpoints and access corridors with seating, wayfinding, and interpretive elements.
 - Provide safe pedestrian viewpoints and access corridors along the harbor edge, with protective barriers, benches, and all-weather surfaces.
 - Install wayfinding systems and interpretive signage highlighting Dillingham's maritime heritage, commercial fishing activity, and cultural values.
- c. Improve waterfront access for skiffs and boats from nearby villages, including secure storage, dedicated landings, and routes to downtown.
 - Develop a skiff landing area at the Small Boat Harbor that includes secure tie-ups, designated loading zones, and safe connections to nearby services.
 - Create clear, accessible paths linking the waterfront landing area to downtown, making it easy for visitors and residents to reach key destinations on foot.
- e. Coordinate long-term planning for harbor uplands, including improved lease lot access, dedicated utility capacity, and roadway improvements.
 - Upgrade internal roadways, utilities, and circulation through coordinated planning for harbor uplands to improve access and reduce conflict between industrial and public uses.
 - Ensure utilities like broadband, sewer, and water are extended into new lease lots to support marine business expansion.
- f. Evaluate long-term options for dock expansion, including upriver development and potential new sites at Kanakanak Beach.
 - Conduct feasibility studies on long-term dock expansion options, including upriver dock extensions for increased freight capacity.
 - Evaluate the Kanakanak Beach area as a potential location for a new dock, ensuring compatibility with existing uses such as subsistence fishing and boat launching.
 - Reserve land and access routes in potential future dock sites to support long-term port needs.
 - The City intends to extend the south and east harbor bulkheads, as recommended in the 2008 USACE Preferred Alternative and the 2009 BEESC Harbor Upgrades report, to improve vessel moorage and system stability.

- Riprap will be installed along the east side of the harbor and creek-side of the ice machine to correct erosion caused by storm events and failing older bulkhead structures.
- These improvements follow recommendations from the 2022 City Services Assessment, noting that the original short-sheet metal bulkhead near the ice machine installed in 2006 is no longer providing adequate protection

h. Re-engage Port Advisory Committee, Curyung Tribal Council, BBNA, private landowners, and Peter Pan Seafoods to coordinate long-term planning, communication, and shared goals.

- The 2020 Dillingham Waterfront Strategic Plan Update includes process improvements to support shared planning and implementation. These include involving the Port Advisory Committee in development decisions, formalizing city-private landowner communications, addressing shared infrastructure and space needs, and collaborating on long-range waterfront development projects.

Economic Development

A note about implementation of tourism-related strategies and actions

To effectively implement this strategy and its actions, the City could consider several organizational models:

- **Establish a City Tourism Program or Convention and Visitors Bureau (CVB):** Create and fund a City-operated tourism office or CVB using bed tax revenues to manage marketing and visitor services.
- **Form a Dillingham Tourism Working Group:** Establish a collaborative committee under an existing organization (e.g., Chamber of Commerce or a City committee) to coordinate marketing and partnerships.
- **Partner with Regional or Statewide Entities:** Work with groups such as the ATIA and Southwest Alaska Municipal Conference (SWAMC) to expand marketing reach.
- **Contract Services Out:** Hire a professional tourism marketing or destination management firm to design campaigns, produce materials, and maintain online content on behalf of the City.



Process

Public Input Form

A public input form was distributed to the community via online survey format and hard copy format in mid-October and was open until December 1st, 2023. The form asked respondents to provide open-ended comments about which 2010 Comprehensive Plan topics should be prioritized over the next 10-20 years. The Comprehensive Plan topics include:

1. Land Use and Housing
2. Transportation
3. Waterfront
4. Economic Development
5. Energy
6. Community Wellness and Education
7. Public Facilities and Services

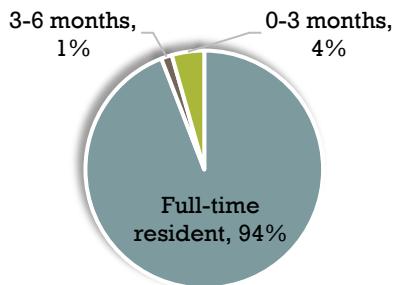
Respondents were also asked to provide the average time they spend in Dillingham each year.

Interviews

To date, eight interviews have been conducted with stakeholders from Dillingham educational institutions, the seafood industry, BBNA and Tribes, landowners and/or land managers, and a mix of recent and long-time community members. Interviewees were asked to provide information about Dillingham accomplishments, quality of life, and the biggest challenges, opportunities, and priorities they see today and over the next 10-20 years. They were also asked whether they are familiar with the 2010 Comprehensive Plan and to share ideas about creatively engaging the community during the current update process.

Response Summary

71 individuals provided feedback using the Public Feedback Form and 25 individuals provided feedback through interviews – **95 respondents total**. Nearly all who provided feedback using the



Public Feedback form did so online. The vast majority of Public Input Form respondents indicated that they lived in Dillingham year-round.

Themes

Approximately 417 comments from 95 individuals were received from the Public Input Form and interviews. The main themes of all topics have been summarized below. Housing affordability and availability were the top concerns among respondents, which also impact community wellness and education, economic development, and public facilities and services.

Topics - Main	#Comments
Land Use & Housing	75
Community Wellness and Education	74
Public Facilities and Services	71
Economic Development	60
Transportation	33
Waterfront	19
Energy	17
Comp Plan Process	25
Vision	10
Accomplishments	8
Quality of Life	25
Total	417

Top Comprehensive Plan Themes

(Public Form and Interviews, 349 responses total)

Topic	Key Themes
Land Use & Housing 66 responses related to Housing	<ul style="list-style-type: none"> Affordable housing stock was the top concern for most respondents. Lack of housing prevents workforce development, especially in the education sector. Housing was cited as the primary reason that teacher recruitment and retention is so difficult in Dillingham. Many positions in the workforce are vacant because they cannot find a place to live. There is a sense that housing challenges are partially to blame for outmigration and that the younger population will move to other cities where affordable housing can be found. Respondents felt that the City could help by: <ul style="list-style-type: none"> simplifying the permitting system and reducing unnecessary regulations that prevent development and affordable housing types; document vacant city-owned property to determine appropriate land uses; updating the floodplain information for the downtown area;

Topic	Key Themes
	<ul style="list-style-type: none"> ○ incentivizing housing projects through property tax reductions or city land sales at reduced prices, earmarked for housing developments; and ○ increase collaborative efforts with other agencies (such as BBHA, BBAHC, BBNA, and the School District), land managers, banks and contractors to create holistic solutions. • Regarding other land use topics, respondents expressed concern about the effects of erosion, invasive species control, site control for developments to protect fish habitat, and abandoned buildings that cause blight and potential environmental harm.
<p>Community Wellness & Education 49 responses related to Wellness, 19 responses related to Education</p>	<ul style="list-style-type: none"> • Respondents commented on the need for a multi-purpose building for adult and youth activities, fitness options, meeting space, and event space. • There was broad recognition that many Dillingham residents suffer from mental health and addiction illnesses, but disagreement about the primary cause. Respondents suggested that prioritizing support services in health care, housing, and public safety are needed. Others suggested that more activities for younger residents would decrease instances of drug abuse. Many recommended more robust collaboration efforts between the City and support services. • Elder care was an important topic for some respondents, noting the loss of Gramma's House (MEAL) and long-term doctors at the hospital. Many see Elders leaving Dillingham for better assisted living options and understand that the aging population will continue to grow over the next decade. • Lack of childcare options for families with young children was observed. • Topics related to teacher recruitment and retention were the largest concerns related to education in Dillingham. Some listed housing as the main barrier, while others focused on the decline in school population. • There are less than 400 students in the school district, which is the lowest enrollment in at least 20 years. The government may take back one-third of the district's funding because of the low enrollment. School population decline is attributed to outmigration, privatization, and increased homeschooling enrollment. • Many expressed praise for the school system, despite the lack of resources, especially in its effort to build partnerships with other agencies. • Respondents suggested increasing education and training opportunities for trades to support/increase the local workforce.
<p>Economic Development 60 responses</p>	<ul style="list-style-type: none"> • Respondents generally agreed that the cost of living in Dillingham is a major barrier to growing the economy, though many believed that there was little that could be done to improve it. • 17 respondents commented on taxation as it relates to the fishing industry, small business development, and housing. There was general consensus

Topic	Key Themes
	<p>that taxes are needed in order to fund and improve Dillingham's infrastructure, but no consensus about precisely which taxes should be increased or created.</p> <ul style="list-style-type: none"> ○ Many commented that the property tax is a hindrance to small businesses. They suggested relaxing taxes or creating other incentives for needed services in Dillingham, like restaurants, fishing supplies and services, veterinarians, and mechanics. ○ Some supported implementing a raw fish tax or onshore fish processing tax, while others feared it would drive processors to communities with better infrastructure and/or lower taxes. ○ Some suggested finding ways to increase taxes on non-residents. ○ Many suggested providing tax breaks to those who would develop housing in Dillingham. ● Many supported the fishing industry and noted it is recently impacted by world affairs and politics. Last year, they were paid \$0.50 per pound. ● Some noted that there are many open jobs in the community that are not being filled. Low wages, discrimination, mental illness and addiction, and seasonal employment from fishing could be possible deterrents to year-round jobs. ● There was general support for an expanded tourism/eco-tourism sector to diversify the economy, encourage beautification of the city, protect the environment, and improve the quality of life for residents. ● Some respondents support finding ways to keep the workforce local, such as using the local workforce to build housing and providing training opportunities for trades.
Transportation 33 responses	<ul style="list-style-type: none"> ● Many respondents praised recent improvements to the roads but reinforced the importance of year-round road maintenance and the development of new roads, such as paving Neglegq subdivision and Emperor Way, establishing an alternative route from downtown to Wood River Road via HUD road, and resolving Squaw Cr Road. ● 9 respondents expressed a need for a shuttle or transit service for residents (Elders, teachers, university students, seasonal employees, visitors, etc.), even if it only ran a few times per week. ● Praise was given to the City for providing more infrastructure for multimodal transportation, like bike paths and sidewalks, which are used frequently. Maintaining and extending active transportation infrastructure was requested. ● The lack of barge service was perceived as a main reason for the high costs of goods and services and a deterrent to developing new housing in Dillingham. ● One respondent requested a freight lane across the waterfront from Peter Pan to the City dock to avoid traffic in front of the AC store.

Topic	Key Themes
Waterfront 19 responses	<ul style="list-style-type: none"> • Erosion was a top concern. Mitigation measures, like building seawalls, were suggested. • Improving harbor facilities and management were recommended, including: <ul style="list-style-type: none"> ◦ Utilizing the Bingman property as a Seafood Innovation Center or a multi-use retail space with a boardwalk. ◦ Moving the food vendors away from the busy driveway. ◦ Opening more boat launch ramps. ◦ Parking enforcement. ◦ Restroom maintenance. ◦ Waste management, especially for disposed oils that tend to leak near the bins. ◦ A running ice machine. ◦ Better fire suppression hydrants. ◦ Bring water and electricity to the south end of the harbor. ◦ Maintain/pave the City dock surface; equipment is easily damaged. • Some perceive conflicts with those that use the waterfront as a 'working waterfront' and those who would like to use it more for community gathering spaces and celebrations. (Many working harbors, like those in Sitka, Alaska, have found ways to create community spaces without conflicting with industry or subsistence uses.) • Respondents would like to improve the waterfront for community spaces see the waterfront as a focal point of the community and a source of pride/identity. Utilizing the Bingman property as a Seafood Innovation Center or a multi-use retail space with a boardwalk or coastal trail was suggested.
Energy 17 responses	<ul style="list-style-type: none"> • Many respondents recognized that the community is heavily reliant on diesel for fuel and support options for expanding renewable, sustainable energy infrastructure. <ul style="list-style-type: none"> ◦ Some suggested incentives for small-scale alternative energy solutions, such as community-wide grants for solar and wind initiatives. ◦ There may be opportunities for the City to collaborate with the UAF Bristol Bay Campus on other initiatives through existing programs. ◦ Some City-owned buildings could be more energy-efficient and be modified for solar electricity where appropriate. ◦ Others suggested installing EV charging stations and replacing City vehicles with electric vehicles when appropriate. • Many respondents supported the Nushagak Electric and Telephone Cooperative's initiatives to develop hydro power and expand fiber optics for the region. Some noted that expanding fiber optics may benefit

Topic	Key Themes
	economic development by allowing more remote workers to live in Dillingham.
Public Facilities & Services 71 responses	<ul style="list-style-type: none"> • Many respondents expressed dissatisfaction with the City and perceive that the community has a negative view of the City (29 responses). Respondents suggested that the City should: <ul style="list-style-type: none"> ○ Find solutions by building partnerships. Collaborate with keystone organizations, Tribal entities, educators, contractors, and neighborhoods. Support community initiatives that other agencies lead. Find a way to stimulate the volunteer core. (17 responses) ○ Recruit and retain employees by paying a fair wage and reviewing the City's structure and processes. The turnover is disruptive to providing consistent services. (10 responses) ○ Emphasize public relations. Create an engagement plan to improve transparency about decisions. Involve the community in decisions, especially working families who may not be able to attend meetings. Provide more education about what the City does and how it works. (8 responses) ○ Focus on deferred maintenance, asset management, and low maintenance solutions. ○ Prioritize actions. • Public safety comments (8): <ul style="list-style-type: none"> ○ Some respondents remarked that they do not call the police in dangerous situations because the police will either make things worse or not respond. ○ Improve or build a new police station and jail. ○ Improve police action on petty crimes (vandalism and theft) that occur on boats over winter, boat storage areas, and the harbor. ○ Promote fire mitigation programs and projects. ○ Promote the numerous training opportunities that Fire/EMS conduct to increase volunteers and provide education. • Utility comments (7): <ul style="list-style-type: none"> ○ The sanitation services need to be improved; many components of the 20-year-old master plan are out of date. ○ Extend sewer and water where possible. Septic is always backing up at HUD. ○ Protect the sewage lagoon. ○ Expand water and sewer to the airport. ○ Improve drinking water. • Eight respondents commented about the declining condition of the landfill. While some improvements have been made in the past few years,

Topic	Key Themes
	<p>they perceive that it is not yet improved to the quality it was 15 years ago and that the City is mainly responsible. Respondents recommended:</p> <ul style="list-style-type: none"> ○ Maintaining the landfill to meet ADEC Solid Waste requirements. ○ Having clear and well-maintained areas for recycling. ○ Covering waste daily and installing bear-proof fencing. ○ Prioritizing fire prevention. ○ Convert the incinerator burner to used waste oil instead of buying diesel.

Other Themes:

(Public Form and Interviews, 68 responses total)

The Comprehensive Planning Process

- Public engagement ideas:
 - *Increase opportunities for youth to be engaged. We can slow outmigration if we engage kids now. If kids feel like they're heard, they will feel like they have buy-in. Ask what they consider "fun."*
 - Townhalls and public workshops; incentivize attendance with gift cards and door prizes.
 - *Lunch-and-Learns at the University.*
 - *Public radio.*
 - *Choggiung Ltd. Board meeting in June.*
 - *Piggyback on other events, have staff there to discuss the plan and process.*
 - *Talk to small business owners - ones that still have business and ones whose businesses have closed. Ask about challenges.*
 - *Leave materials at the post office.*
- Content:
 - *Make it a shorter plan, easily digestible, accessible*
 - *Use definable metrics in the goals and actions. The 2010 plan doesn't do that, so it's difficult to know whether or not it has happened.*
 - *Track it yearly.*
 - *Make goals attainable. Most comp plan goals don't get accomplished because they entity doesn't have enough control of the outcomes.*
 - *Prioritize goals; make sure they connect with what really matters. The City is talking about planter boxes, but the dump and lagoon are in dire straits.*
 - *Include the inventory that was taken of the City's assets and facilities. It was well-documented and would be a really good idea to keep updated and make transparent so the public can track changes.*
 - *More emphasis on leadership roles and partnerships.*

- Process:
 - Put the plan online, where the public can reach it. A way for the public to comment through the whole process, not just the planning process.
 - Track it yearly.
 - Have leadership meetings every couple of months to check in. The City seems to sit out of the regional meetings. Require an annual review by City Council.

Vision for the Future:

- Dillingham has the potential to be a great little city again, to be a place where people want to live and stay.
- Make a "greener" connection easier for residents of Dillingham.
- There is no more sense of community here. People come and go after a year or two. It is so expensive. If you're not from here, why would you stay?
- There are so many great and caring people in the community that want to do great things, but it is going to require the City and other agencies like BBEDC to take more initiative in finding ways to bring in the resources for the collective community instead of individuals all struggling on their own to fix individual problems.
- We must build the groundwork to support people who can support themselves. This starts with the basics. Housing, food and economic security etc.
- Dillingham is a beautiful community, and we need to help revive all these aspects and bring more for our youth and elders to be a part of. All while preserving the subsistence way of life and traditional values.
- Unless we as a community change, this town will continue to degrade. We need something to be proud of, something that, as a community, we can call our own. A morale booster, and a motivator. And we need it sooner than 10 years. 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.
- We need to make Dillingham more appealing. The more residents we get, the more opportunities for small businesses to start back up, like restaurants. Make this town alive again.

Accomplishments

- 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.
- 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.
- 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.

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

What People Love About Dillingham

- *I enjoy that Dillingham is a small town. It's easy to be involved with the community here. I appreciate the environment, subsistence resources, opportunity to enjoy the outdoors, the hospital here. Without the hospital, I wouldn't be able to live here. The school system is as good or as challenging as a family wants it to be. Facilities and basic infrastructure are good.*
- *The Yup'ik culture.*
- *Dillingham provides broader opportunities for different recreation and outdoor interests (hiking, fishing, hunting, trapping).*
- *People come together when there are hardships.*
- *Close knit support system.*
- *Having a public library, museum, and a University of Alaska campus in town is really great.*
- *The SAFE shelter.*
- *BBNA as a tribal arm for social services.*
- *Wonderful organizations working out of Dillingham.*
- *The people and the children.*
- *The people and relationships with small businesses.*
- *It's my home.*
- *Sense of community.*
- *The subsistence lifestyle.*
- *Alice Ruby.*
- *Everyone is like family. Going to the grocery store, I know everybody. It brings me joy to be close.*
- *Beauty and diversity. The Russian fleet that comes in the summer, the people from Croatia and Mexico for the canneries. Close knit families. Healthy rivalry between villages and sports. The King Run.*
- *"This is the place that has always been."*