

CHAPTER SIX GOALS AND POLICIES

Government

GOAL: Equitable and efficient provision of public services based upon available resources.

OBJECTIVES:

1. Increase the economic benefits to Dillingham from the fisheries industry commensurate with the costs of extending public services to this industry.
2. Plan and prepare for decline in state revenues, loss of PCE, borough formation, reapportionment.
3. Strengthen local administrative bodies to further establish community self-government.
4. Maintain Dillingham's role as a regional service center.
5. Distribute the tax burden among all those who benefit from the city's services including Dillingham's resident and non-resident population.

POLICIES:

1. Decrease dependence on state funding and assume greater responsibility for generating locally based revenues.
2. Promote cooperation between local government and the private sector.
3. Facilitate cooperation among the following: Choggiung Limited, Curyung Tribal Council, Southwest Region School District, Coastal Resource Service Area (CRSA), City of Dillingham, Dillingham City School District, Bristol Bay Native Association, Bristol Bay Native Corporation, Bristol Bay Area Health Corporation, Bristol Bay Economic Development Corporation, Bristol Bay Housing Authority, and University of Alaska.
4. Cooperate with state and federal agencies in forming goals and policies regarding regional development.

ACTIONS:

1. Prioritize goals and policies and annually incorporate top priorities into the budget process and capital improvements.
2. Study and implement taxation methods which are fair, uniformly applied, and contribute to the stability of City services, including consideration of property tax, sales tax, raw fish tax, and income tax.
3. Assess the feasibility of annexation and/or borough formation.
4. Initiate and update annually a Capital Improvements Program.
5. Maintain cost studies to justify rates and fees charged for services.
6. Develop annual strategic plan of action, detailing City policies and actions that work towards implementation of short term and long term priorities.

Economic Development

GOAL: Diversified economic base and continued economic growth which is compatible with and enhances the community's health and safety, and environmental conditions.

GENERAL

OBJECTIVES:

1. Attract and support commercial and industrial development that strengthens Dillingham's role as a regional center and assures stable, long-term growth.
2. Expand the economic base through policy, planning, and management assistance.

POLICIES:

1. Encourage the establishment of business and industries which generate local, year-round employment.
2. Adopt an industrial growth policy that equally promotes environmental health protection and economic growth.
3. Encourage local hire for city jobs and capital improvement projects (within constitutional limits).
4. Encourage regular contact with both Choggiung and the Bristol Bay Native Corporation's economic development committee.
5. Assess the goals and objectives in the Bristol Bay Coastal Management Plan for applicability to an economic development program.
6. Ensure regulatory enforcement by state and federal agencies of environmental health issues generate by industries locating in Dillingham.
7. Support and encourage vocational-technical training in the Dillingham area that meets the needs of industry and provides local employment by utilizing the resources of the University of Alaska Bristol Bay Campus, the Dillingham City School District, the Bristol Bay Borough School District, the Lake and Peninsula School District, the Southwest Regional School District, and other Economic Development agencies such as Bristol Bay Economic Development Corporation and Bristol Bay Native Association.

ACTION:

1. Explore tax incentives and lobby changes in the State tax structure that will encourage local economic growth.
2. Develop an internship program with local agencies and businesses that provides students and young adults with real life work experience.
3. Implement local hire by having local agencies coordinate on actively recruiting, referring and placing local people in local jobs.

GOVERNMENT

OBJECTIVE:

1. Support and enhance the government sector's significant contribution to Dillingham's economic base.

POLICY:

1. Encourage the location and maintenance of state and federal offices in Dillingham.

ACTION:

1. Work with government agencies to identify amenities required for location decisions.

SEAFOOD INDUSTRY

OBJECTIVES:

1. Increase the share of economic benefits derived from the Bristol Bay fishing industry to residents in the Dillingham area.
2. Support the fisheries industry through land use and transportation goals and policies.

POLICIES:

1. Encourage public/private partnerships in fishery support services.
2. Encourage and support the development of local private sector year round sustainable value- added processing and marketing of local seafood products.
3. Encourage the development of alternative fisheries such as halibut, capelin, herring, and rainbow smelt in such a way as to protect the resource for the benefit of local residents.
4. Encourage the planning and development of infrastructure which enhances the seafood industry, and encourages expanded development of the industry.

ACTIONS:

1. Promote changes to state tax policies so that the raw fish tax is redistributed from floating processors to communities affected by fishery activities.

2. Assess the positive and negative fiscal impacts of a local, raw fish tax to the City of Dillingham, fishermen, and processors.
3. Develop programs at the local schools that give classroom credit for acquiring or demonstrating local job skills.

SUBSISTENCE

OBJECTIVE:

1. Maintain the opportunity for continuation of the subsistence lifestyle in the Dillingham area.

POLICY:

1. Ensure that land and water uses in subsistence areas are compatible with subsistence activities.

ACTIONS:

1. Identify areas heavily used for subsistence purposes.
2. Maintain public access to subsistence use areas.

OUTER CONTINENTAL SHELF (OCS) OIL AND GAS DEVELOPMENT

OBJECTIVE:

1. If Oil and gas explorations and development occur, ensure that they benefit the region's residents and will not adversely impact fish and wildlife populations and habitats.

POLICY:

1. Prepare for the effects of oil and gas development on Dillingham by identifying the potential onshore impacts and ways to mitigate them.

ACTIONS:

1. Dillingham planning director should keep in contact with the Bristol Bay Coastal Resource Service Area Board to ensure local concerns are conveyed to State Office of Management and Budget, Division on Intergovernmental Affairs.

2. The City should continue to monitor oil and gas development plans proximate to Dillingham in order to prepare for development.

MINERALS

OBJECTIVE:

1. Support development schedule of the area's extractable natural resources for the greatest long term benefits of the city, and which will not adversely impact fish and wildlife population and habitats.

POLICY:

1. Ensure that the potential adverse impacts of mineral development are identified and that mitigation measures are provided.

ACTION:

1. Dillingham planning director should meet with the Bristol Bay Coastal Resource Service Area Board to ensure local concerns are conveyed to State Office of Management and Budget regarding permit procedures.

TOURISM

OBJECTIVE:

1. Broaden the local economic base by enhancing the tourism potential in Dillingham.

POLICY:

1. Continue to encourage the development of the tourism industry so that it benefits the residents of Dillingham and does not adversely affect traditional subsistence lifestyles of residents.

ACTION:

1. In conjunction with the Dillingham Chamber of Commerce, Choggiung, Ltd., and Bristol Bay Native Association promote Dillingham's tourist potential as Gateway to the Wood-Tikchik Lakes, Snake River and Aleknagik Lake in a manner that shows responsible development of our tourism potential and protection of our natural resources.

2. Clean up the appearance of Dillingham to make the town more presentable to residents and tourists.
3. Encourage the State DOT/PF to pave the airport parking lot and improved the appearance of the airport terminal areas.

LOCAL PRIVATE ENTERPRISE DEVELOPMENT

OBJECTIVE:

1. Encourage the development of local private enterprise that will provide incentive for private industry to locate in Dillingham.

POLICY:

1. Support the availability of state, federal and native lands for private development.

ACTIONS:

1. In cooperation with government and private entities, plan and develop infrastructure which facilitates the development of local private enterprise.
2. Co-sponsor private sector economic development roundtables with the Dillingham Chamber of Commerce, University of Alaska Bristol Bay Campus, Dillingham City School District, Bristol Bay Borough School District, Lake and Peninsula School District, Southwest Region School District, and other economic development agencies such as Bristol Bay Economic Development Corporation and Bristol Bay Native Association.

Land Use

GOAL: Land use practices which accommodate community growth and protect the health, safety and welfare of the community.

GENERAL

OBJECTIVE:

1. Provide the opportunity for a variety of land uses which accommodate the diverse needs of residents.

POLICIES:

1. Establish a sound planning framework for public and private land use and investment decisions for residential, commercial, and industrial development.

2. Encourage land use planning decisions based on development suitability and use potential of lands rather than on ownership status.
3. Ensure proposed developments satisfy floodplain, wetlands, and other applicable management standards.
4. Establish a framework for cooperative planning with other major local landowners, including Choggiung and Native allotment owners.
5. Establish municipal planning policies to guide federal and state decisions about land use, facility siting, and resource management affecting Dillingham.
6. Maintain flexibility in land uses and development regulations while conforming with goals and policies of the Comprehensive Plan.
7. Encourage gravel suppliers to meet the community's need for gravel and fill in the most economical way, from the fewest sites, and with the least adverse effect on the environment and natural landscape.

ACTIONS:

1. Generate and maintain a land use data base that includes geographic information, land ownership status, housing distribution, gravel sites, and water and sewer locates.
2. Develop municipal management program for public lands conveyed to Dillingham by Choggiung Ltd. pursuant to Section 14(c) (3) of the Alaska Native Claims Settlement Act.
3. Explore implementation of limited zoning regulations.

ENVIRONMENT

OBJECTIVES:

1. Prevent loss of life and property from natural hazards such as flooding and erosion.
2. Preserve quality of water supply, air, and soil.

OBJECTIVES:

1. Ensure integrity of fish and wildlife habitats.

POLICIES:

1. Direct development to areas rated most suitable for construction or to sites with marginal soils that can be made suitable by drainage, fill or other engineering improvements.
2. Evaluate proposed developments according to performance standards which include criteria for soils, topography, slope and erosion.
3. Guide land development to areas where natural systems are least affected.

4. Assess proposed developments for consistency with Coastal Management Plan.

ACTIONS:

1. Dillingham planning director should meet with the Corps of Engineers, Alaska Department of Fish and Game and the Office of Management and Budget/Division of Intergovernmental Coordination coastal management personnel. Result is to ensure Dillingham's land use plan is consistent with wetlands policies and applicable policies in the Bristol Bay Coastal Management Plan.
2. Assess development projects for consistency with Dillingham's floodplain ordinance.

RESIDENTIAL

OBJECTIVE:

1. Offer residents a choice of housing opportunities to fit lifestyle and economic preference.

POLICIES:

1. Stage the installation of public utilities and services to assure a high level of use and benefit from City expenditures for capital improvements.
2. Promote new developments that are compatible with existing residential land use.
3. Encourage residential development based upon existing and proposed utility services.
 - 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 homesites which satisfy criteria of good soils and drainage, freedom from natural hazards, suitability for onsite water and sewer and accessibility.

ACTION:

1. Adopt a municipal capital improvements program to coordinate installation and maintenance of the basic infrastructure that supports development at higher densities.

COMMERCIAL

OBJECTIVE:

1. Development of a broad range of commercial land use activities in the most efficient manner.

POLICIES

1. Encourage the clustering of related commercial uses.
2. Encourage marine commercial development near Dillingham Boat Harbor and satellite harbor sites.
3. Encourage commercial development at sites convenient to more populous residential areas.
4. Support the redevelopment and reclamation of underused parcels for commercial uses.

ACTIONS

1. Work with the private sector to identify underused parcels and buildings appropriate for commercial uses.
2. Assist private sector in identifying suitable sites for commercial activity.
3. Create commercial use district near harbor and satellite harbor sites and define appropriate marine commercial uses.

INDUSTRIAL

OBJECTIVE

1. Enhance industrial potential of the community so that it is compatible with other land uses and minimizes negative environmental impacts.

POLICIES

1. Balance the need for industrial sites that fit the community's economic functions with the physical shortcomings of the sites.
2. Develop industrial areas that maximize existing infrastructure and services, and secondly, develop new industrial sites where utilities and services can be efficiently provided.
3. Locate hazardous materials storage away from areas of dense population.
4. Develop a set of performance standards in determining the desirability of development proposals. Appropriate development standards should be applied on a case-by-case, site-by-site basis. Engineering innovation may be required to compensate for poor soils and erosion.

ACTIONS

1. Assist in land acquisition and site preparation for an industrial park.
2. Inventory existing sites of industrial activity. Identify needs. Select sites appropriate for industrial use and coordinate provision of highways and utilities.
3. Support fisheries industry by classifying marine-related industrial sites:
 - i. City Dock, cold storage plant,
 - ii. Dillingham Boat Harbor,
 - iii. Waterfront east to Snag Point,
 - iv. Wood River,
 - v. Squaw Creek, and
 - vi. Kanakanak Creek.

Transportation

GOAL:

Safe, environmentally sound, and energy efficient movement of goods and people throughout the Dillingham area.

GENERAL

OBJECTIVES:

1. Provide for a transportation system and facilities that keep pace with community development.
2. Develop a comprehensive approach in planning improvements and maintenance of Dillingham transportation systems.

POLICIES:

1. Encourage improvements to the transportation system which support the local and regional economic activity.
2. Work with DOT/PF through the Dillingham Area Transportation Study to undertake a road network planning process to achieve community goals and develop land efficiently.

ACTIONS:

1. City Manager shall ensure city provides input to state and federal transportation development plans.
2. Develop a Capital Improvement Program which implements the goals and policies for the various components of Dillingham transportation system.
3. Support safe access to Nushagak and Wood Rivers.

DILLINGHAM BOAT HARBOR

OBJECTIVES:

1. Maintain existing boat harbor and harbor entrance.
2. Serve the needs of the harbor's diverse users: small boat fishing industry, charter boats, supply, recreation vessels and boats.
3. Prevent accelerated shoreline erosion resulting from harbor improvements.
4. Protect the natural resources of the area from harm caused by harbor improvements.

POLICIES:

1. Encourage the private provision of marine-related onshore services.
2. Assess harbor improvements with regard to the Bristol Bay Area Coastal Management Plan.

ACTIONS:

1. Coordinate with Corps of Engineers on harbor operations including minimizing interference of harbor maintenance dredging on fishing season activities.
2. Determine the needed improvements for minimizing erosion of harbor mouth. Include consideration of a harbor entrance gate.
3. Coordinate erosion control with State Department of Transportation and Public Facilities, and Corps of Engineers.
4. Implement necessary operation procedures and plan for improvements that alleviate extreme crowding and reduced the potential free hazards in the existing harbor.

CITY CARGO DOCKS

OBJECTIVE:

1. Provide for the safe cargo handling and maintenance, and evaluate expansion or alternative uses for the cold storage plant.

POLICY:

1. Support the ongoing maintenance and periodic improvements of the dock facility.

ACTION:

1. Develop a plan for increasing upland storage utilizing the recommendations in the City of Dillingham Port/Harbor Development Study.

SATELLITE HARBOR SITES

OBJECTIVE:

1. Supplement the moorage space in the existing boat harbor by encouraging the development of satellite harbor sites.

POLICY:

1. Encourage the private development of satellite harbor sites such as Wood River, Squaw Creek, and Kanakanak.

ACTION:

1. Assess need for land acquisitions and utility extensions to promote development of potential harbor sites.

AIRPORT

OBJECTIVE:

1. Work with DOT/PF to maintain and expand the airport facility to accommodate the needs of its growing and diverse user groups.
2. Begin the planning process with DOT/PF to identify a future site for an international airport to accommodate the needs of growing and diverse users groups.
3. Work with DOT/PF to identify factors that contribute to lower cost of air travel to and from Dillingham

POLICIES:

1. Promote airport improvements which reinforce fisheries activities and plan in accordance with harbor improvements and road system.
2. Through land use recommendations minimize noise and environmental impacts of airport expansion on adjacent lands.
3. Encourage the development of landside improvements for staging fishery air haul operations.

ACTIONS:

1. Through the city manager and planning director,
 - i. provide input to the Department of Transportation and other agencies involved in the Airport Master Plan, and
 - ii. coordinate comprehensive planning process with the Airport Master Plan to ensure the airport improvements and expansion conform with the goals and policies in the comprehensive plan.
2. Establish development criteria for land adjacent to the airport.
3. Work with State Department of Transportation/Public Facilities to determine the effects of airport improvements or the need for additional utilities and public improvements.
4. Encourage DOT/PF to improve the parking lot and road in front of the airport buildings.
5. Encourage DOT/PF to improve the water supply to the airport buildings.

ROADS/PEDESTRIAN FACILITIES

OBJECTIVES:

1. Encourage public and private sectors to work together in providing the community with a safe, serviceable transportation system for automobiles, bicycles, and pedestrians.
2. Facilitate safe and efficient traffic patterns in the downtown business district.
3. Assure the transportation needs of children, the elderly, and handicapped are adequately met.
4. Provide for pedestrian safety by building and maintaining sidewalks in Dillingham.

POLICIES:

1. Integrate safe bicycle and pedestrian circulation into road networks. Bike paths and walkways should serve both community and recreation purposes.
2. Require public and private developers to provide rights-of-way for future road construction.

ACTIONS:

1. Plan an annual maintenance plan and update for City Council review.
2. Establish design standards to ensure safe, attractive and well - defined bike paths and walkways.

3. Through the Dillingham Area Transportation Study regularly prepare an update of the area road system master plan:
4.
 - i. locate new highway and utility corridors
 - ii. protect, and facilitate access for fire, polices, school bus, and other services,
 - iii. provide for increased fish-haul operations between the airport and boat harbor and satellite harbor sites.
5. Develop a traffic circulation and parking study.
6. Assess the feasibility of road service districts.

Public Utilities

GOAL:

Adequate, reliable public utilities which serve the most residents with the least cost to the users.

GENERAL

OBJECTIVES:

1. Promote the health, safety and social welfare of the community through public utility services.
2. Maintain and improve existing public utility services to efficiently meet present and future demands.

POLICIES:

1. Extend public utilities service to the greatest number of people at the lowest public cost.
2. Encourage the conservation and efficient use of energy, as well as the development of cost effective renewable resource-based energy systems that will not adversely impact fish and wildlife populations and habitats.
3. Guide development to land areas near existing sewer and water lines.
4. Encourage higher density development in areas either served by community water and sewer or designated for community utility service.

ACTIONS:

1. Prioritize utilities projects and implement them in a capital improvements program.
2. Plan for operations and maintenance of projects.
3. Update the Dillingham Water and Sewer Master Plan as often as deemed necessary.

WATER

OBJECTIVES:

1. Protect quality of water supply and groundwater resources.
2. Encourage conservation of water supplies.

POLICIES:

1. Encourage the higher density development of areas now served by the community water system or designated for community utility service in the future.
2. Limit development densities in rural areas not planned for community water and sewer to below thresholds at which they deplete or contaminate groundwater supplies.

ACTIONS:

1. Ensure city water complies with Alaska Drinking Water Standards through routine water quality monitoring.
2. Work with Department of Environmental Conservation to monitor on site septic system conformance by reviewing development proposals for conformance to DEC standards.

SEWERAGE SYSTEM

OBJECTIVES:

1. Provide for future sewage treatment, collection, and timeframe to ensure the health of all Dillingham residents and to conform to state and federal standards.
2. Minimize effect of on site septic systems on water wells and environmental conditions.

POLICIES:

1. Expand sewerage system where warranted by high densities or poor soils.
2. Install community sewer systems where warranted by high densities or soils conditions to ensure wells are not contaminated.
3. After sewage treatment facility is constructed, encourage private sector competition in regard to pumper services.
4. Ensure development proposals that require water and sewer facilities have been approved by Department of Environmental Conservation.
5. Begin the planning and site selection process for a future sewage treatment facility to meet the needs of the community.

ACTIONS:

1. Maintain the sewage treatment facility and train local operators for current and future sewage treatment facilities.
2. Ensure wastewater treatment process meets variations in summer and winter flows.
3. Establish as top priority for sewage line extension, high density areas not currently served by sewer lines.
4. Establish annual budget for expansion of sewer system.

STORMWATER DRAINAGE

OBJECTIVE:

1. Expand existing stormwater drainage system to further reduce surface runoff problems and improve efficiency of sewage system.

POLICY:

1. Require future developments to consider stormwater drainage in grading plans.

ACTION:

1. Maintain efficiency of stormwater drainage systems.

ENERGY

POLICIES:

1. Include the needs of potential industrial and domestic consumers in energy plan.
2. Encourage and investigate the feasibility of alternative energy systems which may lower energy costs and improve reliability.
3. Encourage the City of Dillingham, the Alaska Division of Energy and Nushagak Electric to assess the feasibility of alternative forms of electricity generation.

ACTION:

1. Identify areas where alternative energy resources such as hydro, peat, natural gas, geothermal, wood, and wind may be available to meet local energy needs.

2. The City Manager, or designee should meet with Nushagak Electric, Naknek Electric and other electric generation companies, in cooperation with Bristol Bay Native Association Alternative Energy Task Force to identify means of lowering energy cost and improving efficiency of supplying electrical power.

Community Facilities and Programs

GOAL:

Adequate, affordable, and accessible community facilities.

GENERAL

OBJECTIVES:

1. Maintain existing community facilities.
2. Plan for a future community convention / cultural center and coordinate these activities with the local Chamber of Commerce and Curyung Tribal Council.
3. Develop a maintenance, expansion, and administrative program for the City-owned cemeteries to ensure that the grounds are properly maintained and burial records are properly kept.

POLICIES:

1. Plan for the clustering, consolidation and centralization of compatible public offices and facilities for efficiency.
2. Encourage the use of existing undeveloped municipal land and renovation and maintenance of existing facilities for expansion of central public offices and facilities.
3. Develop a set of criteria for upgrading and maintaining city offices and service facilities, and include in C.I.P. process.

EDUCATION

OBJECTIVE:

1. Provide a broad choice of educational, vocational/technical, and recreational opportunities to all segments of the community.

POLICIES:

1. Maximize the use of school facilities for outdoor and indoor recreation for the community at large.
2. Encourage coordination between the University of Alaska Bristol Bay Campus, the Dillingham School District, Southwest Regions School District, the Bristol Bay Borough School District, the Lake and Peninsula Borough School District, and the City of Dillingham in developing a plan for future school facility and staff needs.
3. Work with the University of Alaska Bristol Bay Campus, to assess feasible sites for a post secondary, vocational/technical training facility that serves residents of the city and region of Dillingham.
4. Encourage the clustering of educational and cultural facilities for efficiency of use.
5. Encourage and support the integration of a fisheries curriculum in Dillingham City Schools in cooperation with Bristol Bay Economic Development Corporation.
6. Fully explore funding sources and policies that will provide stable and adequate funding for Dillingham City Schools.

ACTION:

1. Utilize comprehensive plan information and goals and objectives in working with the Dillingham School District in selecting some potential school sites.
2. Assist in the site selection for a University of Alaska vocational/technical training facility through land acquisition and/or land assembly.
3. Explore feasibility and steps necessary to establish a regional library.

PARKS AND RECREATION

OBJECTIVES:

1. Develop and maintain a community recreation program.
2. Increase and enhance recreation facilities within the community.

POLICY:

1. Reserve some municipal land for public recreation and open space.

ACTIONS:

1. Classify areas which are poorly suited for intensive development, such as wetland or floodplains, as public open space.
2. Complete a parks and recreation plan which includes standards for community park and recreation facilities, identification of areas for

immediate and future facility location, priorities for each facility, and the ability of the community to pay for and maintain those facilities. Facilities to be considered in the plan should include indoor and outdoor recreation facilities such as picnic areas, a swimming pool, and a recreation center.

HEALTH AND SAFETY

OBJECTIVES:

1. Upgrade and enhance the law enforcement and fire protection facilities.
2. Promote cooperation with State and federal environmental agencies.
3. Reduce, reuse, and recycle.

POLICY:

1. Develop and implement educational programs and activities designed to develop local expertise in promoting solid hazardous materials management.

ACTION:

1. Actively participate in community emergency response planning.
2. Update the oil and hazardous substances study.

Capital Improvements Program

GOAL:

Establish a Capital Improvements Program (C.I.P.).

OBJECTIVE:

1. Institute C.I.P. to help implement the goals and policies of the Dillingham Comprehensive Plan.

POLICIES:

1. Give priority to critical life, health and safety projects that generate local jobs.
2. Establish a framework that assures projects are executed according to established priorities, ensures projects are gauged to the community's

- ability to pay for them, and allows city officials to coordinate projects for efficiency.
3. Coordinate the C.I.P. with long range economic, fiscal energy and social planning.
 4. Develop a long-term capital improvements program that stages the installation of community facilities in accord with residential, commercial and industrial expansion needs, and Dillingham's land use policies.

ACTIONS:

1. Develop a six-year capital improvements program that is updated annually and includes project costs, timing, sources of financing, status of plans, and effects on the city's operating budget public shall be invited to participate in forming the Capital Improvements Program.
2. Integrate C.I.P. planning into the community budget workshops.
3. The C.I.P. Plan shall be subject to Planning Commission review and recommendation to City Council review and approval.