



INCLUSIVE LAND USE PLANNING: REQUESTING ASSISTANCE WITH MEANINGFUL ENGAGEMENT & EXCHANGE

I. SUMMARY

The City of Unalaska is the leading fishing port in the nation and is geographically positioned in an ideal location to serve as a staging area for oil exploration in the Arctic. With its amazing beauty, rich cultural history, strategic location, and numerous natural resources, Unalaska also has challenging terrain and a limited amount of flat land readily available for development. A Land Use Plan is needed to identify appropriate locations for industrial, commercial and residential uses; this plan will serve as a resource document when considering rezoning proposals and conditional use permit requests or other discussions pertaining to the evolution of land uses in our community. Perhaps most importantly, this plan will help identify areas with cultural, historic and environmental significance. **This application is requesting assistance from the Community Planning Assistance Team to help facilitate the community engagement component of creating a Land Use Plan as well as to provide a knowledge base and facilitate information exchange regarding port planning, housing, and the unique needs of the oil industry.**

II. PROJECT DESCRIPTION & PROBLEM STATEMENT

A. UNIQUE UNALASKA

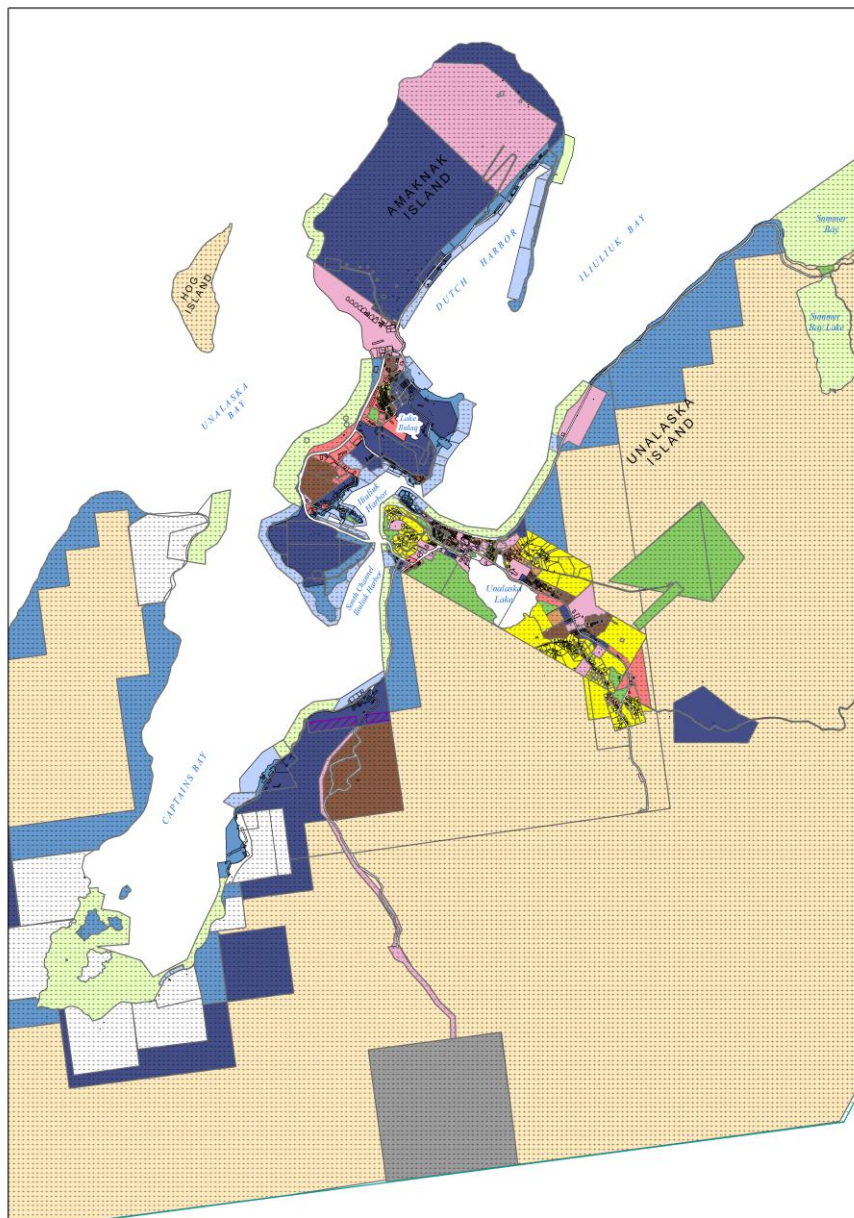
Located just 50 miles from the Great Circle shipping route, Unalaska, the 12th largest incorporated city in Alaska, is 800 miles southwest of Anchorage in the heart of the healthy and robust North Pacific/Bering Sea fisheries. The city itself contains approximately 115 square miles of land and 98 square miles of water. Our community is a vibrant mix of industry and history connected by 27 miles of roads linking our port, harbors, and private docks with local businesses and our thriving community of 4,400 permanent residents and 5,000 to 10,000 seasonal workers.

For the last 30 years, Unalaska's economy has been based primarily on commercial fishing, seafood processing, fleet services, and marine transportation. The Port of Dutch Harbor is the only deep draft, ice-free port from Unimak Pass west to Adak and north to the headwaters of the Bering Straits, along the entire western coast of Alaska. Our port has been designated a "Port of Refuge" and provides year-round protection for disabled or distressed vessels. Also provided are ground/warehouse storage and transshipment opportunities for the thousands of vessels that fish or transit the waters of the Bering Sea. The possible advent of cargo shipment over the pole via the Northern Sea Route would impact our community as well. This is not expected to come to fruition for several years and will not be directly addressed through the Land Use Plan and associated research and outreach at this time.

Focus is now shifting to additional economic opportunities, namely staging and support industries related to oil exploration and production. With the need for a protected deep water port with

accessible uplands for industries related to oil and gas industry, several oil companies have plans to set up staging areas in our community in the next four years. This timeline will certainly be extended if additional oil is indeed discovered in the Arctic. It is anticipated that many support industries related to oil exploration will follow in the near future.

While there is a vast amount of undeveloped land on the island, there is a limited amount of flat ground readily accessible for development. Many property owners blast rock or fill tidelands to create developable areas on their property. Strategically identifying appropriate land uses for specific areas ensures the most sustainable use of the land itself. For this to be possible, it is imperative that the process to develop our land use plan considers the desires of all community members, environmental factors, economic needs, historical beginnings, and planning best practices.



Legend

City Limits	Moderate Density Residential	Open Space
Vacant Land	High-Density Residential	Public/Quasi-Public
Land Use	Marine-Dependent Industrial	Native Allotment
CUTO	Marine-Related Industrial	Watershed
General Commercial	Developable Tidelands	Holding Zone
Single-Family/Duplex Residential	Subsistence Tidelands	

City of Unalaska
Land Use Map
 May 2010

Scale: 2,000 1,000 0 2,000 Feet

The boundaries for the official study area include the entire city limits, most of which will need generalized recommendations with little detailed analysis. The project will focus on key areas for port expansion and industrial development including commercial support service for new and existing industries and for residents. Additionally, limited housing is a current area of concern and is expected to become more of an issue as industries expand in the community. Locations for various types of residential development will need to be identified as well. This area of focus is indicated by the adjacent Land Use Map from the Comprehensive Plan. Unalaska's Comprehensive Plan provides the starting point for the discussion.

B. COMPREHENSIVE PLANNING

The development process of the Comprehensive Plan, approved in February of 2011, included workshops, stakeholder meetings and interviews, housing preference surveys and an

open house. The Plan is referred to often by the Planning Commission, the City Council and the community at large. This document outlines the vision, goals and objectives of the community. In addition to concerns for the environmental conservation and maintaining a rich cultural history, **two key desires of the community involve increasing housing options and diversifying the economy.** These issues are magnified when our community leaders begin contemplating the impact of oil and gas exploration, in the Arctic beginning in the summer of 2012, which is expected to result in full scale production in the near future. The Comprehensive Plan was developed prior to oil and gas industry activities and does not fully consider the impacts such industries could have on the community.



City of Unalaska
Housing Subareas
 June 2010



Housing Options

Quality affordable housing is limited. Because of this, there continues to be great concern of Unalaska's inability to retain its current residents or attract and accommodate additional ones. The Comprehensive Plan calls for making more land available for the development of quality, affordable housing. Planning staff has moved forward with proposing code changes to allow for smaller lots, which was a recommendation of the plan. The boxes below are listings of potential housing sites identified in the Housing Plan section of the City's Comprehensive Plan. The adjacent Housing Subareas Map provides a visual context as to the locations being described.

Short-Term Housing Sites: Individual housing sites that are ready or near ready for development should be the top priority. Ownership of these lots is a mix of OC owned land and multiple other private owners.

There are multiple private and public owners of developable sites in the *Valley* including Ounalashka Corporation (OC), other private property owners and the City of Unalaska. While many of the properties in the *Valley* are within flood plains, there are several sites that are developable, some of which have already been platted and have utilities.

Scattered infill sites *Downtown* have utilities and adjoin other residences that are in stable condition

Undeveloped sites exist on *Standard Oil Hill*.

Other scattered sites can be found in stable areas that have been platted and either have utilities or only require an extension of nearby utilities.

Mid-term Housing Site Options: Other options include large undeveloped areas that need an overall development plan and adjoin either other major investments or existing residential areas. These sites create opportunities for larger planned housing developments.

Strawberry Hill is an optimal location for new single family housing development based upon its excellent views and proximity to *Standard Oil Hill*. There is asbestos contamination in parts of this area as the result of being used as a World War II defense site and the subsequent clean-up efforts. Based upon stakeholder interviews, it appears that the asbestos issue is defined and isolated. An overall housing development plan that takes into consideration the environmental issues and the topography of this mountainous area needs to be prepared. Approximately 10-20 acres are developable for housing. Land on *Strawberry Hill* is owned by OC.

The area adjoining the *Carl E. Moses Boat Harbor* in Little South America is a prime future housing site. The *Carl E. Moses Boat Harbor* is located on *Amaknak Island*, at the head of *Captains Bay*. This area is a highly attractive housing site that should be developed subsequent to the completion of the boat basin and the area being graded. The mining and excavation plans are currently in progress. This site has potential to create a new market for upper income condominiums and apartments as part of a broader mixed-use development. In addition to housing, the overall development should also include water-oriented commercial uses. Industrial uses that may conflict with the future residential community should be discouraged at this site. The size of the development should be sufficient to create a critical mass and establish a new community within Unalaska. While the housing development will need to be phased in, the overall plan should include a minimum of 50 housing units, with opportunities for expansion.

The portion of *Airport Beach Road* between the *Grand Aleutian Hotel* and the *Airport* is another potential housing site. An advantage of this site is its proximity to utilities. Similar to other larger development sites, a development team approach should be used.

Long -Term Housing Site Solutions: These long-term housing sites are dependent upon a variety of circumstances including clean-up, infrastructure, and environmental testing. As important, these areas will require the future housing market to be able to support the added future housing development.

Tundra Drive area near and above *Tom Madsen Airport* has an excellent view and potential for redevelopment. The *Tundra* site being near the airport will create noise concerns although the high elevation should mitigate this issue. There are no utilities near the site. An overall *Tundra Drive* development plan, similar to recommendations for other large sites, should be crafted.

Pyramid Valley is a potential long -term housing site near the new water plant and summer recreation areas. Infrastructure will be upgraded as the result of the new water plant, thereby enhancing the potential of this area for housing development. The property is owned by OC.

A portion of *Captains Bay* within Unalaska Island is another long-term housing development site. Most of the land in this area is controlled by private owners. Captains Bay is currently characterized by fish processing facilities and substandard housing. Portions of this corridor have long term potential for both rental and homeownership housing. Suitability of this area for housing will be dependent upon a major clean-up and improvement.

There is a potential long-term housing site at the end of *Lear Road*, near the water tank. There is a steep road leading to the top of Lear Road that will require an extension of pavement and utilities. An overall plan should be developed for this Valley site.

The community has a strong understanding of the need for quality housing options and often points to the Comprehensive Plan as a way to support housing development. With general housing opportunity sites identified, it would be beneficial to determine geographical locations where particular housing types are appropriate. The CPAT can assist with facilitating this conversation to help identify certain areas where detached residential, residential duplex, multi-family attached, bunkhouses, and construction camps are acceptable for the community.

Economic Development

Along with recommending the expansion of basic retail and service offerings as well as encouraging downtown revitalization efforts, the Comprehensive Plan identifies several action items pertaining to the economic development of our community. The items listed in the box below are from the Comprehensive Plan.

Make Land Available for Business and Industry: Owners of appropriate land area in Unalaska should be encouraged and supported in their efforts to provide such land to accommodate the development needs of local businesses and industries.

Broaden and Diversify the Local Economy: Every effort should be made to encourage and support the further diversification of Unalaska's economy. The private sector should be responsible for cultivating and satisfying demand for local goods and services, as has been the practice of the past, and for the overall promotion of tourism.

Improve City Dock Facilities: The City of Unalaska should continue comprehensive planning efforts for the improvement and maintenance of port and harbor facilities. The City should also continue the implementation of critical port and harbor maintenance and expansion plans to ensure the continued prosperity of Unalaska's fishing industry.

Think Globally: As Unalaska continues to grow and prosper in future years, an effort should be made to identify, examine, and pursue when deemed appropriate, all pertinent global economic opportunities that might further local economic diversification or local economic expansion.

Again, the CPAT can help to facilitate the conversation and offer additional perspectives in regards to identifying appropriate locations for offices, retail, and commercial uses supporting the general population. Additionally, this process should garner input on where industrial and support uses for the fishing industry and oil industry are appropriate. Participants will need to consider what support uses will actually include, such as offices, shops, warehouses, laydown yards, and housing. Additional support uses specific to the oil and gas industries remain an unknown and will also need to be considered.

The City has already begun taking steps to rezone portions of the tidelands in Captains Bay to allow for industrial development. With potential for deep water port facilities, available uplands, and buffer to the fishing industry operations, these locations are seen as appropriate and attractive places for other industrial businesses to locate. The City is also in the process of requesting additional tidelands from

the State of Alaska in Captains Bay and Dutch Harbor proper in order to gain local control of development. These actions have not been without controversy, but have resulted in thoughtful public discourse.

C. EXPANDING KNOWLEDGE

The City of Unalaska's professional staff provides a knowledge base for the performance of land use inventories, land use planning and more. The City's staff includes members of the City Manager's Office and the following Departments: Administration, Planning, City Clerk's, Finance, Parks, Culture and Recreation (PCR), Ports and Harbors, Public Utilities, Public Works, and Public Safety.

One specific action item in the Housing Section of the City's Comprehensive Plan involves creating a housing site inventory to help identify all developable sites for housing which would be available for distribution to residents and developers. The Planning Department has expanded this and is currently developing a general "Land Use Inventory" of the city. This inventory will include an interactive map and database showing properties that are vacant as well properties that are being used as residential, commercial, industrial, etc. This study documenting existing land uses in the city will provide needed information and serve as an effective starting point in discussions of future land uses.

To gain first hand understanding of oil field operations, a team from Unalaska traveled to Louisiana in June. The team consisted of Unalaska's Mayor, three members of the City Council, the City Manager, City Planning Director, School Superintendent, and a business leader from Alaska Ship Supply. Together, we met with Lafayette Parish representatives who offered their perspectives on tools for economic development and comprehensive planning in relation to the oil and gas industries. The major takeaway from this team is to clearly define the community's expectations and requirements on the front end. The team also toured the facilities of several leading oil and gas support companies including Harvey Gulf International Marine, Delmar Systems and Edison Chouest Offshore. These companies are involved with providing material and services related to mooring services and supplies, engineering and technical consulting, towing and anchor handling, supply vessels, as well as shipyard and port operations for the oil and gas industries.

The trip also included tours of Port Fourchon and the Port of New Orleans. Port Fourchon is comprised of approximately 1,700 acres and is home to industries supporting oil and gas exploration, drilling and production. This visit highlighted the diverse range of services involved with the oil and gas industry and demonstrated the scale of their facilities. The Port of New Orleans serves as one of the county's leading general cargo ports. The tour highlighted the facilities, including 6 multi-purpose cranes and multiple container terminals, to help service nearly 2,000 vessel calls and 500 million tons of cargo a year. Both the timing and the impact of cargo coming over the pole are currently unknown, however this visit provided a first-hand glimpse at what facilities might be needed.

This research and investigation have confirmed the necessity for our community to formulate a Land Use Plan to guide development and address the needs for housing, support infrastructure related to oil and gas exploration and pending production. Due to the complex social, environmental and economic issues involved, the process that is undertaken to create this Land Use Plan is the key to the long term success of the plan itself. The community engagement component of the process is where the energies of the Community Planning Assistance Team would be focused. We need a project team with a depth of knowledge to address our issues and concerns. **Areas of expertise needed include, but are not limited to, the following: oil and gas industry, commercial fishing industry, supporting businesses, housing strategies, port facilities, land use planning, geographic information systems and public engagement.** The Community Planning Assistance Team provides the opportunity to bring together a

diverse team of energetic planners to help address the dynamic and sensitive issues at play here in Unalaska, an opportunity that few hired consultants could provide.

III. OUTCOMES

The City of Unalaska already has several plans in place. In addition to the Comprehensive Plan and Housing Strategy already discussed, Unalaska also has the Port of Dutch Harbor 10-Year Development Plan, 5-Year Capital and Major Maintenance Plan (CMMP), multiple Utility Plans, Tideland Leasing Regulations and a substantial Code of Ordinances. As previously mentioned, to help provide a starting point for discussions, the Planning Department is completing a city wide Land Use Inventory of existing land uses. Together, these documents and tools will be complemented by a Land Use Plan, which will be developed based on the information and feedback from this land use planning initiative of community engagement and information exchange.

The City will continually promote and support the community engagement opportunities through television and radio advertisements, interviews, public notices, fax blasts, and announcements at public meetings. Unalaska Community Broadcasting is a non-profit organization that produces the public radio station and the community television station in Unalaska. Their mission is to provide quality informational, educational and entertainment programming and to serve as a forum for communication to the community. This organization does an excellent job of promoting and reporting on local events in the community and will no doubt serve as a valuable resource in this initiative. In addition, funds have been budgeted to allow for newspaper advertisements as well as bulk mailings to the community members and businesses.

One major objective is to work creatively in several feedback loops, including stakeholder meetings/interviews and community meetings/open houses during both the preliminary and team visits. These sessions will serve as a time for the public to provide their valuable input as well as a time to reach out to the public about what planning actually means. Connections should be made with what people voiced and what is being documented. **Another objective is that tangible ways to garner feedback should be provided.** Techniques could include short surveys, comment cards, red dot/green dot exercises, visual preference surveys, etc. The ultimate goal of these objective and actions associated with promoting the planning process, is turnout will be high and the meaningful feedback.

The final deliverable will be a community assessment that summarized the feedback received from the residents, businesses, corporations, and community as a whole and provides guidance as to what factors should be considered in preparing for expanded and new industries, such as oil and gas support. Ideally, this will include a proposed Land Use Plan Map, as well as the associated GIS data. The details of what this may include are listed in the table below. We would very much like to discuss this list with the project team prior to finalizing these components.

The components of the final deliverable might include:

Description of the public process and outreach techniques used in the development of the plan;

Summary of potential impacts of the oil and gas industries and a description of their related support operations;

Mapped locations identifying where particular future land uses are appropriate, encouraged or discouraged;

Potential locations for expanding port facilities with consideration to future oil exploration and production, as well as the existing fishing industry;

Mapped locations identifying areas of environmental, cultural and historical significance or sensitivity and identify targeted areas that should be considered for conservation or preservation.

City officials, staff and the community as a whole invested a substantial amount of time, resources and energy in defining the community’s vision and crafting that into the Comprehensive Plan, and will no doubt do the same in this land use planning initiative. This initiative will bring to the forefront the difficult and often emotional discussion of what sorts of land uses are appropriate and acceptable in specific locations, even if that brings with it significant change. With CPAT’s support on quality and inclusive outreach, community engagement and educational efforts, the community’s desires and perspectives can then be more accurately reflected in a Land Use Plan.

After CPAT’s assistance with these phases of the land use planning process, city staff will then coordinate the development and approval of the Land Use Plan. This will involve several public workshops, public meetings and formal public hearings. Creating a Land Use Plan is one big step towards fulfilling the vision and implementing the Comprehensive Plan. Although there are efforts to revise code and zoning districts to support the Comprehensive Plan, it is the Land Use Plan which will help to synthesize other city plans and allow the city to capitalize on investments when used to guide the development of the CMMP and Zoning regulations. The Land Use Plan provides the Planning Commission and City Council the platform they need to make clear decisions regarding development proposals and zoning requests as well as the guidance needed in planning for capital investments and infrastructure, which further implements the community’s Comprehensive Plan and Vision.

IV. MAJOR STAKEHOLDERS

Outlined below are key stakeholder groups that will be consulted in the creation of this dynamic planning project. Each serves the community in a unique way and it is anticipated that each will provide an equally unique perspective of the community’s needs, how such needs might be impacted by increased development pressures and growth, and how such impacts could be successfully addressed. Although some groups will likely be more actively involved than others, all will have valuable input and no doubt help to spread the work of the process through the community. This list may certainly be revised as we continue through this process.

Governmental Entities

The following governmental agencies or entities have a presence on the island. Due to their respective specialties or circumstances, they are anticipated to serve as valuable resources regarding regulatory, safety or historical perspectives and should be contacted for a stakeholder meeting or interview during this process. The City of Unalaska will be the leader in the planning effort. City staff (particularly, the Development Review Team and Department Directors), City Council and the Planning Commission will be actively engaged throughout the process and beyond.

Governmental Entities	Local Primary Contact	Phone	Email	Address
Qawalangin Tribe	Robin Waldron, Tribal Administrator	907-581-2920	robin.qawalangin@gmail.com	PO Box 334 205 W Broadway Unalaska, AK 99685
State Department of Fish & Game		907-581-1239		Box 920587 Dutch Harbor, AK 99692
National Marine Fisheries Services		907-581-2062		410 Airport Beach Rd # 101 Dutch Harbor, AK 99692
State Department of Environmental Conservation	Rebecca Sheffield	907-581-4632	rebecca.sheffield@alaska.gov	PO Box 465 Unalaska, AK 99685
Alaska State Troopers		907-581-1432		PO Box 920848 Dutch Harbor, AK

United States Coast Guard		907-581-3466		PO Box 920446 Dutch Harbor, AK 99692-0446
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Community Organizations

The following is a list of valuable community organizations. Due to their respective specialties or circumstances, these organizations are anticipated to serve as valuable resources regarding public health and wellness, community strengths and needs, and historical perspectives and should be contacted for a stakeholder meeting or interview during this process. Several of these organizations will be active participants in providing resources and promotional support, namely, the CVB, KUCB and the Museum of the Aleutians. The CVB has also provided a letter of support.

Community Organizations	Local Primary Contact	Phone	Email	Address
Unalaskans Against Sexual and Family Violence (USAFV)	M. Lynn Crane, Executive Director	907-581-1500	usafved@arctic.net	156 W. Broadway #36 Unalaska, AK 99685
Unalaska Senior Center	Bob Knapp, Executive Director	907-581-5195	unaksc@akwisp.com	P.O. Box 294 Unalaska, AK 99685
Iliuliuk Family & Health Services	Eileen Conlon Scott, Executive Director	907-581-1202	escott@ifhs.org	P.O. Box 144 Unalaska, AK 99685
Aleutian-Pribilof Islands Association/Oonalaska Wellness Center	Alena Hope Syverson, OWC Administrator	907-581-2742	apiai@apiai.org	PO Box 1130 Unalaska, AK 99685
Convention and Visitors Bureau (CVB)	Alyssa Sensky, Executive Director	907-581-26-12	unalaskacvb@gmail.com	P.O. Box 545, Unalaska, AK 99685
Unalaska Community Broadcasting (KUCB)	Lauren Adams, General Manager	907-581-1888	lauren@kucb.org	PO Box 181 Unalaska, AK 99685
Museum of the Aleutians	Zoya Johnson, Executive Director	907-581-5150	zoyaj@akwisp.com	314 Salmon Way Unalaska, AK 99685

Educational and Faith Based Institutions

The following list is a combination of educational and faith based organizations. Due to their respective agencies specialties or circumstances, they are anticipated to serve as valuable resources regarding spiritual, cultural, educational or historical perspectives and should be contacted for a stakeholder meeting or interview during this process.

Institutions	Local Primary Contact	Phone	Email	Address
University of Alaska Fairbanks –Aleutian Pribilof Center	Shawn Dickson, Coordinator	907-581-1666	sldickson@alaska.edu	P.O. Box 248 Unalaska, AK 99685
Unalaska City School District	John Conwell, Superintendent	907-581-3151	jconwell@uscd.net	PO Box 570 Unalaska, AK 99685
Unalaska Baha'i Center	Donna Detweiler & Stanley Corbett	907-581-1261		390 Bayview Road Unalaska, AK 99685
The Church of Jesus Christ of Latter Day Saints		907-581-8258		187 Steward Road Unalaska, AK 99685
Holy Ascension Orthodox Cathedral	Father Andrew Kashevarof	907-581-5883		
St. Christopher by the Sea		907-581-4022		107 Riverside Drive, Unalaska, AK 99685
Unalaska Christian Fellowship	Pastor John Honan	907-581-1282		74 E Broadway Ave Unalaska, AK 99685

Unalaska United Methodist Church	Pastor Dan Wilcox	907-581-1280		252 W Broadway Ave Unalaska, AK 99685
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Businesses and Industry

Seafood processing, shipping, and transportation support agencies are major players in the community and economy. Westward Seafoods and Offshore System Incorporated are located in Captains Bay, which is the most attractive area for industrial expansion.

Large Businesses and Industry	Local Primary Contact	Phone	Email	Address
Alyeska Seafoods	Sinclair Wilt, General Manager	907-581-1211	SinclairW@alyeskaseafoods.com	551 W Broadway Unalaska, AK 99685
Westward Seafoods	Chris Spengler	907-581-1660	chriss@westwardseafoods.com	Dutch Harbor, AK 99692
UniSea Inc	Terry Shaff	907-581-7300	terry.shaff@unisea.com	498 Salmon Way Dutch Harbor, AK 99692
Offshore Systems Incorporated (OSI)	Jared Davis, Facilities Manager	907-581-1827	jdavis@offshoresystemsinc.com	P.O. Box 920427 Dutch Harbor, AK 99692-0427
Western Pioneer/ Alaska Ship Supply				

Corporations and Private Land Owners

Much of the available land in Unalaska suitable for the development is owned by the Ounalashka Corporation, so any land use planning effort will need to involve OC as a key stakeholder in many discussions. Since the previous application, OC has had some leadership changes in both their board of directors and their CEO. I have personally met with this board and spoken at length with Rick Miller, the new CEO, and they are very much supportive of the process. Their concerns about being included in the process remain strong.

Other private land owner's with significant amount of land through the community, as indicated in the property tax rolls, will also be consulted. Many of these individuals became engaged with the recent Title 8 revisions. They include: Coe and Phyllis Whittern, Karel and Marie Machalek, Joe and Monica Henning, Dan and Sue Magone.

V. LETTERS OF SUPPORT

The following individuals have submitted letters of support on behalf their respective organization. These organizations are valuable members of our community and major stakeholders in the success and implementation of this project. Their letters have been included in the appendix.

Unalaska/Port of Dutch Harbor Convention & Visitors Bureau (CVB)	Ounalashka Corporation (OC)	Offshore Systems Incorporated (OSI)
Ali Bonomo Operations Manager PO Box 545 Unalaska, AK 99685 907-581-2612 / 877-581-2612 unalaskacvb@gmail.com www.unalaska.info	Wendy Svarny-Hawthorne Former CEO Rick Miller Current CEO PO Box 149 Unalaska, Alaska 99685 907-581-1276 miller@ounalashka.com www.ounalashka.com	Jeff Savage General Manager 12019 76 th Place NE Kirkland WA 98034 425-828-6434 jsavage@offshoresystemsinc.com www.offshoresystemsinc.com

VI. PRIMARY CONTACT PERSON

Below is the information pertaining to Erin Reinders, the main staff contact for this project and will be the lead in taking the recommendations of the CPAT community engagement component and incorporating them into a Land Use Plan. Erin is well-versed in and passionate about quality public management, long-range planning, and community engagement. Although relatively new to the community, she has extensive experience in leading land use planning initiatives and looks forward to participating in this exciting project. Erin's resume is included in the appendix of the application.

Community Name:	Unalaska, Alaska
Primary Contact's Name:	Erin Williamson Reinders, AICP, CPM
Title:	Director of Planning
Organization:	City of Unalaska
Address:	P.O. Box 610, 43 Raven Way, Unalaska AK 99685-0610
Email:	ereinders@ci.unalaska.ak.us
Phone:	907-581-3100
Website:	www.unalaska-ak.us
Description:	Erin's department is responsible for comprehensive planning within Unalaska, including community involvement, and will be the project lead and contact person.

VII. BUDGET

Outlined below is the anticipated budget for the project. Due to the remote location of our community and the risk of flight delays and cancellations, additional time and funding have been included for lodging and food. Due to the importance of this project for the community, funding has been approved by City Council and exists in the FY13 budget.

Project Name: City of Unalaska & Port of Dutch Harbor Land Use Plan					
Line Item	Amount				
A. Travel	Traveler	Airfare (\$2,500 / person)	Lodging (\$250/night/ person)	Food (\$100/day/ person)	Total
	Team Leader (Prelim. Visit to Unalaska)	\$2,500	3 nights \$750	4 days \$400	\$3,650
	Experts (x5) *Time is pro bono	\$12,500	6 nights \$7,500	7 days \$3,500	\$23,500
	APA Staff (x2) *Time is covered by APA	\$5,000	7 nights \$3,500	8 days \$1,600	\$10,100
	TOTAL	\$20,000	\$11,750	\$5,500	\$37,250
B. Meeting Space	Project Team meetings and Stakeholder meeting and interviews will be held at City Hall or Unalaska Public Library. Meeting space will be provided at no cost by the City of Unalaska.				\$0
	Community Open Houses will be held at Burma Road Chapel or other Public Facility with refreshments and equipment provided by City of Unalaska.				\$500
C. Local Transportation	City of Unalaska will arrange for car rental (1 on preliminary trip and 2 on return trip). City vehicles will be available for community tours. Calculated at \$100 per day per vehicle.				\$2,000
D. Printing	Printing services will be provided free of charge by the City of Unalaska.				\$0
E. Basic Supplies	The City of Unalaska will provide notepads, pens, and other basic office supplies for the Team's use.				\$0
F. Promotion	In addition to free media and promotional techniques, promotional materials such as mass mailings, advertisements, and signage will be provided funded by the City of Unalaska.				\$250
TOTAL					\$41,000

VIII. Appendix

Supplemental Material

An updated signed application and copy of the application check that was submitted previously has been provided in digital format, as required.

As previously mentioned, included in digital format are three letters of support as well as the resume of the project's primary contact. These letters may refer to the Land Use Plan as the outcome of CPAT's involvement, as they were written in direct support of a previous application. What is made clear in these letters is support for the process and the need for quality land use planning.

Referenced Material
Letter of Support from CVB
Letter of Support from OC
Letter of Support from OSI
Erin Williamson Reinders' Resume

Outlined below is a listing of documents and materials provided in their digital. These items will help provide a greater understanding of Unalaska and its planning efforts.

Community Plans and Code
Comprehensive Plan, 2011
Housing Strategy Plan, 2011
Port of Dutch Harbor Development Plan, 2009
Title 8 of the Unalaska Code of Ordinances
2012 Title 8 Changes
Community Brochures and Information
Economic Development Brochure, 2012
City Assessment, 2011
Unalaska City Limits Map
Unalaska Island Land Status Map
OC Trails Map of Unalaska
Community Profile
News Articles
City Briefed on 2013 Priorities, KUCB, January 30, 2012
Council Considers Tidelands Development, KUCB, May 8, 2012
Residents Divided on Captain's Bay Development, KUCB, May 9, 2012
Shell Poised for Alaska Prospects, Alaska Business Monthly (AKB), June 2012

Process and Scheduling

Unalaska is a busy community and the travel schedules, typically involving an array of logistical challenges, are often-times worked around fishing seasons and school or conference calendars. Flight arrangements should be made as soon as possible upon establishing the schedule. Suggested timelines for the project as well as associated visits follow.

Phase/Activity	Possible Involved Parties	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Phase 1: Preparation													
Timeline Defined	APA Staff and COU Planning Staff												
Stakeholders Identified	APA Staff and COU Planning Staff												
Preliminary Visit Planned	APA Staff and COU Planning Staff												
Define Needed Expertise	APA Staff and COU Planning Staff												
Gather Information	APA Staff and COU Planning Staff												
Create Team Briefing Book	APA Staff and COU Planning Staff												
Preliminary Site Visit (See Potential Schedule):	APA Staff												
COU Staff Meeting	APA Staff, DRT, Directors, CM												
Planning Commission Meeting	APA Staff, COU Planning Staff, PC												
Primary Stakeholder Interviews	APA Staff, COU Planning Staff, OC, Mayor, Property Owners, Tribe												
Community Tour	APA Staff, CVB, CM												
Phase 2: Research and Outreach													
Team Selection	APA Staff												
Arrange Full Team Visit	APA Staff and COU Staff												
Review Briefing Book	Project Team												
Team Visit (See Potential Schedule):													
Community Tours and Site Visits	Project Team, CM, Directors, CVB												
Stakeholder Meetings	Stakeholder Representatives, Select COU Staff												
Public Meetings	Project Team, COU Planning Staff, DRT, Public												
Project Team Meetings	Project Team, DRT, Directors, CM, COU Planning Staff												
Drafting Sessions	Project Team, Select COU Staff												
Phase 3: Community Assessment Report													
Report Development	APA Staff and Project Team												
APA post report on website for public comment	APA Staff and Project Team												
Report Refinement	APA Staff and Project Team												
Distribution of Report	Project team and Planning Department												
Next Steps Highlighted	COU Planning Staff												
Phase 4: Implementation													
Drafting of Land Use Plan	COU Planning Staff, DRT, Directors, CM												
Planning Commission Work Session	COU Planning Staff, PC, Public												
Planning Commission	COU Planning Staff, PC, Public												
City Council Work Session and First Reading	COU Planning Staff, CC, Public												
City Council Second Reading and Public Hearing	COU Planning Staff, CC, Public												

Figure 1: Potential Project Schedule

Time	Day 1	Day 2	Day 3
8:00 AM	Community Tour	On Site Stakeholder Interview: OC	On Site Stakeholder Interview: UniSea
9:00 AM		Museum of the Aleutians	
10:00 AM			On Site Stakeholder Interview: Western Pioneer
11:00 AM		On Site Stakeholder Interview: Q Tribe	Outreach: Senior Center Lunch
NOON	Lunch with Directors and CM	Lunch with DRT	On Site Stakeholder Interview: Alyeska
1:00 PM			On Site Stakeholder Interview: Westward
2:00 PM	Meeting: DRT	On Site Stakeholder Interview: Westward	Debrief / Set Up for Meeting
3:00 PM	Stakeholder Interview: Mayor		
4:00 PM	Stakeholder Interview: Chair of Planning Commission	On Site Stakeholder Interview: OSI	
5:00 PM	Set Up for Meeting		Open House: Purpose of Project, Summerize Trip, Show Current Conditions, Future Steps, Discuss Needs, Gather Input and Feedback
6:00 PM	Public Meeting: Joint PC and CC	Stakeholder Interview	
7:00 PM		Stakeholder Interview	

Figure 2: Potential Schedule for Initial Visit

Time	Day 1	Day 2	Day 3	Day 4	Day 5
8:00 AM	Team Meeting	Team Meeting	Team Meeting	Team Meeting	
9:00 AM		Stakeholder Meeting 1: DRT and Directors	Drafting Session	Drafting Session	Team Meeting
10:00 AM	Set Up studio	Stakeholder Meeting 2: Governmental Entities	Youth Outreach: Schools or PCR	Aleutians Museum Visit	Tour of City Facilities
11:00 AM		Stakeholder Meeting 3: Major Property Owners		WWII Museum Visit	
NOON	Lunch and with Directors	Lunch Breack	Elder Outreach: Lunch at Senior Center	Lunch with PC Chair	Lunch with Mayor
1:00 PM		Stakeholder Meeting 4: Community Organizatons		Drafting Session	Drafting Session
2:00 PM	Stakeholder Meeting 5: Educational and Faith Based Inst	Team Debrief/Dinner/Prep			
3:00 PM	Stakeholder Meeting 6: Businesses and Industry				
4:00 PM	Community Tour	Team Debrief	Dinner Break	Team Debrief/Dinner/Prep	Team Debrief
5:00 PM		Drafting Session (Open to the Public)			
6:00 PM	Public Meeting: Joint PC and CC		Grocery Store Road Show	Open House: Show Current Conditions, Share Proposals, Hightlight and Discuss Needs, Gather Input and Feedback	
7:00 PM					

Figure 3: Potential Schedule for Full Team Visit