

Comprehensive Plan 2020 Unalaska, Alaska



Unalaska Comprehensive Plan 2020

Table of Contents

Acknowledgements	1
Introduction to the Comprehensive Plan	3
Unalaska Today and Yesterday	6
Community Visions for the Future: Unalaska 2010-2020	11
Comprehensive Plan: Attaining the Vision	58
<u>Economic Development</u>	59
Primary Actions	
1. Improve Air Services and Reduce the Cost of Air Travel	
2. Support Sustainable Management of Fisheries	
3. Explore Development of Alternate Energy	
4. Make Land Available for Business and Industry	
5. Broaden and Diversify the Local Economy	
Secondary Actions	
1. Increase Water Capacity	
2. Create Quality, Affordable Childcare	
3. Expand Basic Retail and Service Offerings	
4. Attract More Local Skilled Building Contractors and Professional Service Providers	
5. Improve City Dock Facilities	
6. Leverage Name Recognition Resulting from TV Industry	
7. Downtown Revitalization: Create a Central Destination	
8. Unalaska/Port of Dutch Harbor Convention and Visitors Bureau	
9. Think Globally	
<u>Health & Well-Being</u>	81
Primary Actions	
1. Maintain Clean Drinking Water	
2. Improve IFHS Clinic Administrative Functions	
3. Create a Regional Hospital	
Secondary Actions	
1. Ensure Unalaska Remains Safe for Families	
2. Provide Greater Privacy of Patient Information at IFHS Clinic	
3. Work to Become a Drug-Free Community	

Unalaska Comprehensive Plan 2020

Secondary Actions (continued Health & Well-Being)

4. Work to Stop Underage Drinking
5. Renovate/Expand Health IFHS Clinic
6. Create Assisted Living Facilities for Elders of Region
7. Offer More Sex Education Classes in School
8. Construct a New Wastewater Treatment Plant
9. Construct New Cells at the Landfill

Overall Quality-of-Life 96

Primary Actions

1. Improve and Lower Cost of Internet, Cable, and Phone Service
2. Make More Land Available for Housing
3. Encourage Construction of Quality, Reasonably-Priced Housing
4. Encourage Ounalaska Corporation Board and City Council to Work Cooperatively to Improve the Quality-of-Life Enjoyed by Unalaska Residents

Secondary Actions

1. Continue to Make Unalaska a Regional Hub
2. Increase Ferry Service to Twice Per Month
3. Enable Residents to Obtain U.S. Citizenship in Unalaska
4. Make Community More Bicycle-Friendly
5. Embrace Our Ethnic Diversity

Physical Appeal 102

Primary Actions

1. Pave More Roads
2. Maintain “What We Have”
3. Remove Abandoned Junk Vehicles

Secondary Actions

1. Create Additional Sidewalks
2. Take More Pride In Our Personal Property
3. Adopt/Enforce Building Codes

Environment 109

Primary Actions

1. Create a Recycling Center

Secondary Actions

1. Acquire Spill Response Equipment
2. Protect Our History
3. Museum of the Aleutians
4. Clean-Up of WWII Non-Historic Waste
5. Protection of Subsistence Lifestyle

Unalaska Comprehensive Plan 2020

Education, Art, Culture & Entertainment	116
Primary Actions	
1. Have the #1 High School in Alaska, Academically	
2. Expand Public School Buildings, As Needed	
Secondary Actions	
1. Expand University of Alaska Fairbanks (UAF) Opportunities and Presence	
2. Expand Library to Offer More Services and Collections	
3. Increase Radio and Television Offerings	
4. Construct a Movie Theater	
5. Continue the Development of Park, Cultural, and Recreation Facilities and Offering of Programs	
6. Aleutian Arts Council	
Comprehensive Plan: Housing Element	128
Comprehensive Plan: Land Use, Transportation & Infrastructure	129
Description of Existing Land Uses	
Existing Land Use Calculations	
Identified, Apparent Land Use Conflicts/Opportunities for Improvement	
Current Zoning Violations	
Existing Roadways, Sidewalks, and Trails	
Utilities	
Cultural and Historic Assets	
Future Land Uses	
Comprehensive Plan: Implementation Actions	161
Capital Budget Connection	178
Appendices	179
• Appendix 1: Demographic and Socio-Economic Data	

Unalaska Comprehensive Plan 2020

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- Ounalashka Corporation
- FilAm Bayanihan Association
- UCSD Board of Education
- UCSD High School Students
- University of Alaska Fairbanks
- Seafood Processor Representatives
- Transportation Provider Representatives
- Alaska Airlines

Unalaska Comprehensive Plan 2020

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- Holy Ascension Orthodox Cathedral
- St. Christopher by the Sea
- Unalaska Christian Fellowship
- Aleutian Bible Church
- United Methodist Church

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Introduction to the Comprehensive Plan

The City of Unalaska has been preparing for the update of its Comprehensive Plan since the early 1990s. Consistent with sound planning practices, the City's overall effort to properly plan for the health and safety of local residents, businesses, and visitors, included an aggressive outreach effort in 1991, 2001, and 2009 to engage the community in defining a Vision for Unalaska. The City has consistently employed the people's Vision as the foundation of the community's overall planning efforts for the past two plus decades.

Quite simply, from 1991 to the present, the people's Vision has been the springboard for all planning and associated physical, social, cultural, and numerous other public and private actions designed to enhance the overall quality-of-life enjoyed today in Unalaska.

In 2009, the Unalaska City Council decided it was time to update the community's Vision for the future Unalaska.

Alaska State law requires that home rule, first and second-class boroughs, unified municipalities, and first class and home rule cities outside of boroughs provide planning, platting, and land use regulation. Unalaska was incorporated as a first-class city in 1942.

As noted in the document titled ***Alaska Planning Commission Handbook***, prepared by Alaska's Department of Community and Economic Development:

The Comprehensive Plan is a blueprint for guiding development in a community and includes information on the many facets of a community, such as population/demographics, physical conditions, land use, the environment, transportation, and legal and fiscal aspects. The plan reflects the vision and direction of residents. Through the Comprehensive Plan's vision, goals, objectives, policies, and implementation strategies, it provides a framework for decision-making regarding land use, transportation, housing, public facilities, and economic development.

As noted in the book titled ***Community Planning: An Introduction to the Comprehensive Plan***:

Although many government agencies make plans for their own programs or facilities, the comprehensive plan is, for the most part in the United States, the only planning document that considers multiple programs and that accounts for

Unalaska Comprehensive Plan 2020

activities on all land located within the planning area, whether that property is public or private.

One reason that comprehensive planning is so important is that it is carried out by local government – the level of government that most directly interacts with most citizens most frequently. It is the local government that builds and maintains roads and sidewalks, that regulates zoning and land use, that typically provides park and recreation services, that provides police and fire protection, and that delivers fresh water and takes care of sewage. Thus, local government planning is essential to provide a context in which local officials can make important decisions about these services and facilities.

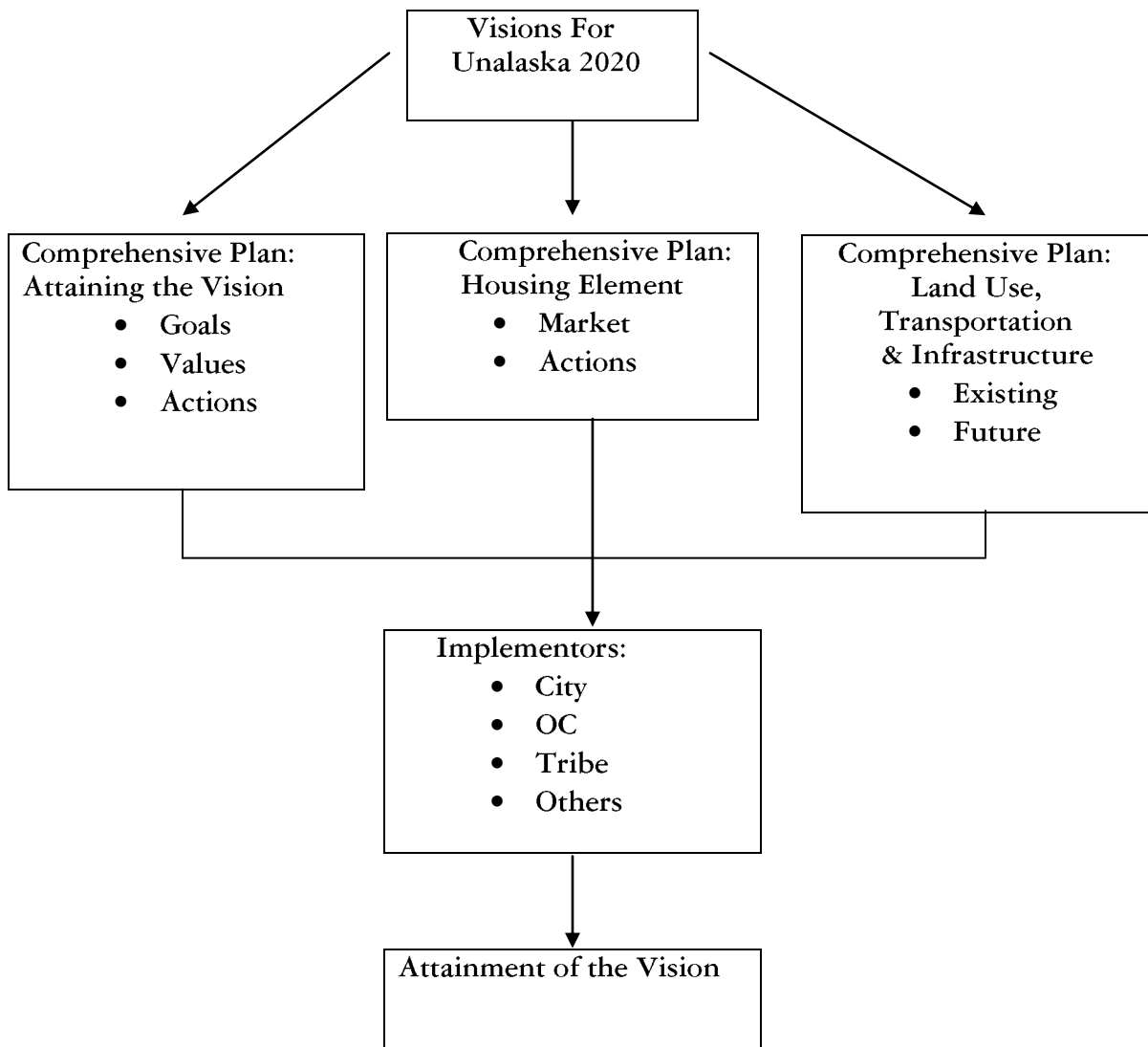
As determined by the City of Unalaska, the following Comprehensive Plan shall serve as the blueprint used to guide the development of the future Unalaska.

The diagram shown on the next page depicts the method by which the Comprehensive Plan is organized and was prepared.

Please note that all initiatives contained in the Comprehensive Plan flow from the community's Vision.

Unalaska Comprehensive Plan 2020

Unalaska Comprehensive Plan 2020 Flow



Unalaska Today and Yesterday

Unalaska (*Iluulux*) in Aleut; (*Уналашка*) in Russian) is a city in the Aleutians West Census Area of the Unorganized Borough of the State of Alaska and is located on Unalaska Island and neighboring Amaknak Island in the Aleutian Islands off of mainland Alaska.

Almost all of the community's port facilities are on Amaknak Island, better known as Dutch Harbor or just "Dutch". It includes Dutch Harbor Naval Operating Base and Fort Mears, U.S. Army, a U.S. National Historic Landmark.

Dutch Harbor lies within the city limits of Unalaska on Amaknak Island and is connected to Unalaska Island by a bridge. Amaknak Island is home to almost 59 percent of the city's population, although it has less than 3 percent of its land area.

The Aleut or Unangan have lived on Unalaska Island for thousands of years. The Russian fur trade reached Unalaska when Stepan Glotov and his crew arrived on August 1, 1759. The Unangan people, who were the first to inhabit the island of Unalaska, named it "Ounalashka" meaning 'Near the Peninsula'. The name Unalaska is probably an English variation of this name. The regional native corporation has adopted this moniker, and is known as the Ounalashka Corporation. Dutch Harbor was so named by the Russians because they believed that a Dutch vessel was the first European ship to enter the harbor.

According to the U.S. Census Bureau, the city has a total area of 212.3 square miles, of which, 111.0 square miles (52%) of it is land and 101.3 square miles (48%) is water.

As in all of the Aleutian Islands, the climate of Unalaska is sub-polar ocean climate with moderate and fairly uniform temperatures and heavy rainfall. Fog is prevalent. Summer weather is much cooler than Southeast Alaska, but the winter temperature is nearly the same.

The mean annual temperature for Unalaska is about 38 °F (3.4 °C), being about 30 °F (-1.1 °C) in January and about 52 °F (11.1 °C) in August. With about 250 rainy days a year, Unalaska is said to be the rainiest place in the United States.

Unalaska Comprehensive Plan 2020

The island of Unalaska was first inhabited by the Aleut people, which they named "*Ounalashka*", meaning: "Near the Peninsula". They developed an intricate and complex society long before their first contact with the Russian fur traders who would document their existence.

Unalaska and Amaknak Islands contained 24 settlements with more than 1,000 Aleut inhabitants in 1759, when the first Russian group under Stepan Glotov came and started trading for three years on Umnak and Unalaska. Between 1763 and 1766, a conflict between the Russian fur traders and the Unalaska Natives occurred; the Aleuts destroyed four Russian ships and killed 175 hunters/traders. Solov'ev then returned to Unalaska and directed the massacre of many Natives. In 1768, Unalaska became a Russian trading port for the fur seal industry, which was eventually monopolized by the Russian-American Company. It was there that Captain James Cook encountered the navigator Gerasim Izmailov in 1778.

In 1788 the Spanish made contact with the Russians in Alaska for the first time. An expedition by Esteban José Martínez and Gonzalo López de Haro visited several Russian settlements. Their westernmost visit was to Unalaska. On August 5, 1788, they claimed Unalaska for Spain and named it *Puerto de Dona Marie Luisa Teresa*.

In 1825, the Russian Orthodox Church of the Holy Ascension was built in Unalaska. The founding priest, Ivan Veniaminov, later canonized as Saint Innocent of Alaska, composed the first Aleut writing system with local assistance, and translated scripture into Aleut. Between 1836 and 1840, measles, chicken-pox and whooping-cough epidemics drastically reduced the population; thus, at the end of the decade, only 200 to 400 Aleuts lived in Unalaska.

On October 18, 1867, the United States purchased Alaska, making Unalaska part of the U.S. territory.

In 1880, the Methodist Church opened a school and a clinic for orphans in Unalaska. Between 1899 and 1905, the Gold Rush brought many ships through Dutch Harbor where the North American Commercial Company had a coaling station.

During the first half of the century, the island was touched by numerous epidemics, first in 1900, and then in 1919 the Spanish flu touched the island: these contributed to a dramatic decrease of the population in Unalaska.

Unalaska Comprehensive Plan 2020

The United States started fortifying Dutch Harbor in 1940, resulting in the construction of the Dutch Harbor Naval Operating Base and Fort Mears. On June 3, 1942 the town was attacked and bombed by Japanese forces in the Battle of Dutch Harbor, part of the Aleutian Islands campaign. After the attack and the Japanese occupation of Attu, almost all of the native residents of the island were arrested. Many were held, under poor conditions, in camps in Southeast Alaska for the duration of the war; a substantial number of the internees died during the imprisonment.

Beginning in the 1950s, Unalaska became a center of the Alaskan king crab fishing industry; by 1978 it was the largest fishing port in the United States. A 1982 crash in king crab harvests decimated the industry, and the mid-1980s saw a transition to bottom fishing.

The port of Unalaska/Dutch Harbor is the main port and field base for the storied Bering Sea king crab fishery. The Dutch Harbor crabbing fleet is featured in the television show *Deadliest Catch*, a documentary style show on the Discovery Channel, and the port facilities and local pub are featured prominently in numerous episodes.

Dutch Harbor has also been the largest fisheries port in the United States, in terms of volume of seafood caught, for nearly every year since 1981. Until 2000, it also ranked first in terms of the dollar value of its catch; since 2000, however, the port of New Bedford, Massachusetts, has outranked Dutch Harbor in that category.

The State of Alaska owns a 3,900 by 100 ft (1,189 by 30 m) paved runway, where daily flights are scheduled. A seaplane base is also available. The State of Alaska changed the name of the airport in 2002 to "Tom Madsen Airport", after a bush pilot killed in an accident that year, although the FAA still uses the airport's original name.

Unalaska has a mayor-council form of government.

The City Council is the legislative body of the city; it is made up of six members, who are elected at large by a direct vote of the city's electorate. The City Council has for its mission to "enact the laws of the city, set the mill rate for property taxes within the city, approve the annual budget for the city, and appropriate funds to provide for city services".

Unalaska Comprehensive Plan 2020

Unalaska is served by the Unalaska City School District. The Unalaska Elementary School serves grades K-4 and Unalaska Junior/Senior High School serves grades 5 through 12.

The Unalaska City School was voted one of the best 100 school districts in the United States by *Offspring Magazine*, a *Forbes* publication. It has also consistently been one of the highest scoring schools in Alaska in both the Standards-based exams and Alaska Exit Exam. In 2006, the Alaska Association of School Boards awarded the school district with the Outstanding School Board Award and Superintendent of the Year award.

The University of Alaska, Fairbanks also has a campus in Unalaska, the University of Alaska, Aleutian Pribilof campus. This college is part of the College of Rural Alaska network and offers both conventional classroom and distance classes.

NOTE: The information presented above was obtained from *Wikipedia*, and periodic updates can be viewed at <http://en.wikipedia.org/wiki/Unalaska>.

The Story of a Name-Unalaska-Dutch Harbor (Submitted by AB Rankin)

The name “Unalaska” does not reflect a thwarted attempt to secede from the 49th State, nor does it imply that the residents of Unalaska view their community as one that runs counter to the majority of the state, although some might. Either of these explanations would be more interesting than the actual one which is rooted in the changes which a Native Aleut word has experienced over the last two hundred years.

Between 1890 and 1899, the United States Board on Geographic Names standardized the spelling of this town and the Aleutian island on which it is located by selecting “Unalaska” from several names that had been in use up to that time. Variations included “Ounalashka,” “Ounalaska,” “Oonalaska,” and “Oonalashka.” These spellings all derived from the Russian spelling of a word which was itself a shortened version of an original Aleut word: “Agunalaksh.” Unalaska Island may have derived its name from its proximity to the Alaska Peninsula. The Aleuts call the Alaska Peninsula “Alaxsxa” or “Alaxsxi.” – The “mainland.” The Russians adopted this as “Alyaska” from which “Alaska” is

Unalaska Comprehensive Plan 2020

derived. Popular belief has it, incorrectly, that the name means “The Great Land,” with almost sacred connotations.

Thus “Unalaska” does not mean not-Alaska or not-the-Great Land. If anything, the name defines its geographical location in terms of the Alaska Peninsula.

In fact, to compound confusion, this town has three names. First there is “Unalaska.” Before “Unalaska,” however, this community was known as “Iliuliuk” in Russian or in Aleut as “Iluulux” or “Iluulax.” This early word referred to the curved approach one took in a skin boat when approaching the village. The word may also have had connotations of “Harmony.” In 1806 after about 50 years of sporadic fighting with local Aleuts, Nikolai Rezanov of the Russian-American Company named the community “Ddobroye Soglasiiia”, the Harbor of Good Accord. Ignoring the Russian presence, the Spanish laid a surreptitious claim to Unalaska on August 5, 1788, and called it “Puerto de Dona Maria Luisa Teresa de Parma, Princessa de Asturias.” The third name which is frequently applied to this community is “Dutch Harbor.” This specific harbor is one of many within the greater Unalaska Bay and is said to have been given its name because a Dutch vessel was the first to anchor there. The name dates from the late 18th century. In the 1890’s a dock was built at Dutch Harbor and people sailing to Unalaska booked passage to Dutch Harbor. During World War II the military constructed a runway at Dutch Harbor, not far from the dock. After the war private airlines took over the airstrip and so people flying into Unalaska were ticketed for Dutch Harbor.

Consequently, newcomers often refer to this city as “Dutch Harbor” while more permanent residents use “Unalaska” and really old-time Aleut speakers say “Ounalashka.”

Written by noted Unalaska historian and author Ray Hudson.

Unalaska Comprehensive Plan 2020

Community Visions for the Future: Unalaska 2010-2020

Following is the Vision for the future Unalaska, as defined by the community in 2009-2010.

This Vision serves as the foundation of the City's 2020 Comprehensive Plan.

Project Background

In 1991 and 2001, the City of Unalaska took very progressive steps toward planning for its future. The City embarked on a visioning process that reached out to and broadly involved the community in defining a community Vision. And, that Vision was used to guide the sound growth and development of the community into the twenty-first century.

Over the last twenty years, the City of Unalaska and community members have diligently taken steps to attain the defined Vision. The results have been numerous and far-reaching in improving the community's quality-of-life.

In 2009, the City determined the time was at hand to once again update the community's Vision. To do so, the City contacted HyettPalma, since the firm had conducted the two previous Vision projects.

The goals of the 2009 Visions effort were:

- To involve the community in defining a Vision for Unalaska's future;
- To use that Vision as a guide for further enhancing the community and for identifying projects desired by the community over the next decade; and
- To use the community's Vision as the foundation for updating the City's Comprehensive Plan.

The project consisted of four parts:

- First, defining the process that would be used to reach out and engage the community;
- Second, implementing that process in order to define the community's preferred Vision for the future of Unalaska;
- Third, documenting the resulting Vision; and
- Fourth, recommending the next steps that should be taken to achieve the defined Vision and incorporate the Vision into the updated Comprehensive Plan.

The Community Outreach Process

As in 1991 and 2001, HyettPalma implemented an extensive Community Outreach Process to invite, involve, and encourage community members to participate in defining their preferred, shared Vision for Unalaska's future – as they would like it to exist in 2020.

HyettPalma asked that the City government appoint a Process Committee to oversee the Vision project. That Process Committee was comprised of City officials as well as a member of the private sector. Together, HyettPalma and the Process Committee defined the Community Outreach Process that was used to determine the community's preferred, shared Vision.

The Community Outreach Process was defined by:

- First, identifying the key constituent groups to reach out to and encourage to participate in the Visioning process;
- Second, defining the best and most appropriate methods of involving constituents in the Visioning process; and
- Third, determining the questions that participants would be asked in order to define their Vision for the community.

The Community Outreach Process was designed to be comprehensive enough to provide any resident of Unalaska, desiring to do so, with one or more opportunities to participate in the process and make their opinions and preferences known.

Through the Community Outreach Process the City and the Process Committee reached out to and encouraged engagement on the part of the following entities.

- Ounalashka Corporation Board of Directors
- Qawalangin Tribe
- FilAm Bayanihan Association
- Board of Education
- UCSD high school students
- University of Alaska Fairbanks
- Seafood processor representatives
- Transportation provider representatives

Unalaska Comprehensive Plan 2020

- Alaska Airlines
- PenAir
- Big business representatives
- Small business representatives
- IFHS Board of Directors
- Unalaska Senior Citizens
- Oonalaska Wellness Center
- USAFV Board
- Morris Health & Wellness
- Dutch Harbor Chiropractic
- Convention & Visitors Bureau
- Unalaska Community Broadcasting
- PCR Advisory Committee
- Unalaska Pride
- Ballyhoo Lions Club
- Aleutian Rod & Gun
- United States Coast Guard
- Unalaska District Court
- State Department of Fish & Game
- State Department of Transportation
- National Marine Fisheries Services
- Fish & Game Advisory Committee
- Alaska State Troopers
- Alaska DEC
- Unalaska Public Library Advisory Committee
- Aleutian Arts Council
- Museum of the Aleutians
- Baha'i Faith
- Holy Ascension Orthodox Cathedral
- St. Christopher Harbor by the Sea
- Unalaska Christian Fellowship
- Aleutian Bible Church
- United Methodist Church
- Unalaska Mayor and City Council
- Unalaska Planning Commission
- Unalaska City Manager and City Department Directors

Unalaska Comprehensive Plan 2020

Methods of Involvement

The 2009 Visioning process included conducting a Town Meeting, eight work sessions, eleven focus group sessions, three interviews, and a community-wide survey. All Vision sessions were moderated by either Dolores Palma or Doyle Hyett, the co-founders of HyettPalma, Inc.

• **Work Sessions**

As part of the Visioning process, work sessions were held with the following entities.

- The Mayor and City Council of Unalaska
- The Unalaska Planning Commission
- The City of Unalaska City Manager and City Department Directors
- The Unalaska City School District & Aleutian/Pribilof Center of the University of Alaska Fairbanks
- The Unalaska/Port of Dutch Harbor Convention & Visitors Bureau
- The Ounalashka Corporation Board of Directors
- The Qawalangin Tribe Board of Directors
- The FilAm Bayanihan Association Board of Directors

• **Focus Groups**

As part of the Visioning process, focus groups were held with representatives of the following.

- Health-related entities
- Beautification and recreation-related entities
- Cultural entities
- Houses of worship
- Media representatives

Unalaska Comprehensive Plan 2020

- Unalaska City School District high school students
- Transportation providers
- Processors
- Big businesses
- Small businesses
- State and Federal agencies

Interviews

As part of the Visioning process, interviews were conducted with a representative of each of the following:

- Museum of the Aleutians;
- US Coast Guard; and
- Alaska Airlines & PenAir.

Community-Wide Survey

The community-wide survey instrument was written by HyettPalma after all of the above Visioning sessions were held. The survey was distributed and collected by the Process Committee, and the survey results were tabulated by the City of Unalaska. The tabulated survey results were analyzed by HyettPalma.

Community Vision 2010-2020

Those participating in the Vision sessions were asked a series of questions as a means of defining their preferred Vision for Unalaska. These questions included:

- If the citizens and the City of Unalaska work together to enhance the community over the next 10 years, what would you like to see **result** from those efforts?
- What are the **key issues** that will be facing the community over the next 10 years that must be addressed to reach your preferred Vision?
- What are the major **existing strengths** and **potential opportunities** of the community that should be stressed to reach your preferred Vision?
- By the year 2020, what would you like Unalaska's **image** to be?

Those attending the Town Meeting were asked to express the preferred Vision they hold for Unalaska as private residents of the community. Those participating in the work sessions, focus group sessions, and interviews were asked to express the preferred Vision for Unalaska held by the entity they were representing.

On the vast majority of topics, the preferences expressed by private individuals and by representatives of participating entities were the same. Therefore, the community Vision described below shows the preferences shared by those constituents participating in the Community Outreach Process as private citizens and as representatives of specific groups, organizations, institutions, boards, and commissions.

NOTE: It is important to note that the following Vision is comprised of and reflects the desires and preferences that were most often and repeatedly mentioned by community members and organizational representatives who participated in the Visioning process.

It is equally important to note that the community's desired Vision for Unalaska's future can only be attained if all sectors of the community participate in and

Unalaska Comprehensive Plan 2020

exercise personal responsibility in making that occur. This includes the business sector, non-profit organizations, property owners, boards, commissions, volunteers, residents, and the public sectors (local government as well as applicable State and Federal governmental entities). In other words, the City government cannot – and should not – be expected to assume responsibility for making the community’s Vision a reality. This is the case since some items highlighted by the visioning document are not within the direct control of the City government, but can only be encouraged by community leadership.

The community’s shared vision for Unalaska follows.

Unalaska Comprehensive Plan 2020

Community Vision

From 2010 to 2020, the quality-of-life found in Unalaska would continue to be improved, making it more and more of a fun and enjoyable place to live and visit.

Unalaska's "amazing sense of community" would continue to be valued and maintained. This would include Unalaska's traditions of:

- Neighbor helping neighbor;
- Caring about our children and their success;
- Providing each other with a huge support system;
- Neighborly love; and
- People being very generous to each other.

The Natural Environment

As in 2001 and 1991, protecting and respecting Unalaska's natural environment would continue to be a top community priority. Therefore, in the Unalaska of 2020, the natural landscape and environment of Unalaska would still be beautiful and pristine. From 2010 to 2020 and beyond, these tremendous assets would be highly valued and protected to ensure that they remain unmarred into the future. In addition, the quality of the community's water would continue to be protected.

The Built Environment

The ambience of Unalaska's built environment would be improved, cleaned-up, and beautified. This would be accomplished through:

- Continued maintenance of "what we have" already constructed;
- Citizens would show more personal pride;
- More people would get involved in a citizen-led clean-up effort;
- Community clean-ups would be held more than once a year;
- Property owners would pay more attention to their yards and other private property;

Unalaska Comprehensive Plan 2020

- Abandoned junk vehicles would be removed;
- Additional roads would be paved;
- A recycling center would be created;
- Ramps in the skateboard park would be re-painted; and
- The City's Planning Commission would review applications for aesthetics, as well as for compliance.

All of the above would result in making Unalaska's built environment more appealing and "more charming."

Infrastructure

Steps would be taken to "bring our infrastructure into the 21st century." This would include advancement in the areas of communications, transportation, and power generation/distribution. Specifically:

- Unalaska would have cheaper and faster Internet, cable, and phone service;
- Additional roads would be paved;
- Additional bike paths would be created – including on the S-curves;
- Energy efficiency would be improved; and
- The use of alternate energy sources would be explored as a way of lowering costs.

Airport

A top priority would be improving air travel to and from the community. This would include:

- Extending the runway;
- Reducing the cost of air travel for residents and tourists;

Unalaska Comprehensive Plan 2020

- Creating additional flights so that it is easier for passengers to get in and out of Unalaska; and
- Making baggage arrival more reliable.

Economic Strength

Unalaska's economy would be broadened, diversified, and strengthened. This would entail:

- Making more land available for the development of additional small businesses that serve the basic needs of current and future residents of the community (e.g., drycleaner, coffee shop, car wash);
- Encouraging the establishment of an expanded and permanent presence by the U.S. Coast Guard;
- Encouraging tourism;
- Improving Internet service and cost;
- Ensuring that fisheries are well-managed and protected; and
- Ensuring that the economy is stable so that the community is able to fund its priority projects.

In addition, both large and small businesses would have greater access to competent local workers who want to reside and spend their time and money in Unalaska. Long-term, more permanent employees would be preferred and sought – and would replace the number of transient residents living in Unalaska, who have a “camp mentality.”

Housing

More housing – and more affordable housing – would be created within the City limits. This is “the key to our future,” without which Unalaska will not be able to retain its current residents or accommodate additional residents. Therefore, over the next ten-years it will be essential to make more land available for the development of quality, affordable housing.

Unalaska Comprehensive Plan 2020

Health Care

Health care options available to Unalaska's residents would be expanded. This would include:

- Making better testing services available; and
- Creation of a full-service hospital that has the ability to birth babies and perform surgeries – and that serves the needs of residents of the region.

Education

Expanded educational opportunities would be available to residents. Such opportunities would be provided by the University of Alaska Fairbanks (UAF), by the high school, and by UAF and the high school working in cooperation. Expanded educational opportunities might include the creation of internships for students and offering continuing education for teachers – “let's raise the bar!”

Academically, Unalaska would have the #1 high school in the state of Alaska.

The library, which will reach capacity in 2019, would be expanded. And, greater emphasis would be placed on providing children's collections and services.

Art, Entertainment, & Recreation

More art, entertainment, and recreation would be available to residents. This would include the following.

- A theater program would be created at the high school, with performances held each year for the public to attend.
- Popular movies would be shown in various appropriate locations throughout the community.
- More music performances would be staged.
- More and a greater variety of art classes would be offered to high school students.
- The local radio station and Channel 8, “which are excellent,” would continue to expand their programming.

Unalaska Comprehensive Plan 2020

- More winter recreation would be available for Unalaska's children. This might include facilities that make snowboarding, skiing, and ice-skating possible.

Visitor Attraction

More tourists would be attracted to Unalaska. This would be achieved through:

- Obtaining more cruise ship callings;
- Lowering airfare rates;
- Improving the community's trails;
- Erecting more signs that note local history; and
- Erecting signs that direct tourists to all major points of interest within the community.

In addition, ferry service would be increased to twice a month, which would serve tourists and residents alike.

Government

Services provided by Unalaska's City government are now excellent. Currently, City departments work well together and work cooperatively with the community. City Hall invites the community into programs, projects, and functions. City staff and officials are ambitious and engaged – they believe they can make a difference and do. This would continue into the future. In addition, the City would access as much as possible in the way of State and Federal funds that are available for funding the community's priority projects.

Cooperation & Involvement

To ensure that the community's 2010-2020 Vision for Unalaska can be attained, the City and the OC Board of Directors would work together, move forward collectively, and function in a unified manner.

Unalaska's non-profit organizations and their volunteers are currently a tremendous asset. They would continue to be so over the next ten-years and beyond by participating in efforts to attain the 2010-2020 community Vision.

Unalaska Comprehensive Plan 2020

Meetings with Local Organizations

As part of the Visioning process, a variety of work sessions, focus groups, and interviews were held with representatives of organizations and entities that are a part of community life in Unalaska. Participants in those sessions were asked to discuss:

- The 2010-2020 Vision for Unalaska held by the organization/entity they were representing;
- Projects being implemented or planned by their organizations over the next ten-year time period; and
- Community issues their organizations would like to see addressed over the next ten years.

The following lists outline the results of those Vision sessions.

Aleutian Rod and Gun Club

The following concerns, desires, and projects were identified by the Aleutian Rod and Gun Club.

- Extend gun range and get a building in a safer location that is closer to town – possibly in partnership with UPD?
- Obtain grants to offer hunter-safety training sessions
- Need signs so people don't park, lock cars, and walk to beach
- Lower Club's insurance costs
- Get more community involvement in Club

Ballyhoo Lions Club

The following concerns, desires, and projects were identified by the Ballyhoo Lion's Club.

- The Lions Club will support, encourage, and actively be involved in vision screening; diabetes prevention, education, & support; healthy recreation activities for youth and other age groups; and the development of programs that reduce human impact on the local environment
- The Club envisions Unalaska becoming more self-reliant in terms of vision and diabetes care; having more youth and adult recreation activities; being a cleaner place to live
- Issues related to the above are funding and membership (volunteers)
- Form partnerships, raise funds, recruit volunteers to achieve Club's goals

Unalaska Comprehensive Plan 2020

- Continue the programs and projects supported or sponsored by the Club (Knights of the Blind, Alaska Campabilities, Community Bench Program, student scholarships, etc.)
- If possible, try to reactivate Soap Box Derby

Convention & Visitors Bureau

The following concerns, desires, and projects were identified by the CVB.

- Erect interpretive signs about the community (not just about history) throughout community
- Create a map showing Unalaska points of interest
- Have a visitor center that is more compatible for display space and interaction with tourists
- Install info kiosk at UMC dock
- Improve UMC dock area to make better first impression on tourists (parking lot is muddy, need a “Welcome” sign, need to install a pay phone, a more pedestrian-friendly way to walk from dock to pavement)
- More directional signs throughout community
- Continue to improve airport terminal to make good first impression (signs, maps)
- Improve air service (more flights, better planes, better pricing, more reliable, more competition, longer runway)
- Continue to see an increase in the number of conference and business meetings held in Unalaska
- Complete pedestrian pathways around S-curves and to UMC dock
- Develop historic sites to enhance visitor experience, such as Saltery
- Create more things for visitors to do (fishing charters, tours, small businesses, more reasons to come here)
- Mention “Deadliest Catch” in marketing, but don’t let it define us
- Get CVB members to feel more a part of the organization
- Play a supporting role in helping other groups do special events

Big Businesses

The following concerns, desires, and projects were identified by participating representatives of Unalaska big businesses (not including processors, whose concerns/desires/projects are shown below).

- A tax break or cap to make it attractive for businesses to expand
- Support local fishing fleets
- Keep Unalaska the busiest fishing port in US
- Ensure adequate infrastructure – water, sewer
- Pave roads out to the spit

Unalaska Comprehensive Plan 2020

UCSD Board of Education & UAF

The following concerns, desires, and projects were identified by the Board of Education and UAF.

- UAF needs more space
- UAF has difficulty serving broader area due to travel costs and need for better communication equipment
- Local schools will continue to expand programs as needed and possible
- Vocational/tech program needs to be expanded
- Dual credit for high school/college needed
- Provision of appropriate space as needed for students in all grades
- Affordable housing needed for all teachers
- Need to amplify drug/alcohol-free awareness programs
- School administrative space needed
- Travel expenses a concern
- Cost of health insurance a concern
- Cost of living makes it hard to attract and retain teachers

FilAm Bayanihan Association

The following concerns, desires, and projects were identified by the FilAm Bayanihan Association.

- Need large meeting space for family events (300 plus people)
- Price of air service is too high
- INS needs office in Unalaska
- Lack of daycare
- Need more winter recreational offerings
- Affordable housing is needed

Health-Related Entities

The following concerns, desires, and projects were identified by health-related organizations.

- More housing is needed for staff
- More space is needed for IFHS Clinic – all functions
- Long-term care for seniors needed
- Home health care is needed
- More dental care is needed
- Extended after-care services are needed
- Need more medical staff
- Need more preventive care – wellness center
- Physical therapist needed

Unalaska Comprehensive Plan 2020

- Women's shelter needs more space for clients and staff
- Transitional housing and legal services are needed for USAFV clients
- More regional outreach
- Hospital is needed for region

High School Student Focus Group

The following concerns, desires, and projects were identified by the high school student focus group.

- More cultural offerings and art classes are needed in schools
- Need more mentoring from adults and teachers
- Students want more of a say in offerings related to courses, sports, clubs, etc.
- Would like bowling alley and ice rink
- Need more support from adults in after school activities
- Would like to play more home games so parents and friends can attend
- More PCR/school tie-in
- Want to know more about what is offered by PCR

Houses of Worship

The following concerns, desires, and projects were identified by pastors of Unalaska's houses of worship.

- More housing needed – for sale and rent
- Homeless shelter for men is needed
- All houses of worship need more and more adequate space
- Overall community clean-up is needed
- Holy Ascension Orthodox Cathedral needs continued restoration work for buildings and icons and help is needed to complete work
- More childcare services needed

Library Advisory Committee

The following concerns, desires, and projects were identified by the Library Advisory Committee.

- Physical expansion of the Public Library – target date, 2019
- While maintaining current collections, shift focus to children's service delivery in future budgeting and long-term planning
- Add a Children's Library Specialist to library staff – target date, 2012
- Continued City Council and Administration support of 2009-2012 Unalaska Public Library Technology Plan

Unalaska Comprehensive Plan 2020

Museum of the Aleutians

The following concerns, desires, and projects were identified by the Museum of the Aleutians.

- Continue to grow and enhance collection
- Continue to improve facility and displays
- Offer a growing number of quality programs to the public
- Build an additional room onto the museum to accommodate public attendance at additional quality programs

Ounalashka Corporation Board of Directors

The following concerns, desires, and projects were identified by the OC Board of Directors.

- Need a regional hospital to serve the Aleutians
- Enhance the overall administrative operations of the IFHS Clinic
- Need site-specific design for small boat harbor uplands
- More dock space needed in another location for both large and small boats
- Find funding/a developer/a purchaser for the Red Brick Building
- Continue working with local industry and keep informed of their needs
- Keep the economy and fisheries stable
- Expand airport runway
- Joint venture with City on applicable projects, such as airport runway expansion and removal of junk vehicles
- Explore condo development, as affordable housing for younger residents and for support personnel
- Explore alternate energy development
- Develop recycling plant
- City should enforce building codes
- Assisted living facility needed for seniors, regional facility
- Cultural/civic center/gathering space for broader community, also to serve as tribal hall
- More building space for UAF
- Make Unalaska more of a regional hub

Parks, Culture, & Recreation Advisory Committee

The following concerns, desires, and projects were identified by the PCR Advisory Committee.

- Complete the community center expansion project
- Extend walkways and bike trails
- Additional restroom facilities along walkways/bike trails

Unalaska Comprehensive Plan 2020

- Better community signage
- Provide additional recreational services on Amaknak Island
- The community's young parents need affordable, quality child care services
- Expansion of activities and programs (bowling, tumbling classes, dance classes, climbing wall and ropes course, pitch and putt, put diving board back in pool)
- Develop ski/rope tow area
- Purchase property at Tutiakoff Park
- Build a large pavilion-type structure for outdoor events
- Build an additional community gymnasium
- Expand Community Park
- Fishing area – good dock/trail at Margaret's Bay area
- Dock at boat launch next to Alyeska Seafoods plant

Processors

The following concerns, desires, and projects were identified by processors.

- More housing needed for management
- Always have a waiting list for rental housing
- Can't attract best and brightest workers due to housing shortage
- Airport runway expansion needed
- Water capacity and water quality are always issues
- Making every effort to recycle waste and reduce waste – going Green
- Weight limits on trucks is costing
- Chains on trucks is an issue – don't like doing
- Trash hauling not fast enough
- People dump residential waste at plants

Process Committee

The following concerns, desires, and projects were identified by the Process Committee established to oversee the 2010-2020 Visioning process.

- Alternate energy
- Broaden economic base
- Tourism development
- Airport facility and service improvements
- Existing small boat harbor – no restrooms
- Ferry service no longer twice a month
- Additional road paving needed
- PCR main building expansion is on the books

Unalaska Comprehensive Plan 2020

- Now have to go off-island for assisted living
- Junk vehicles
- IFHS Clinic customer service and billing
- Lack of Fish & Game specialists on-island
- No water quality person from DEC
- Underage alcohol and drug use
- Lack of consistent schedule for people to become US citizens
- Lack of quality, affordable housing stifles all areas of local economy

Qawalangin Tribe

The following concerns, desires, and projects were identified by the Qawalangin Tribe Board of Directors.

- Preparing a strategic plan with assistance from UAF
- Want more family-oriented events
- Need funding for a tribal hall/community hall
- IFHS Clinic is too small – expand or create a hospital instead
- Educational center/SeaLife center needed to raise cultural awareness
- Assisted living facility for elders needed
- Greater control of water quality needed
- Need an ocean going tug
- Unalaska should become more of a regional center for services
- Regional hospital needed
- Spill response equipment needed
- Need affordable housing for purchase, so young people can become homeowners and start to build equity
- Property lots are too expensive, thwarts housing construction
- Public transit system needed
- Airline competition needed to lower fares
- More ferry service – go back to twice a month
- A regional school is needed for communities losing enrollment
- Cooperation between OC and the Q Tribe appears to be increasing
- Non-profits have monthly inter-agency meetings – important to continue

Small Businesses

The following concerns, desires, and projects were identified by small businesses.

- Lack of childcare is a huge issue
- Need qualified people to prepare small business annual tax returns
- Small businesses now interact, share info, refer customers to each other

Unalaska Comprehensive Plan 2020

State & Federal Agencies

The following concerns, desires, and projects were identified by State and Federal agency representatives.

- More housing needed for State and Federal employees
- Court system needs parking
- Need new centralized building to house multiple State and Federal agencies, with parking and lab space
- Storage space for State agencies is needed
- Sewage pump-out for small boat harbor is needed
- Difficult to communicate with outside agencies due to poor Internet service
- Lack of State agency reps to examine biological issues related to fish and water bodies
- Poor air service makes it difficult for timely visits by State and Federal officials

Transportation-Related Entities

The following concerns, desires, and projects were identified by transportation-related entities.

- Airport runway expansion needed to enable larger planes to service Unalaska
- Enough demand exists to justify larger planes if airport could accommodate
- Every effort is made to accommodate needs of local residents and visitors with flight schedules
- Need more hard surface roads
- Bigger ships need more infrastructure
- Depth issues with some waterways
- Need better facilities to accommodate cruise ships
- High operating expenses in Unalaska
- Marine advisory committee needed to interface with State

Unalaska Community Broadcasting

The following concerns, desires, and projects were identified by UCB.

- UCB will provide quality information, educational, and entertainment programming and serve as a forum for communication for the community
- Recognize Unalaska's amazing cultural heritage and showcase those cultures – make an effort not to lose connection to our roots and identity

Unalaska Comprehensive Plan 2020

- Unalaska has become a regional hub and will continue in this direction in regard to shipping, fisheries, travel, etc. – UCB will become a regional hub for television and radio and working with regional media
- Continue to make Unalaska a vibrant source of arts and culture – UCB will be one outlet for the expression of this
- UCB will be an integral part of emergency planning, information dissemination, and education
- UCB will continue to follow technology trends and make use of new media to reach audience
- UCB will emphasize *localism* in its programming – improve and expand coverage of local issues, events, elections, meetings, etc., to serve audience
- Continue effort to reach youth with our services
- Need more funding, more reliable funding, more funded staff positions, lower staff turnover, additional equipment, a space that is larger/affordable/meets needs, more volunteers
- Be a model for small radio stations – how to do it right
- Television station is dependent on local funding (not eligible for State funding) so must be imaginative, practical, flexible
- If fiber optic comes, it will change everything for UCB

United States Coast Guard

The following concerns, desires, and projects were identified by USCG representatives.

- Housing costs are high
- Availability of proper and timely medical services is important
- Having a Marine Transportation System Recovery Plan is important
- More space at City dock would be needed if community wants a cutter
- Library, PCR, special events are huge assets

Unalaska Comprehensive Plan 2020

Issues

When asked to cite the key issues facing Unalaska today, those attending the Vision work sessions, focus groups, interviews, and Town Meeting repeatedly cited the following.

- Fiscal sustainability: The City's ability to continue to fund projects, the importance of maintaining thriving and stable fisheries, the need to broaden Unalaska's economic base, the increasing need of non-profits to fundraise.
- Air travel: The current cost, availability, and reliability of air travel and the impact it has on the community's ability to attract tourists and on the mobility of local residents.
- Housing: The need for additional quality, affordable housing and the impact this has on the community's ability to attract and retain residents and quality employees.
- Condition of the built environment: The need to improve the appearance of private property, to remove abandoned junk vehicles, and to maintain City facilities.

Strengths & Opportunities

When asked to note the major strengths and opportunities facing Unalaska, Vision session participants repeatedly noted the following:

- The environment and unspoiled natural beauty;
- Unalaska's people and strong sense of community;
- Lifestyle – safe, quiet, peaceful, no traffic, etc.;
- The community's cultural diversity and heritage;
- Great school system;
- The strides that have been made over the last twenty years in improving the quality-of-life enjoyed by residents – paved roads, sidewalks, the library, community center, school, IFHS Clinic, museum, etc.;

Unalaska Comprehensive Plan 2020

- Strategic, central location; and
- Unalaska has become a regional hub and has the opportunity to become even more of a hub over the next decade.

Image

It was the shared desire of those participating in the community Vision sessions that – ideally – Unalaska would develop the following image over the next decade. And, that image would be achieved through the cooperative and joint efforts of Unalaska’s public sector, business sector, non-profit entities, residents, property owners, and volunteers.

Unalaska would be an unforgettable, delightful, charming, and enchanting place to live and a fun, irresistible destination to visit – one that has its own unique cast of wonderful characters!

Unalaska would be a place of many opportunities that offers its residents many chances to be a part of many things.

Unalaska would be the best place to raise your family, where children always have a future.

Unalaska would continue to be a hospitable community that is comprised of many nationalities – and that embraces each and every one of them.

Unalaska would be a community of helpful, friendly people that is socially healthy and financially stable.

Unalaska Comprehensive Plan 2020

***Unalaska would be a community that makes you say,
“It’s unbelievably beautiful!”
“It’s incredibly clean!”
“It’s natural beauty is untouched –
There are no stop lights!
There are no billboards!”***

***Unalaska would be truly unique –
once you live here,
or come to visit,
you won’t ever want to leave.***

Community-Wide Survey Results

As part of the Community Outreach Process, a community-wide survey was conducted in November of 2009. A similar survey was conducted as part of the 1991 and 2001 Vision projects. And, as in 1991 and 2001, the purpose of the 2009 survey was twofold. First, to determine what Unalaska's residents think of the quality-of-life in Unalaska as it exists today. And second, to determine the community's priorities for moving Unalaska forward during the next ten years.

The survey included a list of 80 desires and preferences that were mentioned most often by individuals who participated in the community Vision sessions. Survey respondents were asked to rate each of the 80 items as being "very important," "somewhat important," or "not important" to improving their quality-of-life in Unalaska over the next ten years.

The City produced the survey in English, Tagalog, and Spanish and distributed it widely. The City took steps to see that the survey was:

- Mailed to every post office box holder in the community;
- Made available at City Hall, the PCR Community Center, and the Public Library;
- Distributed to school faculty and staff;
- Distributed to processing plant employees living on campus;
- Advertised on the television rolodex;
- Mentioned on Flash Unalaska, the local news program that airs twice a week; and
- Mentioned in City Council meetings.

In addition, the City posted the survey's availability by blast fax, at restaurants, at grocery stores, and every place the City Council meetings are posted. And, the City published its availability in the local weekly newspaper.

Unalaska Comprehensive Plan 2020

A total of 212 completed surveys were returned. The results of the 2009 Unalaska community-wide survey are summarized below.

Primary Community Priorities

Twenty-eight items were rated “very important” by a majority of those surveyed. Those items are shown below along with the percentage of respondents who said each is “very important” to improving the quality-of-life in Unalaska over the next ten years.

- Improve air travel service by extending the runway and lowering airfares (90%)
- Maintain clean drinking water (84%)
- Improve and lower cost of Internet, cable, and phone service (81%)
- Support sustainable management of fisheries (79%)
- Explore alternate energy (76%)
- Improve IFHS Clinic administrative functions (billing, scheduling, customer service, etc.) (76%)
- Ensure Unalaska remains safe for families (76%)
- Maintain “what we have” (76%)
- Encourage Ounalashka Corporation Board and City Council to work cooperatively to improve the quality-of-life enjoyed by Unalaska residents (76%)
- Provide greater privacy of patient information at IFHS Clinic (71%)
- Remove abandoned junk vehicles (70%)
- Pave more roads (66%)
- Continue to make Unalaska a regional hub (66%)
- Encourage construction of quality, reasonably-priced housing (65%)

Unalaska Comprehensive Plan 2020

- Have the #1 high school in Alaska, academically (64%)
- Work to become a drug-free community (64%)
- Make more land available for housing and businesses (62%)
- Create a recycling center (62%)
- Broaden and diversify the local economy (61%)
- Work to stop underage drinking (60%)
- Create additional sidewalks (60%)
- Improve community appearance and cleanliness (59%)
- Increase ferry service to twice a month (57%)
- Create a hospital to serve the region (55%)
- Renovate/expand health IFHS Clinic (54%)
- Expand public school buildings, as needed (53%)
- Protect our history (53%)
- Acquire spill response equipment (53%)

The above twenty-eight items should be considered to be the community's primary priorities.

Secondary Community Priorities

In addition to the items above, the following 15 items were rated "very important" by a significant percentage of those surveyed, although not by a majority.

- Take more pride in our personal property (50%)
- Expand University of Alaska Fairbanks (UAF) opportunities and presence (48%)

Unalaska Comprehensive Plan 2020

- Adopt/enforce building codes (48%)
- Increase water capacity (48%)
- Create quality, affordable childcare (46%)
- Expand basic retail and service offerings (e.g., laundry/drycleaner, car wash, etc.) (46%)
- Attract more local skilled building contractors and professional service providers (46%)
- Enable residents to obtain US citizenship in Unalaska (45%)
- Expand library to offer more services and collections (44%)
- Make community more bicycle-friendly (44%)
- Create assisted living facilities for elders of region (43%)
- Embrace our ethnic diversity (43%)
- Increase radio and television offerings (42%)
- Offer more sex education classes in school (40%)
- Construct a movie theater (40%)

The above items should be considered to be the community's secondary priorities.

"Somewhat Important" Items

One item was rated "somewhat important" by a majority of those surveyed. This was:

- Improve City dock facilities (53%)

Additionally, the following 17 items were rated "somewhat important" by a significant percent of residents surveyed.

Unalaska Comprehensive Plan 2020

- Develop a plan for the uplands at LSA harbor (48%)
- Increase US Coast Guard presence (47%)
- Erect signs that note local history (47%)
- Erect signs that direct visitors around the community (46%)
- Encourage creation of shared office space for state and federal agencies (45%)
- Increase tourism and things for tourists to do (44%)
- Create a Marine Transportation Recovery Plan (44%)
- Develop a maritime safety training program/Maritime College (44%)
- Create a Sea Life/Marine Biology Center (41%)
- Renovate/preserve Henry Swanson House (41%)
- Locate UAF in its own building (40%)
- Create additional recreation facilities on Amaknak Island (40%)
- Create and offer more art classes through PCR (40%)
- Offer more art classes at the school (40%)
- Create a Harbor Commission representing small boat owners (40%)
- Complete construction of trail system (39%)
- Emphasize providing children’s library services (39%)

Except for the one item rated “somewhat important” by a majority of survey respondents (improve City dock facilities) the above items should be considered of tertiary importance to the community.

Unalaska Comprehensive Plan 2020

Items Rated “Not Important”

The following 9 items listed in the survey were rated “not important” by a majority or significant percent of survey respondents, as shown below.

- Build an ice hockey rink (52%)
- Build a new Public Safety Building (50%)
- Build an additional community gymnasium (47%)
- Expand Community Park (45%)
- Create a tribal hall/performing arts center (45%)
- Expand Tutiakoff Park (43%)
- Construct a ski/rope tow area (43%)
- Build a fire training center (42%)
- Build a large pavilion for outdoor events (41%)

Items of Unclear Importance

The survey results were unclear regarding the level of importance respondents placed on the following 10 items.

- Develop pleasure fishing dock and trail at Margaret’s Bay – rated “very important” by 18%, “somewhat important” by 40%, and “not important” by 42%
- Renovate and reuse Manson Herring Saltery – rated “very important” by 23%, “somewhat important” by 39%, and “not important” by 38%
- Expand the women’s shelter – rated “very important” by 24%, “somewhat important” by 39%, and “not important” by 37%
- Acquire more tractor tugs – rated “very important” by 25%, “somewhat important” by 39%, and “not important” by 36%

Unalaska Comprehensive Plan 2020

- Expand museum by adding a room for lectures and presentations to the public – rated “very important” by 28%, “somewhat important” by 35%, and “not important” by 37%
- Acquire an ocean-going tug – rated “very important” by 32%, “somewhat important” by 37%, and “not important” by 31%
- Renovate and reuse the Red Brick Building – rated “very important” by 34%, “somewhat important” by 36%, and “not important” by 30%
- Create visitor center with space that is more engaging for tourists – rated “very important” by 36%, “somewhat important” by 35%, and “not important” by 29%
- Have a locally-based orthodontist – rated “very important” by 36%, “somewhat important” by 37%, and “not important” by 27%
- Reactivate the bowling alley – rated “very important” by 38%, “somewhat important” by 33%, and “not important” by 29%

Top Ten Priorities

Survey respondents were asked to select the 10 items of most importance to them among the 80 items listed in the survey. The top 10 community priority items selected are shown below in descending order of the number of times each was selected by those surveyed.

1. Improve air travel service by extending runway and lowering airfares
2. Improve and lower cost of Internet, phone, and cable service
3. Pave more roads
4. Maintain clean drinking water
5. Encourage construction of quality, reasonably-priced housing
6. Improve IFHS Clinic administrative functions (billing, scheduling, customer service, etc.)
7. Support sustainable management of fisheries

Unalaska Comprehensive Plan 2020

8. Create a hospital to serve the region
9. Make more land available for housing and businesses (tie)
9. Explore alternate energy (tie)
9. Create a recycling center (tie)
10. Broaden and diversify the local economy

All of the above items were among the 28 items rated “very important” by a majority of those surveyed.

The above items should be recognized as currently being the community’s top priorities.

In 2001, survey respondents selected the following items as their top ten priorities.

1. Lower airfares
2. Extend the airport runway
3. Recruit a full-time, permanent doctor
4. Maintain clean water
5. Pave additional roads
6. Maintain “what we have”
7. Improve mail service
8. Continue to have the #1 school system in the State
9. Protect the environment
10. Continue to promote/have thriving fisheries (tie)
10. Renovate the airport terminal (tie)

In 1991, survey respondents selected the following items as their top ten priorities.

1. Quality health facilities
2. Quality education
3. Clean water
4. Quality affordable housing
5. Quality sewerage system
6. Recreation center/community center/museum multi-purpose building

Unalaska Comprehensive Plan 2020

7. Effective emergency response systems
8. Quality water system
9. Clean air
10. A library/cultural center

In comparing the 1991, 2001, and 2009 survey results showing the community's top ten priorities, it can be said that:

- Clean water, quality health facilities, and protecting the environment were chosen as top priorities in 1991, in 2001, and again in 2009 – making these issues particularly important to focus on;
- Improved air travel, paved roads, and thriving fisheries were chosen as priorities in both 2009 and 2001;
- Creating affordable, quality housing was a top priority in the 2009 and 1991 surveys;
- The priority related to medical services progressed from a general desire for health care in 1991 (quality health facilities) to desiring a specific health presence in 2001 (recruiting a permanent, full-time doctor) to being more sophisticated and all-encompassing in 2009 (creating a hospital to serve the region); and
- Top priority items mentioned for the first time in 2009 were improving and lowering the cost of Internet/phone/cable, improving IFHS Clinic administrative functions, making more land available for housing and businesses, exploring alternate energy, and broadening/diversifying the local economy.

Dislikes

Survey respondents were asked to list what they dislike most about Unalaska today. The responses given to that question, and the percentage of respondents citing each, are shown below.

- Cost of living (28%) – in general, housing, groceries, utilities, land, retail
- Travel (25%) – cost of by air and boat travel, limited flights, length of runway

Unalaska Comprehensive Plan 2020

- Appearance of community (18%) – unpaved roads, messy neighborhoods, lack of maintenance, lack of code enforcement, lack of pride
- Health services (8%) – lack of hospital, lack of pharmacy
- Lack of entertainment (7%) – theater, things to do, for families, for teens, for adults
- Stores/services (6%) – lack of variety, poor customer service
- Social issues (6%) – drugs, underage drinking
- Communications (2%) – lack of speed, lack of reliability

The 2001 community-wide survey revealed the following primary community dislikes.

- The high cost of airfare and high cost of living
- Lack of recreation
- Lack of maintenance (poor maintenance of paved roads, unpaved roads)
- Unsightliness (junk cars, crab pots, debris, lack of cleanliness)
- City actions
- Substance abuse
- Lack of medical resources
- Limited services/retail
- Mail service
- Attitudes (gossip, people who are only here for money, complainers, loss of community spirit, etc.)
- Disregard for the environment

The 1991 community-wide survey revealed that survey respondents most disliked the following items.

- Too much growth
- Poor community appearance
- Unpaved roads
- High cost of airfare and high cost of living
- High cost and unavailability of housing
- Lack of activities
- "Transients"

Unalaska Comprehensive Plan 2020

- Lack of health care
- Poor community attitude
- Too much local government interference
- Alcohol and drug abuse
- Too many taxis
- Lack of sidewalks
- Too much industrial development
- Lack of retail facilities and restaurants

Therefore, looking at the 1991, 2001, and 2009 items most disliked by those participating in the community-wide survey, it can be said that the following six community dislikes have remained constant from 1991 to 2009.

- The cost of airfare and cost of living
- Community appearance
- Lack of/limited health services
- Lack of/limited entertainment, recreation, activities
- Lack of/limited retail and services
- Social issues (drug and alcohol abuse)

However, the following two dislikes were mentioned in both 1991 and 2001, but not in 2009.

- City actions/local government interference
- Poor community attitude

Likes

Survey respondents were also asked what they like most about Unalaska today. Again, responses to that question are shown below, along with the percentage of respondents citing each.

- People/community (36%) – good people, good community, safe, diversity

Unalaska Comprehensive Plan 2020

- Environment/ambience (24%) – natural beauty, small town feel, history, no traffic lights, clean air, overall appearance, weather, ocean, paved roads
- Facilities/activities (20%) – PCR/library, museum, community events, IFHS Clinic, parks, access to schools and churches, senior center, activities for kids
- Outdoor sports (9%) – fishing, hiking, skiing, boating
- Quality-of-life (8%) – safe, peaceful, opportunities, freedom, no malls, not crowded, forward moving, far from Washington DC
- Businesses/services (3%) – non-smoking restaurants, Asian stores, two grocery stores, movies at Safeway

In 2001, survey respondents gave the following list of items they liked best about Unalaska.

- Lifestyle
- Available activities
- The people
- The environment and natural beauty
- Good local government
- Good school
- The economy

In 1991, survey respondents gave the following list of items they liked most about Unalaska at that time.

- Friendly, caring people
- Natural beauty
- Lifestyle (small town atmosphere, remote location, diverse culture/history)
- Economic opportunities
- Educational system
- Opportunities for individuals to make a difference

The above lists show that:

- In all three surveys, residents cited three community facets as being among those they liked best – Unalaska’s people, environment, and

Unalaska Comprehensive Plan 2020

overall quality-of-life – therefore, these three community characteristics should be acknowledged as highly important and should be highly protected;

- In the 2009 and 2001 surveys, community members included the available facilities and activities (library, community center, museum, parks, IFHS Clinic, etc.) as among the items they most liked in Unalaska;
- Outdoor sports and available businesses/services were mentioned for the first time in the 2009 survey;
- Unalaska’s good school system and economy were mentioned in the 2001 and 1991 surveys, but not in 2009; and
- Unalaska’s good government was mentioned in the 2001 survey, but not in the 2009 survey.

The fact that Unalaska’s good school system, economy, and government were not mentioned in the 2009 survey should not necessarily be seen as indicating that the community is dissatisfied with these items. Instead, their omission on the 2009 survey could possibly indicate that the community now takes these three characteristics as a “given” in Unalaska.

Personal Quality-of-Life

Those surveyed were asked to indicate if their personal quality-of-life in Unalaska is getting better, getting worse, or staying the same. The 2009 responses to that question are shown below.

- Getting better – 40%
- Staying the same – 37%
- Getting worse – 23%

Therefore, over three-quarters of those surveyed – 77% – said their quality-of-life in Unalaska is either “getting better” or “staying the same” at this time.

In 2001, the responses to this survey question were:

- Getting better – 64%
- Staying the same – 28%
- Getting worse – 8%

Unalaska Comprehensive Plan 2020

And, in 1991, the responses to this survey question were:

- Getting better – 41%
- Staying the same – 41%
- Getting worse – 18%

Therefore, the above responses to this question show that:

- There was a marked increase from 1991 to 2001 in the percent of survey respondents saying their personal quality-of-life was “getting better”;
- There was a marked decrease from 2001 to 2009 in the percent of survey respondents saying their personal quality-of-life was “getting better” – to slightly less than the 1991 level;
- The percent of respondents saying their personal quality-of-life was “getting better” or “staying the same” went from 82% in 1991, to 92% in 2001, and to 77% in 2009; and
- The percent of respondents saying their personal quality-of-life was “getting worse” decreased considerably from 1991 to 2001, but increased in 2009 to above the 1991 level.

2010-2020 Emphasis

Based on the results of the community-wide survey discussed above, emphasis should be placed on achieving the following initiatives over the next ten years. The list below, presented in descending order, is a combination of the items selected by community members as their:

- Top ten priorities;
- Primary priorities (those items rated “very important” by a majority of survey respondents); and
- Secondary priorities (those items rated “very important” by a significant percentage of survey respondents, but less than a majority).

Unalaska Comprehensive Plan 2020

These combined priorities are grouped into issue categories and are identified by the following symbols:

- ❖ = Top Ten Priority;
- = Primary Community Priority; and
- = Secondary Community Priority.

Therefore, the public sector, business sector, non-profits, property owners, volunteers, and citizens of Unalaska should work together over the next ten years to address the following community priorities.

1. Economic Development

- ❖ Improve air travel service by extending the runway and lowering airfares
- ❖ Support sustainable management of fisheries
- ❖ Explore alternate energy
- ❖ Make more land available for housing and businesses
- ❖ Broaden and diversify the local economy
 - Increase water capacity
 - Create quality, affordable childcare
 - Expand basic retail and service offerings (e.g., laundry/drycleaner, car wash, etc.)
 - Attract more local skilled building contractors and professional service providers
 - Improve dock facilities

Unalaska Comprehensive Plan 2020

2. Health & Well-Being

- ❖ Maintain clean drinking water
- ❖ Improve IFHS Clinic administrative functions (billing, scheduling, customer service, etc.)
- ❖ Create a hospital to serve the region
 - Ensure Unalaska remains safe for families
 - Provide greater privacy of patient information at IFHS Clinic
 - Work to become a drug-free community
 - Work to stop underage drinking
 - Renovate/expand health IFHS Clinic
 - Create assisted living facilities for elders of region
 - Offer more sex education classes in school

3. Overall Quality-of-Life

- ❖ Improve and lower cost of Internet, cable, and phone service
- ❖ Encourage construction of quality, reasonably-priced housing
 - Encourage Ounalashka Corporation Board and City Council to work cooperatively to improve the quality-of-life enjoyed by Unalaska residents
 - Continue to make Unalaska a regional hub
 - Increase ferry service to twice a month
 - Enable residents to obtain US citizenship in Unalaska
 - Make community more bicycle-friendly
 - Embrace our ethnic diversity

Unalaska Comprehensive Plan 2020

4. Physical Appeal

❖ Pave more roads

- Maintain “what we have”
- Remove abandoned junk vehicles
- Create additional sidewalks
- Improve community appearance and cleanliness
 - Take more pride in our personal property
 - Adopt/enforce building codes

5. Environment/Ambience

❖ Create a recycling center

- Acquire spill response equipment
- Protect our history

6. Education, Art, Culture, & Entertainment

- Have the #1 high school in Alaska, academically
- Expand public school buildings, as needed
 - Expand University of Alaska Fairbanks (UAF) opportunities and presence
 - Expand library to offer more services and collections
 - Increase radio and television offerings
 - Construct a movie theater

Community Action Agenda

To attain the preferred Vision defined by the community, a clear set of goals is necessary. Therefore, HyettPalma recommends that the following goals be used to move Unalaska toward the community's preferred Vision for the future. The goals were defined to reflect the prominent issue categories that arose in the Vision sessions and in the community-wide survey.

Also shown below is a listing of values that pertain to each goal. The values again echo those expressed during the Vision sessions and in the community-wide survey.

Finally, specific actions designed to attain the goals and underscore the values of Unalaska are presented. Primary actions shown are those that should be undertaken within the immediate future. The additional actions shown should be initiated after the priority actions have been successfully addressed.

Economic Development

Goal Ensure a thriving and sustainable local economy.

Values Provide convenient and affordable air transportation services.

 Preserve and protect Unalaska's valuable fisheries.

 Develop cost-effective alternate energy resources.

 Ensure the provision of adequate land area for the development of businesses and industries to strengthen and further diversify the local economy.

Primary Actions

- Improve air travel service by extending the runway and lowering airfares.
- Support sustainable management of fisheries.
- Explore alternate energy.
- Make more land available for businesses and industries, as needed.

Unalaska Comprehensive Plan 2020

- Broaden and diversify the local economy.

Additional Actions

- Increase water capacity.
- Create quality, affordable childcare.
- Expand basic retail and service offerings (e.g., laundry/drycleaner, car wash, etc.).
- Attract more local skilled building contractors and professional service providers.
- Improve City dock facilities.

Health & Well-Being

Goal Provide the highest level of service possible to protect health and well-being throughout the community.

Values Provide a full range of health care to serve Unalaska and surrounding communities.

Maintain the highest levels of public safety and services to ensure that all residents feel safe, are protected, and receive a full range of support services to ensure the well-being of all residents of and visitors to the community.

Primary Actions

- Maintain clean drinking water.
- Improve IFHS Clinic administrative functions.
- Create a hospital to serve the region.

Additional Actions

- Ensure Unalaska remains safe for families.
- Provide greater privacy of patient information at IFHS Clinic.

Unalaska Comprehensive Plan 2020

- Work to become a drug-free community.
- Work to stop underage drinking.
- Renovate/expand health IFHS Clinic.
- Create assisted living facilities for elders of region.
- Offer more sex education classes in school.

Overall Quality-of-Life

Goal Continue improving the overall quality-of-life enjoyed by all Unalaska residents and visitors.

Values Protect the valued cultural diversity of Unalaska.

Continue the provision of adequate shelter and amenities to support the needs of all local residents, visitors, and businesses.

Primary Actions

- Improve and lower cost of Internet, cable, and phone service.
- Make more land available for housing.
- Encourage construction of quality, reasonably-priced housing.
- Encourage Ounalashka Corporation Board and City Council to work cooperatively to improve the quality-of-life enjoyed by Unalaska residents.

Additional Actions

- Continue to make Unalaska a regional hub.
- Increase ferry service to twice a month.
- Enable residents to obtain US citizenship in Unalaska.
- Make community more bicycle-friendly.

Unalaska Comprehensive Plan 2020

- Embrace our ethnic diversity.

Physical Appeal

Goal Continue to improve and maintain Unalaska’s infrastructure and physical appeal.

Values Provide needed public infrastructure and amenities to serve resident and business needs.

Ensure that all public improvements are well maintained.

Improve the community’s overall appearance, cleanliness and visual appeal, including both private and public properties.

Primary Actions

- Pave more roads.
- Maintain “what we have.”
- Remove abandoned junk vehicles.

Additional Actions

- Create additional sidewalks.
- Take more pride in our personal property.
- Adopt/enforce building codes.

Environment/Ambience

Goal Protect and respect Unalaska’s environment, natural beauty, and natural resources.

Values Recognize that keeping Unalaska’s environment pristine is a top community priority.

Protect, respect, and preserve Unalaska’s valuable historic buildings and heritage.

Unalaska Comprehensive Plan 2020

Protect and enhance Unalaska's natural resources.

Primary Actions

- Create a recycling center.

Additional Actions

- Acquire spill response equipment.
- Protect our history.

Education, Art, Culture, & Entertainment

Goal Provide the highest levels of education, art, cultural amenities, and entertainment opportunities for local residents, regional residents, and visitors.

Values Continue the creation and maintenance of an environment that allows educational opportunities, art, and culture to grow.

Continue to provide the highest quality educational opportunities for local and regional residents.

Primary Actions

- Have the #1 high school in Alaska, academically.
- Expand public school buildings, as needed.

Additional Actions

- Expand University of Alaska Fairbanks (UAF) opportunities and presence.
- Expand library to offer more services and collections.
- Increase radio and television offerings.
- Construct a movie theater.

Unalaska Comprehensive Plan 2020

Comprehensive Plan: Attaining the Vision

Following are the specific goals, values, and actions designed to attain the community's preferred Vision by 2020.

The goals and values are those contained in the ***Community Visions for the Future: Unalaska 2010-2020*** document.

The actions were derived from both the ***Community Visions for the Future: Unalaska 2010-2020*** document and from further discussions with and submittals from various local organizations, entities, and individuals associated with either planning for specific concerns in the community or implementation of actions to satisfy locally identified needs.

Economic Development

Goal

Ensure a thriving and sustainable local economy.

Values

- Provide convenient and affordable air transportation services.
- Preserve and protect Unalaska's valuable fisheries.
- Develop cost-effective alternate energy resources.
- Ensure the provision of adequate land area for the development of businesses and industries to strengthen and further diversify the local economy.

Primary Actions

1. Improve Air Services and Reduce the Cost of Air Travel

The provision of reliable, timely, and reasonably priced air transportation services has been a great desire in Unalaska for many decades. Due to the remoteness of the community and the lack of adequate runway length, air transportation for both passenger travel and the transport of baggage and goods has always been not only limited, but costly.

Discussions with the community's primary air carrier – PenAir – have indicated that the main issue regarding scheduling and cost is the fact that the current airport runway is too short to accommodate the use of larger aircraft. If the runway were of adequate size, air carriers could use larger, more fuel-efficient aircraft, which would enable more capacity and less fuel cost per flight and, therefore, potentially lower passenger, baggage, and product transport fees.

Unalaska Comprehensive Plan 2020

PenAir has indicated that there is more than enough demand to justify the use of larger aircraft to serve Unalaska's residents, visitors, and industry. And, if the runway were lengthened, the airline has indicated it would likely acquire larger jets to serve Unalaska.

Due to the remoteness of the community, with access to Unalaska possible only via air and water transport, the provision and maintenance of adequate air transport facilities is critical to not only the economic prosperity of the community, but the health and safety of Unalaska's residents and visitors.

Also, due to the community's strategic location, adequate airport facilities in Unalaska have always been a national security concern. Both State and Federal agencies serving Unalaska have repeatedly mentioned the need for improved airport services to accommodate their missions in Unalaska.

The City of Unalaska is aware that C-130 cargo planes will not use the current airport facility due to runway restrictions. Improvements must be made in support of the U.S. Coast Guard mission in the Bering Sea.

Action

The City and appropriate State and Federal agencies, working in association with the airline industry, should make every effort in the immediate future to extend the airport runway to enable larger planes and, hopefully, more scheduled flights to and from Unalaska.

As planned, the City should make improvements to airport terminal facilities and operations. These improvements include:

- Enhanced baggage handling facilities;
- Re-design of the airport restaurant to enable dining during both normal airport operating hours and afterwards;
- Enhanced airport security in compliance with TSA requirements; and
- The creation of additional airport counter space to accommodate potential other air carriers.

Unalaska Comprehensive Plan 2020

2. Support Sustainable Management of Fisheries

The City of Unalaska continuously supports the management of sustainable fisheries in Unalaska and Alaska, based on the best science available, and works to support increased research and conservation of the Bering Sea Aleutian Islands (BSAI) fisheries through the following initiatives.

Fisheries Research Funding – The City of Unalaska provides funding to the following fisheries research organizations.

- Marine Conservation Alliance (MCA): The City has provided \$25,000 annually since 2000 to MCA. The City's Natural Resource Analyst serves on MCA's Board of Directors. The MCA is a broad-based coalition of harvesters, processors, coastal communities, community development quota organizations, and support sector businesses involved in the groundfish and shellfish fisheries of Alaska. The MCA is a leading voice for sustainable fisheries in Alaska and works for practical solutions on conservation, research, and management issues.
- Bering Sea Fisheries Research Foundation (BSFRF): The City has provided \$10,000 annually since 2004 to BSFRF. The City's Natural Resource Analyst serves on the BSFRF Board of Directors. The BSFRF represents processors, harvesters, coastal communities, and community development quota organizations involved the Bering Sea Aleutian Island Crab Fisheries (BSAI). The BSFRF is involved in cooperative research in the BSAI crab fisheries with the National Marine Fisheries Service and the Alaska Department of Fish and Game.
- North Pacific Universities Marine Mammal Research Consortium: The City has provided \$10,000 annually to the North Pacific University Marine Mammal Research Consortium since 1995. The consortium is involved in long-term research on marine mammals, particularly on Steller Sea Lions and Northern Fur Seals and their interactions with fisheries, other species, and oceanographic conditions in the North Pacific Ocean and Eastern Bering Sea. This consortium of university researchers has support from the fishing industry, coastal communities, private foundations, and federal and state governments.

City Involvement In Federal, State, and Local Fishery Issues – Unalaska’s Mayor, Council, City staff, and retained Federal and State lobbyists work with fisheries management in the following ways.

- The City of Unalaska monitors Federal fishery issues that could impact Unalaska at the North Pacific Fishery Management Council, as well as Federal legislation in Congress. When needed, the Mayor, Council, and staff provide both written and verbal testimony.
- The City of Unalaska monitors State of Alaska fishery issues that could impact Unalaska at the State of Alaska Board of Fisheries (BOF) and in the State Legislature. When needed, the Mayor, Council, and staff provide both written and verbal testimony to the BOF and state legislators.
- The City monitors local Unalaska issues through the local Unalaska Fish and Game Advisory Committee. The City’s Natural Resource Analyst serves as the chair of this committee, which makes recommendations on local fish and game issues to the State of Alaska Board of Fisheries.

Miscellaneous Fishery Management Issues – Other fisheries management issues, that the City of Unalaska monitors and participates in, include the following.

- The City of Unalaska’s Mayor, City Council, and staff have provided both verbal and written support for both Federal and State budgets and fishery research, monitoring, and enforcement funding.
- The City of Unalaska has also supported the mission of the U.S. Coast Guard in the Bering Sea and larger presence in Unalaska for many years.
- The City’s Natural Resource Analyst, at the city’s expense, attends all North Pacific Council meetings and, when possible, groundfish and crab plan team meetings.
- The Natural Resource Analyst attends State of Alaska Board of Fisheries meetings when needed.
- The Natural Resource Analyst also serves on the North Pacific Council Steller Sea Lion Mitigation and Crab committees, and reports back to the City Manager, Mayor, and Council on the meetings.

Unalaska Comprehensive Plan 2020

- The Natural Resource Analyst does a weekly fishery radio show that updates the community on fishery issues and weekly catch reports.
- The Natural Resource Analyst does fishery related programs at the Unalaska City School when invited.
- The Natural Resource Analyst also produces the ***Unalaska Fisheries Report***, which is a fishery newsletter posted on the City of Unalaska's Website.

Action

The City of Unalaska should continue to support and work to ensure appropriate management of fisheries in Unalaska and Alaska, through the continuation of the above noted initiatives, and monitor Federal and State initiatives which might impact Unalaska and Alaska fisheries.

The City should also encourage the local Fish & Game Advisory Committee to complete a Local Area Management Plan (LAMP) -- see LAMP completed in Sitka as an example -- and continue to make every effort to protect and enhance ground fish fisheries.

3. Explore Development of Alternate Energy

The City of Unalaska, and various private sector entities, have been exploring the potential development and use of alternate energy resources in the community for over two decades.

The research has included exploration into the following alternative sources of energy.

- Solid Waste – The City has examined the burning of solid waste to generate energy, but this method of power generation has not proven financially feasible when compared to current power generation methods. In addition, it has been determined that the community does not generate enough solid waste to recover the cost of installing and operating the necessary equipment to burn solid waste.
- Bio-Fuels – The processing of fish results in the generation of fish oil. Local processors use the fish oil, mixed 50/50 with diesel fuel, to generate energy. This alternate source of energy production has proven successful by some local processors, although on a limited basis.

Unalaska Comprehensive Plan 2020

- Solar Power – This alternate source of energy has been examined in Unalaska. In doing so, it has been determined that the community has too few days of sunlight to make this method of production viable, given the current state of technology and the current lower cost of other forms of energy generation.
- Wind Power – Multiple private studies have been undertaken in the past 20 years exploring the potential for the use of wind to generate energy in Unalaska. The studies indicated that only approximately 30% of the wind in Unalaska is viable for wind generation. The primary difficulty in Unalaska with the use of wind power is its tremendously high winds – sometimes in excess of 100 mph – and the lack of sufficient wind during certain summer months. However, the City of Unalaska should encourage the continued exploration of this form of power generation in the future.
- Geo-Thermal Energy – It is currently estimated that it would cost in the vicinity of \$150,000,000, minimum, to develop geo-thermal energy resources in Unalaska. The difficulty of developing this form of energy in Unalaska is the cost of the resource (since the sub-surface rights are privately owned), the remoteness of the source (at volcanoes), and the cost of facility development and power distribution when compared to other methods of generating power. At least six proposals by private sector entities have been completed in an attempt to develop this form of alternate energy in Unalaska, and each proposal has not been pursued due to cost, lack of interest, fear of buy-in, or all three.

The above list illustrates that the City Unalaska and private interests have sought, and continue to seek, alternate sources of energy to meet the demands of local households and industry. Changing technology and the rapid fluctuation in the cost of current sources of energy have made the process of identifying and developing alternate forms of energy difficult. In addition, the fact that Unalaska is in a remote, environmentally sensitive location and that the needs and demands of households and industry are not necessarily the same, has added to this difficulty.

Unalaska Comprehensive Plan 2020

Action

The next step needed is to complete a *Power Supply Study*, which examines all alternate energy sources to determine the most cost-effective and least environmentally detrimental method of producing energy in Unalaska.

4. Make Land Available for Business and Industry

Since most of the available land area in Unalaska suitable for the development of business and industry is owned by the Ounalashka Corporation, it will always be essential to involve that organization in striving to meet the growing demand for appropriate land area to accommodate the needs of local businesses and industries.

Formed in 1973 under the Alaska Native Claims Settlement Act, the Ounalashka Corporation (OC) is the Native village corporation of Unalaska, Alaska.

As noted on OC's Web site, OC was incorporated with an original 269 *Unangan* shareholders, OC's shareholder base now represents about 400 original shareholders and original shareholders' descendants. Under ANCSA, OC is entitled to 115,000 acres of land on Unalaska, Amaknak, and Sedanka Islands. To date, the US Bureau of Land Management has conveyed approximately 112,000 acres. Selection and conveyance of remaining land depends on development plans. Much of the land OC owns is undevelopable given the terrain of the islands (and current development standard), but the land within the City limits was well chosen by early leadership. Site work done during World War II set the stage for development in later years.

Ounalashka Corporation is a for-profit corporation. Its business is land leasing and development. OC is the major land owner in Unalaska. OC leases land to commercial and residential interests – some short-term and some long-term. Commercial tenants include firms in the fishing industry and firms that support it, as well as firms in international shipping, sand and gravel extraction, retail, etc. It is the Board of Directors' policy to lease only. Lease terms range from month-to-month rentals for apartments and units in Kashega Ministorage to very long-term leases of 50+ years.

Unalaska Comprehensive Plan 2020

Action

Owners of appropriate land area in Unalaska, including OC and others, should be supported and encouraged in their efforts to make available land for the future development needs of businesses and industry.

5. Broaden and Diversify the Local Economy

It must be understood that Unalaska is comprised of islands. And, throughout the world, the local economy of islands normally grows according to the needs and desires of a captive market – regardless of whether the marketplace consists of locals, employees, visitors, or seasonal workers. This has also occurred in Unalaska.

As in other island communities, the local economy has diversified to an extent limited by not only its captive markets, but also by the uncertainties of opening businesses in a community with unproven demand for certain goods and services. Those who have lived in Unalaska for some time have seen tremendous growth in retail, service, entertainment, hospitality, and food service businesses during the last two decades. Most of this growth has been methodical and calculated to conservatively meet the needs of the whole community.

These same individuals who have lived in Unalaska for some time have also unfortunately seen businesses come and go. To some extent this has been due to the lack of market support, in addition to the lack of business experience.

Adding to local market uncertainties is the fact that many in Unalaska shop outside the community: during business, health-related, and pleasure trips; by making purchases on-line; and, after delaying purchases until temporary employees return to their home bases around the world. This results in a net loss as money flows out of the community.

Regardless of how the economy of Unalaska continues to grow or contract, and regardless of how much it may be desired to see the local economy further diversified, it is likely that future economic growth will depend on the prosperity of the fishing and support services industries and the availability of developable land, unless Unalaska's strategic location is further recognized and developed for commerce or security. And, it is also likely that the local economy will continue to grow at a conservative rate in order to keep pace with demand, and avoid the risk of failure.

Unalaska Comprehensive Plan 2020

Action

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.

The City of Unalaska should continue, as in the past, to support the growth and development of the fishing and tourism industries through the provision of essential infrastructure and vital public services.

Secondary Actions

1. Increase Water Capacity

The City of Unalaska has completed several plans to ensure the adequate maintenance and supply of the City's drinking water. The plans include:

- ***Unalaska Water System Master Plan***, prepared in 2004 by HDR Alaska, Inc.;
- ***City of Unalaska National Pollutant Discharge Elimination System Quality Assurance Plan***, prepared in 2004 by CH2MHILL, and updated in 2009 by City staff;
- ***City of Unalaska Water Treatment Public Water System PWS Wellhead Protection Management Plan***, prepared in 2005 by City staff, and updated in 2009;
- ***City of Unalaska Icy Creek Reservoir Dam Emergency Action Plan Standard Operating Procedures***, prepared in 2005 by City staff, and updated in 2008;
- ***City of Unalaska Water Treatment Plant Phase I Analysis Design Recommendations Report***, prepared by HDR in 2008; and
- ***Cost of Service/Rate Design Study Water Utility, City of Unalaska***, prepared in 2009 by the Financial Engineering Company.

An overview of the findings and recommended actions to ensure an appropriate supply of water to meet the needs of Unalaska residents and businesses are contained in the section of this Comprehensive Plan titled *Health and Well-Being, Maintaining Clean Drinking Water*.

Unalaska Comprehensive Plan 2020

Action

The City of Unalaska should continue to implement previous and planned efforts to ensure the provision of an adequate supply of water to meet the needs of households and businesses.

2. Create Quality, Affordable Childcare

Child care services were provided in Unalaska during the recent past by private parties, with the support of the City of Unalaska. The services were discontinued 8 years ago due to a number of issues, including:

- What were viewed as onerous State requirements regarding child care facilities, that were thought to be the cause of making it very expensive to operate such facilities in Unalaska;
- Low number of full-time children being served (8 full-time children were being served by 5 staff members at the time the last child care service was in operation in Unalaska);
- High employee-to-child ratio that made it difficult to train and retain qualified staff;
- Inability of local residents to afford the cost of child care services;
- Inability of the City of Unalaska to justify subsidizing child care services, which was approximately \$100,000 per year;
- Some in the community using the child care facility as a “drop-off” center (almost a baby sitting service), thus making it difficult to maintain adequate staff-to-child ratios not knowing how many children would be at the child care facility at any given time; and
- Difficulty in collecting the fee for services from children’s parents.

The last known effort by the private sector to offer child care services of this nature was undertaken by a local church. However, if the above noted issues were to continue, it is unlikely that a church or any other private sector organization would be able to provide child care services of this type in Unalaska at a cost that would be affordable for most Unalaska families.

Unalaska Comprehensive Plan 2020

Based on discussions with the City, it appears that a subsidy would still be necessary to induce the private sector to provide services today, just to break even.

Currently, the following child care-related programs are offered by the City's Department of Parks, Culture, and Recreation.

- Kindercare is a State licensed program offered during school in-session months. Kindergartners are picked up at the end of their school day (1:00PM) and transported to the Community Center for an hour and fifteen minutes of structured time. The kindergartners experience group play, arts and crafts, reading/literacy and physical activity. Kindergartners are transported back to the school where they are picked up by parents or take a bus.
- The After School Program, also State licensed, is offered during school in-session months. First through fourth grade students arrive by bus at the Community Center. Program participants enjoy a snack, physical activity, group games, homework time and other social interaction. All participants must be picked up by 6:00PM.
- Tot Time is a parent-supervised activity offered from 10AM – 12PM, Monday through Friday. The community center provides gym space and age appropriate toys for parents to interact and play with their children. This time also allows non-school age children to socialize and make friends. This particular program is not considered a child care service since parents are required to stay with their children.

In addition, there is a Headstart and a Preschool program offered in Unalaska. Headstart is for children age 3 and Preschool is for ages 3 and 4.

Currently, there are no local child care services offered for newborn babies to children 3. And, there are no all-day child care services for the children of parents who work all day.

Action

Based on the above, unless State regulations are relaxed, local residents gain the ability to pay more for child care services, some entity provides partial funding for operations, and/or children are served on a full-time rather than part-time, drop-in basis, it appears unlikely that child care can be offered by the private sector in Unalaska in the immediate future.

Unalaska Comprehensive Plan 2020

However, every effort should continue to be made by appropriate local entities, such as churches, to seek methods of providing child care services in Unalaska, since there will always be a number of people who need and seek such services.

3. Expand Basic Retail and Service Offerings

For at least the past two decades, residents of Unalaska have been calling for a larger number of basic retail and service businesses to accommodate both their need and desire for such businesses. Basic retail businesses desired, as generally described locally, include restaurants, grocery stores, hardware, car wash facilities, basic clothing, movie theater, etc. Service businesses desired, as generally described locally, include hair salons, car washes, dry cleaners, auto repair shops, etc.

Local industry has not historically called for a higher level of basic retail and service businesses, since they accommodate most of their needs through import or by establishing their own venues – such as building their own restaurants, lodging facilities, service divisions, etc. Many of their employees, however, seek the same basic retail goods and service offerings sought by Unalaska’s year-round residents.

Action

While local entrepreneurs have historically accommodated the needs and desires of Unalaska residents through the opening of appropriate basic retail and service businesses, at some point in the future a more scientific analysis of Unalaska’s retail and service business needs and opportunities should be undertaken. The analysis should result in a projection of deficiencies in the marketplace that could be accommodated by the opening of specific types of new retail and service businesses. The analysis should also conclude with an opinion concerning the potential for success of new business ventures, and identify any incentives or assistance that might be needed to induce the opening of potentially successful new retail and service businesses in Unalaska.

As was noted in the previous section of this Comprehensive Plan, under the heading *Broaden and Diversify the Local Economy*, primary responsibility for determining market potential and development of basic retail and service businesses should rest with the private sector. The City of Unalaska should, however, be supportive of any appropriate local effort to develop more retail and service businesses to satisfy the needs and desires of local residents and visitors. In communities throughout the nation, in fact, many local governments partner with Downtown organizations, chambers of commerce, merchants

Unalaska Comprehensive Plan 2020

associations, etc., in analyzing needs, defining strategies, and implementing initiatives designed to stimulate identified retail and service business attraction and retention actions.

4. Attract More Local Skilled Building Contractors and Professional Service Providers

The supply of local skilled building contractors and professional service providers will continue to be largely dependent on the demand for such businesses and services in the Unalaska marketplace.

The number of local professional service providers has been increasing over the past few years, primarily as a result of renovated medical facilities, expanded associated medical, behavioral health, and dental services. The number of professional service providers choosing to practice in Unalaska will continue to be governed by the community's continued growth in population, and the increasing understanding that Unalaska is a regional hub for virtually any type of professional service business that intends to serve not only Unalaska, but the broader range of Aleutian communities.

Every effort should continue to be made to promote Unalaska as a regional hub for a plethora of business activities, including professional services, retail, medical services, education, entertainment, culture, housing, senior living and care, and employment.

The community's ability to attract a locally based building contractor pool will be dependent, primarily, on the amount of new construction activity which takes place in Unalaska, and the amount of renovation work which may take place to enhance existing structures and facilities. As it stands today, construction of new buildings is primarily the result of City infrastructure development, development by processors, and some limited amount of housing construction.

If the current desire to develop new housing for sale and rent in Unalaska is fruitful, the anticipated demand for new homes and rental units could potentially result in the creation of new construction companies in Unalaska.

And, if new housing is developed, it can be anticipated that those currently occupying some number of existing units will move to the new units, with their former houses and apartments opening-up for new occupants currently renting or desiring other quarters. If this move-out and move-up takes place, it can be anticipated that the new residents moving into existing housing units will likely desire to enhance their new homes through minor to major renovation. This is a

Unalaska Comprehensive Plan 2020

natural progression of enhancement and demand in a housing market experiencing the introduction of newer housing units. If this progression occurs – moving-out and moving-up – it can be anticipated that an increased demand for skilled remodeling contractors will surface and, thereby, likely increase the demand for locally based remodeling contractors.

Action

As new construction activity occurs in Unalaska, a concerted effort should be made to get the word out in those areas with large supplies of construction companies – such as Anchorage and Seattle – that Unalaska is building and that opportunities are growing for a larger, locally based construction industry. Emphasis should also be placed on the demand for renovation contractors as the demand for these services increases.

When it is anticipated that other professional service providers can be supported in Unalaska, a concerted effort should also be made to get the work out in those areas with large supplies of professional service providers, such as Anchorage, Seattle, and, as feasible, the balance of the nation.

It should be kept in mind, however, that Unalaska's ability to attract more local skilled contractors and professional service providers will be dependent, to a great degree, on an increase in the construction of new homes, natural growth in population, and Unalaska's continued recognition as a regional hub.

5. Improve City Dock Facilities

The City of Unalaska has completed extensive planning for the improvement and maintenance of port and harbor facilities.

The Port of Dutch Harbor operates and maintains four major facilities in Unalaska. These facilities include the following.

- Unalaska Marine Center (UMC), which provides cargo, passenger, and other port services.
- Spit Dock Facilities, which offers multiple berths with long- and short-term moorage for vessels up to 200 feet in length.
- Small Boat Harbor, which has long-term slips and transient moorage spaces are available for vessels up to 60 feet.

Unalaska Comprehensive Plan 2020

- Spit Light Cargo and Pot Dock, which consists of two sheet pile docks each having a 50 foot dock face with breasting dolphins located on either side of the sheet pile dock.

A ten-year plan for the development of Unalaska port and harbor facilities was completed in 2004, and the findings and recommendations of the plan are contained in the document titled ***Technical Memorandum: Port and Harbor Ten-Year Development Plan***. The plan was prepared by Northern Economics, Inc., in association with PND, Inc.

The following strategy and timing for development was presented in the plan.

- The Spit Light Cargo and Pot Dock was designed for handling crab pots and is not very suitable for moorage or handling of other cargo. Because of this design feature, the dock is not heavily utilized except before and after the crab seasons. Improvements would provide an alternative location to the UMC for catcher-processors, barges, trampers, and coastal freighters that might seek to load or offload cargo, particularly during peak seasons, and improve utilization. Improvements at the Spit Cargo Dock would provide another cargo berth in the Port, while enhancing the ability of the facility to handle crab pots. This action would improve the utilization factor for the facility, increase revenues generated by Spit Cargo Dock, and capture revenues from vessels that might otherwise be anchored.
- Expansion of the Spit Dock, with an expansion designed for vessels of up to 250 feet in length, would generate additional revenues and enable the Port of Dutch Harbor to accommodate larger vessels that are not currently adequately served, as well as a fleet of vessels that have historically increased in size. The mooring of more large vessels in the community would increase the amount spent by the fleet in local businesses and generate more income for local households. Long-term moorage should be located away from areas of high activity, and the Spit Dock is the appropriate location for this use.
- The revenues generated by these two facilities should enable the Port to develop an expanded small boat facility without adverse impact on its financial resources. These additional financial resources would make it possible for the Port to amortize the facility without a substantial increase in Small Boat Harbor fees. The expansion would benefit local residents and individuals in the small-boat, state-water fisheries. Approximately 1,400 linear feet of moorage is needed to accommodate the vessels currently on the waiting list.
- The additional financial resources generated by an expanded Spit Dock and the Spit Cargo Dock would enable the Port to meet its matching fund requirements associated with development of the LSA Harbor for vessels between 61 and 130 feet in length. Assuming an appropriation is passed in 2006, construction of this facility could commence in 2008. (LSA Harbor being developed as the Carl E.

Unalaska Comprehensive Plan 2020

Moses Boat Harbor.) While other harbors in the region will compete with the LSA Harbor vessels in this size class, Unalaska is the preferred moorage location for many vessel owners and can command a price premium over other ports, although it may be necessary to adjust rates over several years to determine the extent of this premium. After the LSA Harbor is built, the Small Boat Harbor will provide moorage for vessels shorter than 60 feet in length, the LSA Harbor will provide moorage for vessels 61 to 130 feet in length, and the expanded Spit Dock will be the primary mooring facility for vessels ranging from 131 to 250 feet.

- Improvements to berths 3, 4, and 5 at the UMC will likely be required within the next four to five years to accommodate the new Horizon Lines ships that are expected on the Puget Sound-Alaska routes. The new container ship design is expected to be 700 to 800 feet long, though it should have the same draft as current ships. More substantial improvements could be necessary if the Port wishes to remain an attractive stop for ships engaged in the trans-Pacific trade. The size of these ships has increased dramatically over the past two decades and a substantial expansion would be required to meet the needs of the newest ships coming on line. More modest, but still significant, improvements would be required for those ships that are currently in the trade and that will continue in service for the next 10-15 years.
- The UMC's recent expansion to provide berthing for U.S. Coast Guard cutters patrolling the U.S. Exclusive Economic Zone and State of Alaska enforcement vessels, the planned improvements to the existing wooden dock (Position 1), and the filling in the space between Positions 1 and 2, should enable the UMC to slightly increase its utilization factor. If the crab fishery evolves into a fall fishery after rationalization, it is likely that the utilization factor at the UMC will increase since the peak demands will be lower but over a much longer period of time, and the UMC would be able to handle a larger portion of the peak demand. If an expanded Spit Dock is not designed for larger vessels, and the Spit Cargo Dock mooring barge is not put in place, utilization at the UMC could reach its sustainable practical capacity of about 80 percent later in this study period, between 2010 and 2014. An expanded Spit Dock capable of handling vessels up to 250 feet in length, combined with improvements at the Spit Cargo Dock, could enable the Port to defer this expansion until 2015 or later.

A conditions survey of several harbor facilities in Unalaska was completed in 2005, and the findings of the survey and recommendations for maintenance actions are presented in the report titled ***City of Unalaska Ports 10-Year Maintenance Plan (Marine Facilities Condition Assessment Phase)***. The report was prepared by Tryck Nyman Hayes, Inc., and Coffman Engineers.

The recommendations of the report included the following items.

- "This report should be followed by a maintenance program designed to take the inspection results and produce a prioritized list of repairs and associated costs.

Unalaska Comprehensive Plan 2020

The specific repairs/replacements, contracting methods, and cost analysis is planned for the next phase of this project.

- This inspection should be followed by routine inspections that are completed every two years for above-water portions of the facility and once every five years for the underwater inspection.
- Additional inspections should be conducted following any accident or event that could potentially cause damage to the structures.”

A new 10-year **Ports and Harbors Plan** was completed in 2009.

Action

The City of Unalaska should continue comprehensive planning efforts for the improvement and maintenance of port and harbor facilities. And, the City should continue the implementation of critical port and harbor maintenance and expansion plans to ensure the continued prosperity of Unalaska’s fishing industry.

As of the completion of this Comprehensive Plan, the Carl E. Moses Boat Harbor (CEMBH) is under construction.

The boat harbor will include:

- 9 slips @ 60 feet;
- 6 slips @ 90 feet;
- 13 slips @ 100 feet;
- 11 slips @ 115 feet;
- 9 slips @ 130 feet;
- 8 spaces @ 150 feet (double stack); and
- 345 linier feet for small vessels.

The CEMBH will contain a harbor building with restrooms and showers, which will be designated separately for men and women. This building will also contain a work shop area for Ports. The harbor also includes a building for disposal of waste oil, oily rags and oil filters and containers for disposal of anti-freeze. This also includes dumpsters for disposal of trash that is acceptable at the city landfill. Each of the three floats will provide potable water which will be available year around. Electricity will be available for all slips on all three floats.

The harbor is equipped with a fire suppression system on all three floats. “A” Float is equipped with a drive down float to allow vessels to move gear and

Unalaska Comprehensive Plan 2020

cargo. To the south of “A” Float is a boat launch ramp and boarding float. Parking is provided for vessels and trailer boats. On a seasonal basis both floating breakwaters can be used for temporary boat moorage. These two floating breakwaters will not provide any amenities other than moorage.

6. Leverage Name Recognition Resulting from TV Industry

Unalaska and Dutch Harbor have recently gained a tremendous amount of name recognition due to the filming of *Deadliest Catch* in the community. In fact, a literal cottage industry has been created in Unalaska and beyond for all things Unalaska, Dutch Harbor, and Alaska in general. This cottage industry is thriving from the distribution of caps, shirts, jackets, coffee mugs, and other merchandise.

Action

As popular as the TV show has become, even if filming were to be discontinued in the future, it is almost guaranteed that the show will live on for many years in syndication. Therefore, Unalaska and Dutch Harbor’s names should continue to grace the homes of countless audiences and this presents a golden opportunity for Unalaska to further promote tourism – particularly eco-tourism – in a more aggressive manner.

In addition, Unalaska should take the opportunity to promote other elements of the community which should appeal to not only followers of *Deadliest Catch*, but those seeking a true Alaska experience in an area of vast natural beauty.

Those local elements which should be showcased at every opportunity include:

- The community’s rich Aleut history;
- The Museum of the Aleutians;
- The historic Holy Ascension Orthodox Cathedral;
- The community’s rich military history;
- The community’s unspoiled natural beauty;
- Fishing, hiking, biking, and all other outdoor activities; and
- The fact that Unalaska is the home of Dutch Harbor and the filming location for *Deadliest Catch*.

Unalaska Comprehensive Plan 2020

The development of a museum – or of exhibits in conjunction with the Museum of the Aleutians – showcasing the rewards and hazards of the fishing industry and the processing of fish products in Unalaska would add to the community’s rich history of water life, and serve as an additional draw for eco-tourists and adventure seekers in general.

Every effort should also continue to be made to encourage the producers of *Deadliest Catch* to showcase a larger slice of the Unalaska community, rather than just Dutch Harbor and fishing events.

In addition, consideration should be given to creating tourism opportunities within Unalaska that are related to *Deadliest Catch*. Consideration should be given to offering *Deadliest Catch*-related shore excursions for cruise ship passengers (as is done in Ketchikan by Carnival Cruise Lines) and creating/offering *Deadliest Catch*-related tours for visitors to Unalaska in general (as is now done by private tour companies in Ketchikan and Seattle).

7. Downtown Revitalization: Create a Central Destination

While much has been done to develop new private and public facilities throughout Unalaska, little has been done to enhance the community’s historic Downtown – roughly defined as the Broadway Street corridor from the high school to the Bishop’s House, and including the library, post office, and community center.

Historic Downtowns serve as focal points and central gathering places in communities throughout the world. In most cases, historic Downtowns were once the center of all commercial life in a community and, as such, have served as a center of community life and a destination for not only commerce, but interaction between local residents and visitors. And, enhanced Downtowns give a community a sense of place not normally replicable in any other form.

One of the biggest drawbacks to the further development of tourism in Unalaska is the fact that there is currently no central location, focal point, or gathering place that creates a unique identity for Unalaska and where visitors can get a sense of how life in Unalaska has evolved.

Action

In order to create a more inviting destination for local residents and visitors, a concerted effort should be made to revitalize historic Downtown Unalaska, including:

Unalaska Comprehensive Plan 2020

- Enhancement of roadways, streetscape, sidewalks, street furnishings, street signs, and street lighting;
- The installation of historic markers depicting significant historic events which took place in Downtown and attractions which are or once were located in Downtown;
- Clean-up and renovation of commercial buildings (inside and out) and grounds;
- Renovation of existing housing and grounds, to the degree needed;
- Continued renovation of the Russian Orthodox Church (inside and out, including restoration of the icons) and Bishop's House and further enhancement of the grounds at both facilities;
- Enhancement of existing businesses throughout Downtown, as needed, by remodeling and/or expanding operations;
- To the degree possible, the attraction of additional special retail shops, art and craft galleries, restaurants, and entertainment venues;
- Strengthen ties with the Iliuliuk River and clean-up of the river banks as needed; and
- The development of a community gathering space – such as a small park or town square – to stage events, concerts, community Christmas tree lighting, and other community events.

The effort should create a walkable area that entices patrons to stroll or bike from the Holy Ascension Orthodox Cathedral to the school to the community center to the library. And, along this enhanced route, patrons should be able to shop and dine in small, locally-owned businesses located in restored buildings throughout historic Downtown.

Once enhanced, Downtown should become:

- Unalaska's central focal point and gathering place;
- Unalaska's small specialty business, art, entertainment, and dining district, and

Unalaska Comprehensive Plan 2020

- A significant destination for local residents to celebrate life in Unalaska and for visitors to interact, shop, dine, and worship with Unalaskans in a wholesome, family environment.

8. Unalaska/Port of Dutch Harbor Convention and Visitors Bureau

According to its mission statement, the Unalaska/Port of Dutch Harbor Convention and Visitors Bureau (CVB) was established for the following purposes:

- To promote and encourage tourism; and
- To support the development and sustainability of tourism infrastructure in the Unalaska/Dutch Harbor Region.

Currently, the primary efforts of the CVB include producing an annual visitor's guide, maintaining an informative web site (www.unalaska.info), and operating a visitor's center in the Burma Road Chapel.

Action

Along with its current activities, the CVB intends to:

- Create a map showing Unalaska points of interest;
- Mention "The Deadliest Catch" in marketing, without allowing it to define Unalaska;
- Encourage CVB members to feel more a part of the organization; and
- Play a supporting role in helping other groups do special events.

In addition, the CVB would hope to encourage and support other local entities and local individuals to undertake the following:

- Erect additional interpretive signs about the community (not just about history) throughout community;
- Have a visitor center that is more compatible for display space and interaction with tourists;
- Install an information kiosk and a "Welcome" sign at the UMC dock;

Unalaska Comprehensive Plan 2020

- Erect additional directional signs throughout community;
- Place tourist-related maps and brochures in the airport terminal;
- See air service to and from Unalaska improved (more flights, better planes, better pricing, more reliable, more competition, longer runway);
- Continue to see an increase in the number of conferences and business meetings held in Unalaska;
- Encourage and help find funding to complete pedestrian pathways around the “S”-curves and to the UMC dock; and
- Encourage the private sector to create more things for visitors to do in Unalaska (fishing charters, tours, small businesses, more reasons to come here).

9. Think Globally

While it is recognized that most of the initiatives identified in the Unalaska Comprehensive Plan are designed to address local needs and take maximum advantage of local economic development opportunities, it is also important to identify actions which might advance the community’s position in the global marketplace. Unalaska’s unique location as the only ice free American deep water port that is also along the Great Circle Route will give the community a tremendous advantage in attracting new business.

Action

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. This should include future investments in infrastructure that supports these opportunities such as port facilities, flat land development, and related support services.

Health & Well-Being

Goal

Provide the highest level of service possible to protect health and well-being throughout the community.

Values

- Provide a full range of health care to serve Unalaska and surrounding communities.
- Maintain the highest levels of public safety and services to ensure that all residents feel safe, are protected, and receive a full range of support services to ensure the well-being of all residents of, and visitors to, the community.

Primary Actions

1. Maintain Clean Drinking Water

A water system master plan was prepared for the community in 2004 by HDR Alaska, Inc., and is titled ***Unalaska Water System Master Plan***. The summary and recommendations of the plan are presented below.

A water master plan can act as a roadmap for planning future capital improvement projects and investing in infrastructure necessary to maintain the mission and goals for the water utility. This document was developed to help the City of Unalaska (City) and its water utility understand the current condition of the water system, prepare for future regulatory compliance issues, and address the unique operation and maintenance concerns for the water system.

The plan consisted of the following major components:

- City involvement and review
- Developing future water use and system design criteria
- Assessing existing facilities
- Review of regulatory compliance

Unalaska Comprehensive Plan 2020

- Developing and evaluating project alternatives
- Developing a ranking system to prioritize improvement alternatives
- Preparing a prioritized recommended alternatives list

To facilitate City involvement throughout the compilation of the master plan, technical memoranda were written that correspond to the various sections in the report. Each technical memorandum was reviewed by City. Individual technical memoranda can be found in Appendix A (*of the report*).

To gain a better understanding of the condition of the water system and the community's water system needs a site visit was scheduled to Unalaska. HDR Alaska Inc. (HDR) staff traveled to the community and worked with utility representatives to look at the system and develop a list of system concerns. Dutch Harbor is one of the largest fishing ports in the United States, large quantities of water are needed to process the volume of fish moved through this port. Any disruption in water service can cause significant financial impacts to the processing businesses. As such, one of the primary goals of the water utility is to maintain water service to the community and processors at all times.

Another goal of this water master plan is to identify current and future regulatory compliance issues pertaining to the water system. The master plan offers descriptions of upcoming regulatory rules and makes suggestions on how the utility can be proactive in preparing to meet these new requirements. To maintain proper disinfection levels, chlorine gas cylinders are stored at the water treatment plant and at the well houses. One issue that did arise from the compliance review was the need for the City to address fire code compliance for the storage of chlorine gas at the Pyramid Control Plant and the well houses. The second major issue that the City will face is upcoming issues associated with the Long Term 2 Enhanced Surface Water Treatment Rule (LT2ESWTR). Under the proposed conditions of this rule the system may be required to provide dual disinfection techniques to protect against and reduce disease incidence associated with *Cryptosporidium*. Final determination of the rule is expected in the fall of 2004. After final determination, the community will be able to evaluate what modifications are needed for the system. The City will have 6 years from the final rule determination to comply with the new treatment requirements. The City will also need to continually address the need for electrical system inspections to ensure they are in compliance with current code requirements whenever modifications are made to system components. Recommended project alternatives focus on systems to meet these regulatory issues.

Many of the concerns noted during the site visits involve on-going operation and maintenance of the system. The rural setting of the water utility in combination with the challenging winter access issues to essential system components creates unique operational needs to continue to meet the demands on the system. Many of the alternatives developed in the master plan address these operation and maintenance concerns. One example is the need for additional water storage capacity in the Town pressure zone, which is the highest ranked alternative developed in the master plan. This alternative has been recommended in previous water master plans as well. This new water storage tank will assist the City in meeting water storage needs for more efficient operation of the water treatment plant, supply water for emergency situations and peak operating conditions, address safety issues, and allow for more efficient operation of groundwater wells.

The site visit allowed HDR staff to assess the current system condition. Based on this assessment, a list of project alternatives was developed to address system deficiencies. In some

Unalaska Comprehensive Plan 2020

cases multiple alternatives were developed to address one system deficiency. Once the list of alternatives was completed and reviewed, each alternative was ranked using a scoring system developed by HDR. The ranking system allowed for the selection of recommended alternatives and also prioritized the order for the alternatives to be completed.

Projects were grouped into one of two categories: non-discretionary and discretionary. Non-discretionary projects are defined as tasks that must be completed by the Utility because of regulatory or code compliance issues. These projects do not necessarily need to be completed right away, but rather within the regulatory time frame required. Discretionary projects are those that are recommended but not required. Discretionary projects can be selected by the Utility and completed as funding allows.

Table 1-1 shows a complete list of ranked improvement alternatives compiled in the water master plan, and capital costs associated with the alternatives.

Table 1-1: Capital Improvement Alternatives for Water System

Alternative Number	Project Alternative	Total Cost Estimate	Engineering and Construction Management	Project Total
Non-discretionary Projects				
7A	Upgrade alarms and engineering controls at PCP	\$120,000	\$24,000	\$144,000
9A	Upgrade alarms and engineering controls at well houses	\$130,000	\$26,000	\$156,000
Action Item	Lead and Copper Review	-	-	-
8	Write CL hazard reports	\$80,000	\$16,000	\$96,000
Action Item	Quarterly monitoring for TTHMs and HAAs (Stage 1 DBPR)	-	-	-
20	UL Listing	\$32,000	0	\$32,000
Action Item	Update watershed control program (LT1ESWTR)	-	-	-
Action Item	Monitoring for <i>Cryptosporidium</i> in surface supplies (LT2ESWTR)	-	-	-
Action Item	Monitoring for the Initial Distribution System Evaluation (Stage 2 DBPR)	-	-	-
19	Cross-Connection Control Ordinance	\$5,000	0	\$5,000
Discretionary Projects				
10	Install water storage tank	\$6,641,000	\$1,328,200	\$7,969,200
12	Captain's Bay Water Line Extension	\$1,220,000	\$244,000	\$1,464,000
4	Install a by-pass line for Icy Creek inlet	\$290,000	\$58,000	\$348,000
1B	Install remote actuated valve at Icy Lake	\$90,000	\$18,000	\$108,000
3	Install SDADA control for wells	\$50,000	\$10,000	\$60,000
5	Provide back-up power for wells	\$194,000	\$38,800	\$232,800
6B	Increase fuel storage	\$20,000	\$4,000	\$24,000
6C	Install a raw water testing location near town	\$975,000	\$195,000	\$1,170,000
11	Remove wood stave near airport	\$144,000	\$28,800	\$172,800
13	Install a booster pump for General's Hill	\$88,000	\$17,600	\$105,600
14	Investigate condition of underwater section of pipe at South Channel Bridge	\$12,750	0	\$12,750
15	Investigate condition of underwater section of pipe at East Point Crossing	\$12,750	0	\$12,750

Unalaska Comprehensive Plan 2020

Alternative Number	Project Alternative	Total Cost Estimate	Engineering and Construction Management	Project Total
2	Survey Icy Lake volume	\$30,000	\$6,000	\$36,000
16	Flushing Program	\$13,000	0	\$13,000
18	Icy Creek Turbidity Study	\$17,000	0	\$17,000
17	Rate Study	\$10,000	0	\$10,000

Note: Costs were not developed for Action Items because these issues still need finalization from State or regulatory agencies for a direction to be taken.

An associated follow-up report was also completed for the Unalaska water system by HDR in 2008 titled **City of Unalaska Water Treatment Plant Phase I Analysis Design Recommendations Report**. The executive summary of the report is presented below.

The City of Unalaska has several water sources including two surface water reservoirs and four groundwater wells. The City's raw water sources are very high quality, which allows the City to meet filtration avoidance requirements. The City generally uses the reservoirs as its primary water source, which allows the vast majority of the system to be operated using gravity. When system demands exceed reservoir production capacity the groundwater sources become supplemental, or if reservoirs are shut down due to turbidity events, the wells become the primary source of water for the entire system. Disinfection of the surface water supplies occurs at the Pyramid Control Plant (PCP), with the Pyramid Tank (a.k.a the CT Tank) providing the major portion of the disinfectant contact time. Currently, the City is required to provide a minimum 3-log inactivation of *Giardia lamblia* and 4-log inactivation of viruses through chlorine contact.

The current treatment system will not comply with the Long Term 2 Enhanced Surface Water Treatment Rule (LT2ESWTR or LT2), which will require unfiltered systems like Unalaska's to use a second disinfection method for *Cryptosporidium* inactivation. The City performed *Cryptosporidium* sampling and testing from October 2006 through September 2007 per the monitoring options offered by LT2 rule. Of the 24 previously gathered samples, 23 samples resulted in no *Cryptosporidium* oocysts detected and one resulted in a 0.200 oocyst/L concentration. These sampling results give the City the option to consider providing either the minimum 2-log inactivation of *Cryptosporidium*, or the maximum 3-log inactivation of *Cryptosporidium*. The City has opted for maximum 3-log inactivation of *Cryptosporidium* be used as the design criteria for future UV equipment selection. The advantage of using 3-log inactivation as the design criteria is that the City will not be required to grandfather existing *Cryptosporidium* data, or sample for *Cryptosporidium* for the second round of monitoring under the LT2 rule. Unalaska will need to notify the EPA of its intent to provide maximum treatment no later than **January 1, 2010**, and comply with the required *Cryptosporidium* treatment no later than **October 1, 2014**.

Additionally, a brief comparison of the regulatory requirements of the surface water treatment and related rules in respect to whether a system maintains filtration avoidance or provides filtration was prepared for this report.

Unalaska Comprehensive Plan 2020

Based on the equipment capital, and operations, and maintenance (O&M) costs developed for this report, the present worth of the UV disinfection alternative appears to be the most effective method for applying a second disinfectant per the requirements of LT2 to the City's unfiltered water source. Other disinfectant options evaluated included chlorine dioxide and ozone.

The City of Unalaska selected the HDR design team to conduct a study to evaluate alternatives for meeting the LT2 requirements, addressing existing building condition issues, and improving accessibility to the treatment facility. The design team and City officials conducted a kickoff meeting in Unalaska to evaluate current building conditions and select concept options for further analysis. The options selected for additional analysis and cost estimate development were:

- An addition to the existing PCP which would incorporate ultraviolet (UV) disinfection
- A new WTP near the existing PCP which would incorporate UV disinfection
- A new WTP at a more accessible location which would incorporate UV disinfection
- A new UV disinfection facility at a more accessible location

Existing Building Assessment

From the site assessment, the CMU block PCP building is approximately 30 years old and overall appears to be in satisfactory structural condition. Some major repairs will be required at the building including replacement of: the roof; interior rigid insulation (to eliminate condensation), all of the electrical wiring, raceways, and controls; electric baseboard, and possible replacement of the emergency generator. In addition, upgrades to the chlorine storage area are needed for building code compliance including providing 2-hour firewalls.

The facility is undersized for the current configuration, with cramped spaces that hinder equipment maintenance and prohibit large piping or appurtenance additions. The building also does not have sufficient space to meet the operational needs for chlorine disinfection, which causes extra trips to the plant to change out chlorine gas cylinders. This is problematic in the winter months when accessibility is restricted because of the remote location and unmaintained road.

Summary of Alternatives

Each option selected at the kickoff meeting was evaluated in more detail including developing cost estimates for the capital investment and any additional annual operations and maintenance.

Preferred Alternative Selected

The City and the design team discussed the various options available to meet the LT2 compliance requirements. The preferred alternative selected by the City was a hybrid of alternatives 7.1 and 7.2 that has the following features:

- Building expansion for UV disinfection equipment, new control room, operator workstation, new PRVs and raw water piping, and possibly new energy recovery in-line turbines.
- Renovate existing PCP structure for chlorine gas storage. Renovations include roof replacement, siding painting, connection to the new addition, meeting all code requirements for chlorine storage, and site layout modifications.
- Demolition of the existing generator building.
- Replacement of the emergency generator with inclusion of the new generator equipment in either the remodeled chlorine storage side or the new addition.

Unalaska Comprehensive Plan 2020

Under this scenario water originating from the surface reservoirs would flow through the existing raw water transmission main to the new building addition, receive UV disinfection treatment, have chlorine injected, and then continue to the CT tank. UV disinfection equipment will be located in the new building addition. The new addition will also house the new pressure reducing valves (PRVs) and raw water piping, a new control room with new mechanical/electrical controls, and a workstation for operators. One addition that should be evaluated further is the use of in-line turbines for power generation from flow of water from the reservoirs. These will be designed to work in tandem with the new PRVs.

For this alternative, the existing CMU building shell will be remodeled and used for increased chlorine gas storage. Remodeling for this building includes providing the necessary repairs to the existing building including roof replacement, window/door retrofits to provide access to the new addition, and provide any new electrical/mechanical code requirements for the chlorine storage and injection equipment to meet code requirements.

Also for the preferred alternative, the existing generator building will be demolished, and back up generation equipment will be relocated to either the new building or be housed in the existing PCP building shell assuming that a CMU wall separates the new generator equipment from the chlorine storage area.

In addition to the building improvements, construction of a Crowley Marine Services (CMS) distribution line along Captain's Bay Road would allow chlorine contact tank to operate at a greater range of water surface elevations. The current elevation of the Crowley Marine Services line prevents the contact tank water level to drop below 30 feet. The construction of the new distribution piping to CMS would have the following advantages: allow the operators to utilize a larger volume from existing storage tank infrastructure, reduce/eliminate the boil water notices to the CMS facility, and provide a means for raw water sampling in the abandoned, existing CMS service.

If the existing service pipe to CMS is abandoned, then a small pipeline could be slip lined into this line and used for a raw water sampling line. This option is advantageous because it will reduce the frequency that the operators need to have access to the PCP facility for sampling especially during the wintertime when accessibility is difficult along the unmaintained road.

It is unclear how the UVT values will be influenced by turbidity events. However, a flushing line may be required to eliminate turbidity trapped in the piping section from the proposed City Pyramid Valley blow off line to the new building addition. This flushing line discharge would connect into the proposed City Pyramid Valley blow off line.

In total, building improvements, new equipment, and operational enhancement options are estimated to cost \$6.8 million dollars.

Recommendations for Future Pre-design Efforts

The City should install an online UVT analyzer, since an online UVT analyzer would provide for nearly continuous UVT data to be logged and would provide a very detailed indication of variations over time and through events impacting the quality of the source water. The UVT analyzer may be selected for use now and ultimately be installed with UV disinfection upgrades in the future.

Unalaska Comprehensive Plan 2020

The City of Unalaska has also completed several other plans to ensure the health and safety of the City's drinking water and handling of waste water. These plans include:

- **City of Unalaska National Pollutant Discharge Elimination System Quality Assurance Plan**, prepared in 2004 by CH2MHILL, and updated in 2009 by Don Lane and J.R. Pearson;
- **City of Unalaska Water Treatment Public Water System PWS Wellhead Protection Management Plan**, prepared in 2005 by J.R. Pearson, and updated in 2009; and
- **City of Unalaska Icy Creek Reservoir Dam Emergency Action Plan Standard Operating Procedures**, prepared in 2005 by J.R. Pearson, and updated in 2008.

Action

The City of Unalaska should continue to implement and update the above plans to ensure the provision of clean drinking water to accommodate current and future needs of households and businesses.

2. Improve IFHS Clinic Administrative Functions

Iliuliuk Family Health Services, Inc. (IFHS) seeks to serve all people living in Unalaska and the surrounding Aleutians West Census Region, the transient processor population, and the largely untrackable "floating" population of the Bering Sea.

IFHS has one service location on the Island of Unalaska. IFHS also sends providers to boats, seafood processing plants, schools, the senior center, and private homes. Since IFHS has the only laboratory, drug dispensary, lab, nurse, and x-ray services in Unalaska, the clinic normally sees over 5,000 unique patients annually for all services.

According to IFHS, their mission statement is:

To provide quality integrated health care and to promote health and well-being.

Unalaska Comprehensive Plan 2020

The vision statement of IFHS is:

To be Unalaska's model for the integration of comprehensive primary care services and efficient, high quality acute care and emergency services.

The core values of IFHS are:

- *Quality;*
- *Compassion;*
- *Integrity; and*
- *Responsibility.*

IFHS strives to provide high quality healthcare tailored to meet the changing needs of Unalaska's culturally diverse community. Because of the IFHS commitment to the health and well-being of the individual and the community, the Clinic treats and cares for the whole patient by providing care not only to the sick and injured, but by promoting culturally appropriate educational and preventive health programs to the community.

IFHS pursues the following goals:

- To encourage each member of the community to share the responsibility for his or her own healthcare;
- To obtain and record accurate and appropriate information on each patient;
- To ensure all healthcare services will be in accordance with current patient policies;
- To provide essential Community Health Center services regardless of the patient's ability to pay; and
- To foster community and interagency cooperation.

Following are current concerns/issues facing IFHS, as identified by IFHS:

- Local perception of IFHS by some as "only interested in money;"
- Local perception of IFHS by some as non-responsive to patient concerns regarding administrative functions;

Unalaska Comprehensive Plan 2020

- Downturn in economy/fishing quotas; and
- Decrease in target population over the past three years due to new fishing regulations/rationalization, dramatically decreasing the size of the fishing fleet.

Action

IFHS should continue current efforts to implement the following actions underway or preferred:

- The Board of IFHS has formed a Public Relations Committee that is charged with developing fundraising and public relations plans;
- The Board is in the process of conducting a community health needs assessment for the purpose of planning and implementing sustainable programs for the population of Unalaska and the Western Aleutian Islands of Alaska; and
- The Board requested and received technical assistance from Health Resources and Services Administration to design a community health needs assessment.

IFHS should continue to make every effort to provide vital health care services to all people living in Unalaska and the surrounding Aleutians West Census Region, the transient processor population, and the largely untrackable “floating” population of the Bering Sea.

And, IFHS should continue to strive to reduce the cost of health care for its clients.

3. Create a Regional Hospital

Some Unalaska residents have called for the creation of a regional hospital for many years. The desire is to create a larger medical facility providing a host of medical services and facilities not now available in Unalaska, which could serve the needs of residents and industry throughout the Western Aleutian Islands. The new facility, it is hoped, would reduce the need of residents to travel outside the community for most medical needs.

As noted above, Iliuliuk Family Health Services, Inc. (IFHS) seeks to serve all people living in Unalaska and the surrounding Aleutians West Census Region,

Unalaska Comprehensive Plan 2020

the transient processor population, and the largely untrackable “floating” population of the Bering Sea.

While IFHS facilities and services are not broad enough now to satisfy the need for all medical-related services, the Clinic is currently in the process of determining demand for services and attempting to expand current operations to serve a broader range of regional medical needs.

Action

In the immediate future, IFHS should be supported and encouraged in its effort to broaden services and expand facilities to meet current and anticipated medical needs of both Unalaska and the Western Aleutian Islands.

If demand for medical services grows beyond the ability of IFHS to meet such demand, then every consideration should be given by the City of Unalaska, in collaboration with IFHS and other interested and appropriate private and public entities, to exploring the feasibility of developing a larger medical facility to serve the entire region. This determination should be made based on a professional examination of demand for medical services and the ability of those in the region to pay for such services, or identify appropriate other funding sources to ensure the financial feasibility of developing and operating a regional hospital in Unalaska.

Secondary Actions

1. Ensure Unalaska Remains Safe for Families

The community currently offers a plethora of services and facilities to ensure that family well-being, comfort, and safety are addressed and ensured to the greatest degree possible in Unalaska. These include:

- Services provided by the Unalaska Police and Fire Departments;
- Alaska State Trooper services;
- High quality educational services and facilities provided by the Unalaska City School District;
- Religious and other family services provided by local houses of worship;
- Medical services provided by IFHS;

Unalaska Comprehensive Plan 2020

- Unalaskans Against Sexual Assault & Family Violence;
- Services provided by Unalaska's other health-related organizations; and
- Services and facilities provided by Unalaska's Parks, Culture, and Recreation Department.

Action

Each of these critical and valuable family services should be continued and expanded in the future as demand for such services and facilities necessitates.

2. Provide Greater Privacy of Patient Information at IFHS Clinic

IFHS recognizes that there is a local perception held by some that Clinic personnel could be more responsive to patient concerns regarding administrative functions, such as privacy and billings.

Action

Addressing this issue is noted as a high priority in IFHS's strategic plan. Therefore, IFHS should take any and all steps necessary to ensure that patient records and the purpose of patient visits are kept confidential in order to ensure that the public has a higher degree of confidence in the professional administrative practices of the Clinic. This is especially important since the Clinic is the only option most of Unalaska's residents have for medical services.

3. Work to Become a Drug-Free Community

The presence and use of illegal drugs have, by local accounts, long been an issue and concern in Unalaska.

Obviously, local law enforcement continuously works to eradicate the distribution and consumption of illegal drugs in Unalaska.

The local school system is making a concerted effort to educate students about the negative consequences of illegal drug possession and consumption. And, area houses of worship also do their part to educate the broader community relative to illegal drugs and provide assistance and guidance to those suffering from the consequences of illegal drug consumption.

Action

Every effort should be continued by law enforcement, houses of worship, the local school system, and all members of the community to make Unalaska drug-free.

Unalaska Comprehensive Plan 2020

4. Work to Stop Underage Drinking

As with concern for the presence and use of illegal drugs in Unalaska, underage drinking is also an issue and concern in Unalaska.

Action

The school system, houses of worship, and local law enforcement should continue working to stop underage drinking in Unalaska, as has been the case in the past.

5. Renovate/Expand Health IFHS Clinic

IFHS is currently examining the feasibility of enhancing and expanding both services and facilities provided by the Clinic.

Action

The Clinic should continue to make every effort to provide those medical services and facilities which are financially feasible in Unalaska, or seek funding to subsidize what is needed beyond the local capacity to finance the cost of needed medical services and facilities, as has been the case in the recent past.

6. Create Assisted Living Facilities for Elders of Region

Over the past several years, there has been an increasing local call for the development of an assisted living facility that could enable many of Unalaska's older residents to remain in Unalaska for the balance of their lives, or move back to the community. The recognition of need and desire for such a facility is especially important to Unalaska's Native population.

Action

Every effort should be made to induce a developer of such facilities to construct and operate an assisted living facility in Unalaska in the immediate future. Exploratory visits should be made to other Alaskan communities that have such facilities to help in the identification of potential developers and/or operators.

When a developer is identified, it is likely that they will want to conduct a market study to determine the market for and feasibility of developing and operating an assisted living facility in Unalaska. It is also likely that the developer will seek some level of assistance from an entity in Unalaska to help collect market related information, arrange meetings, and, potentially, help finance the cost of the market analysis and feasibility study.

Since Native Unalaskan's have been the most outspoken supporters of developing such a facility, it would be most appropriate for the Ounalashka

Unalaska Comprehensive Plan 2020

Corporation and the Qawalangin Tribe, with the support of the City of Unalaska as needed, to seek a developer of such an assisted living facility. Assistance should be offered to a qualified developer, if necessary, to ensure that a quality facility is developed and operated in Unalaska in the near future to accommodate the needs of local and regional residents desiring to remain in Unalaska during their senior years, or to move back home from other areas.

7. Offer More Sex Education Classes in School

While some Americans express mixed opinions on *how* public schools should teach sex education courses, a recent poll indicates that the once heated debate over whether or not schools should even teach teens about sex has now dwindled.

To wit: “A new poll by NPR, the Kaiser Family Foundation, and Harvard's Kennedy School of Government finds that only 7 percent of Americans say sex education should not be taught in schools. Moreover, in most places there is even little debate about what *kind* of sex education should be taught, although there are still pockets of controversy.”

Action

The determination of whether it is appropriate to offer more sex education classes in the local school system should be left to the community's professional educators and School Board members, working in consultation and collaboration with parents and students.

8. Construct a New Wastewater Treatment Plant

The existing Wastewater Treatment Plant (WWTP) is not capable of consistently meeting the regulatory requirements of current or proposed National Pollutant Discharge Elimination System (NPDES) permits. In order to meet compliance, it is anticipated that the construction of an Enhanced Primary Treatment Facility will be required.

The Clean Water Act was amended in 1972 to require municipally operated sewage treatment plants to achieve secondary treatment. The original deadline to implement secondary treatment was July 1, 1977.

In 1977, the Clean Water Act was amended to allow cities which discharged treated sewage into the ocean to obtain an exemption from secondary treatment requirements; however, the exemption was not automatic. The original criteria for secondary treatment were developed to protect fresh water environments. Oceans are larger and deeper bodies of water, typically having stronger currents

Unalaska Comprehensive Plan 2020

and tides than fresh water, and can more easily absorb and disperse sewage treated to lesser standards without harm to the surrounding environment.

An application followed by Environmental Protection Agency (EPA) technical evaluation of the marine environment particular to the specific treatment plant was required. The application for an exemption had to be filed by September 13, 1979.

It was recognized that this “one size fits all” national exemption procedure for marine discharges would not be practical for smaller Alaska cities. Several months before the deadline for filing secondary treatment exemption applications, EPA adopted a “special policy” and published a notice in the Federal Register indicating some Alaska cities would not need to apply for the exemption. Unalaska was included on the list and told by EPA they “need not apply” for the waiver from secondary treatment.

In October of 2001 the City applied for a renewal of its NPDES permit using the performance parameters of the newly constructed WWTP as the proposed permit limits. In November of 2003, EPA issued a draft renewed permit which contained treatment limits that would require the 3 year old plant to be replaced. In 2009 the city applied for a renewal of the expiring permit and was informed by EPA that they would now be expected to meet the national standard for secondary treatment. EPA has elevated this matter to the Department of Justice and fines for non-compliance are pending. There is no indication the marine environment around Unalaska have suffered any degradation as a result of Unalaska providing less than secondary treatment of the sewage discharged by its 3,600 residents.

Action

The City is still negotiating with EPA regarding when the replacement plant (estimated to cost more than \$15,000,000) must be constructed. Once constructed, the new plant will provide what is termed “enhanced” primary treatment of wastewater. Preliminary estimates of construction costs for a plant to meet secondary treatment standards exceed \$20,000,000. The per capita capital cost would exceed \$5,500 dollars. Annual operating costs would require monthly bills to residents for sewage treatment of more than one-hundred fifty dollars per household. The City should consider funding assistance with this project to minimize rate shock to the consumer.

The City should complete a Facilities Plan for the new WWTP to determine final design parameters and real estate requirements. This planning document will

also help the City determine the actual cost of the project and will create an associated timeline for completion and compliance with EPA permitting requirements.

9. Construct New Cell(s) at the Landfill

The Unalaska Landfill receives about 24 tons of municipal solid waste per day. This equates to about 10,300 cubic yards of baled waste plus about 2,000 cubic yard of cover material per year. With a small projected annual increase in solid waste collection, Cell 4 is projected to be filled by August 2014. A new lined cell must be designed, permitted, and constructed by 2013. The city has been working diligently on the planning necessary for this project for years and has begun to request funding assistance from the State of Alaska. Relocation of the existing Summer Bay Road is required for the construction of any future cells and this will be accomplished with the project.

Action

Continued efforts should be made to secure funding for the design and construction of landfill Cells 2.1 and 2.2 and the Leachate Flow Leveling Tank. Space for the landfill is limited so efforts should continue for the exportation of inert waste materials like metals, netting, and lines. The shipping off-island of hazardous materials is expected to occur indefinitely.

Prepare a revised leachate management plan that includes: 1) modifications to the existing leachate transmission and pumping facilities, and 2) the construction of leachate flow leveling tank(s) adjacent to the existing Bailer Building, and additional future pumping facilities.

Continue to refine the site development plan to include developing a series of lined landfill cells, immediately west of the existing landfill and east of the new Summer Bay Road alignment (Phase II of the landfill). Each cell will take between five and eight years to fill, and would be constructed individually over time. The revised site development plan would result in the landfill reaching its ultimate life in 2049. Waste disposal operations in each cell in the new Phase II area will include overfilling over the existing landfill to the east in order to achieve final elevations and cell closures at the earliest possible date. A closure cover will be constructed on an individual cell after operations are initiated in the next adjacent cell. This will result in compliance with the ADEC regulations and will reduce infiltration of rain into the waste and, therefore, reduce leachate generation.

Overall Quality-of-Life

Goal

Continue improving the overall quality-of-life enjoyed by all Unalaska residents and visitors.

Values

- Protect the valued cultural diversity of Unalaska.
- Continue the provision of adequate shelter and amenities to support the needs of all local residents, visitors, and businesses.

Primary Actions

1. Improve and Lower Cost of Internet, Cable, and Phone Service

TelAlaska presently provides internet (wired & wireless), cable, telephone and cellular service in Unalaska. In addition, GCI, dba Alaska Wireless, provides cellular and wireless internet and Optimera provides some internet service to the community.

Action

TelAlaska has plans to add two additional cellular sites to provide better cellular coverage in Unalaska. TelAlaska is also beta testing WiFi hotspots at businesses in Unalaska.

Kodiak Kenai Cable Co. has applied for a grant through the Stimulus Grant program to “land” a fiber optic cable in Unalaska. Their plan includes bringing additional broadband capacity to Unalaska.

TelAlaska’s plans will provide improved coverage for cellular service and its WiFi service will provide another option for access to broadband.

Unalaska Comprehensive Plan 2020

2. Make More Land Available for Housing

Based on future demand for housing of all types, OC and all owners of appropriate, developable residential land should be supported and encouraged in their efforts to provide sufficient land area for the development of housing to accommodate demand in Unalaska.

While the availability of adequate housing is and will always be a quality-of-life issue in Unalaska, it is also a very important economic issue, since those who work in the community must be housed. Or, stated differently, without adequate housing to accommodate employer and employee demand, the growth of local industry will be stifled.

Action

Every effort should be made to encourage the owners of available, developable residential land to make such land available for the development of housing, as demand supports.

3. Encourage Construction of Quality, Reasonably-Priced Housing

The issue of housing demand and construction is addressed in the section of this Comprehensive Plan titled *Housing Element*.

4. Encourage Ounalashka Corporation Board and City Council to Work Cooperatively to Improve the Quality-of-Life Enjoyed by Unalaska Residents

The OC Board and the City Council of Unalaska have worked together on many projects in the past and it is anticipated that the two bodies will continue to work together in the future to improve the quality-of-life enjoyed by all Unalaska residents.

Action

Since OC owns most of the vacant developable land in Unalaska, and since the City of Unalaska controls the development of land in the City of Unalaska, it is essential that the two bodies work together to protect and improve the quality-of-life enjoyed by Unalaska residents.

A concerted effort was made to engage the OC Board and the City of Unalaska's City Council and Planning Commission in the completion of this Comprehensive Plan. All future planning and development actions which involve these entities should be undertaken in the same cooperative and collaborative fashion.

Unalaska Comprehensive Plan 2020

Secondary Actions

1. Continue to Make Unalaska a Regional Hub

Unalaska is currently the regional hub for many vital activities and services, including:

- Employment;
- Education;
- Healthcare services;
- Government services;
- Culture;
- Recreation; and
- Transportation.

As the community continues to grow and prosper, Unalaska's significance as the regional center of the Western Aleutian Islands will become more pronounced and, thereby, underscore the community's brand as a regional center.

Action

Accelerate efforts by all appropriate public and private entities and the City of Unalaska to promote the fact that Unalaska is the regional center for the above noted activities, services, and facilities.

2. Increase Ferry Service to Twice Per Month

There is a strong local need and desire for the Alaska Marine Highway System (AMHS) ferry to come to Unalaska at least twice a month. The ferry currently stops in Unalaska from mid-April until early September. Since Unalaska can only be reached by air or water, this service is considered critical to Unalaska's residents, businesses, and visitors. And, by local accounts, once monthly ferry service is inadequate to meet the travel needs of the community.

The lack of adequate ferry service, combined with limited air service provided to the community, further compounds the isolated character of Unalaska.

Unalaska Comprehensive Plan 2020

Action

The City of Unalaska – with the support and active involvement of local residents and all local cultural, economic, and educational entities – should advocate for twice monthly ferry service to Unalaska/Dutch Harbor during season. Advocating for such service should be done on an annual basis by working with the offices of the Governor and appropriate State Legislators.

In addition, if feasible, consideration should also be given to an increase in the number of months ferry service is provided to the community. And, any and all appropriate action should be taken to increase ferry service to a level sufficient to meet local demand by residents, businesses, and visitors.

3. Enable Residents to Obtain U.S. Citizenship in Unalaska

Residents of Unalaska, who are eligible and desire to become naturalized citizens of the United States, are currently required to travel to Anchorage's Immigration and Naturalization Service office for citizenship consideration. As with most government operations in Alaska, INS functions involve relatively few personnel who work over a vast area.

Local residents seeking U.S. citizenship feel that having to travel to Anchorage, sometimes multiple times, to obtain citizenship is an expensive burden, which could be eliminated if INS officials would make periodic trips to Unalaska to service the immigrant community. Additionally, holding the Citizenship Ceremony in Unalaska would allow the friends and family of new citizens to be present when they receive the Oath of Citizenship, considered by new citizens to be a very solemn and important occasion.

Action

The City of Unalaska should meet with the Anchorage office of INS to determine how to periodically bring INS officials to Unalaska in order to avoid the current practice of requiring citizenship candidates to travel to Anchorage, at their own expense and without friends and family members, to be considered for citizenship. If necessary, this issue should also be discussed with Alaska's Congressional Delegation to determine if discussions and consideration by INS at a higher level could potentially result in the provision of services by INS in Unalaska, rather than in Anchorage. Ideally, the Oath of Citizenship would be administered in Unalaska once or twice a year, to all who are citizen candidates during a given year.

Unalaska Comprehensive Plan 2020

4. Make Community More Bicycle-Friendly

As the City of Unalaska continues to pave more miles of roadway and installs more sidewalks and trails, it can be anticipated that more residents and visitors will use bicycles to travel around the islands. Some local residents who currently ride bikes, and a growing number who would like to see more biking opportunities, are asking for increased bike infrastructure and bike safety measures in Unalaska.

Action

Consistent with current plans of PCR, the following specific actions should be taken as top priority.

- Complete all-purpose trails (walking, biking, etc.) to and from the “Spit Area.”
- Connect walk/bike trails to and from the Spit area, through the Port of Dutch Harbor, along the “S” curve, to connect to trails in Unalaska, for use by locals and tourists.
- Construct walk/bike trails from Carl E. Moses Boat Harbor to connect to existing trails.
- Create additional restrooms facilities along walk/bike trails.
- Erect additional/better signage along trails, walkways, and public facilities and leading to community parks, sites, and services.

Consideration should also be given to the strategic placement of bike storage racks at heavily visited attractions, such as schools, the library, retail shops, tourist attractions, etc.

5. Embrace Our Ethnic Diversity

Unalaska has a very broad and diverse range of ethnicity among its current resident population, including Alaskan Natives, whites, blacks, Asians, Pacific Islanders, and Hispanics. And, the community attracts employees from around the world who work in Unalaska’s fishing and fish processing industries.

The community has always expressed a tremendous level of pride in being an ethnically diverse community and has always sought means by which to celebrate this diversity in its schools, museums, cultural offerings, art, crafts, and languages.

Unalaska Comprehensive Plan 2020

Action

A continuing effort should be made to embrace Unalaska's ethnic diversity through the following actions, as a minimum:

- Support for the Qawalangin Tribe's efforts to safeguard and support the Unangan language, culture, customs, and traditions;
- Support for the inclusion of ethnic arts, crafts, and cultural experiences in the local school system;
- Support for the enhancement of the displays, research, and offerings of the Museum of the Aleutians;
- Continued outreach to include all ethnic groups in Unalaska's participatory activities undertaken by local government, such as conducting community surveys in multiple languages in order to enable all local residents to participate in local governance;
- Continued appointment of members from all Unalaska ethnic groups to the City's various boards, commissions, and other public bodies;
- Continued employment by the City of Unalaska of members from all Unalaska ethnic groups; and
- Continued support for those from various ethnic groups desiring to become a more secure member of the community, such as helping qualified immigrants obtain U.S. citizenship at a reasonable cost and with minimum hardship.

Physical Appeal

Goal

Continue to improve and maintain Unalaska's infrastructure and physical appeal.

Values

- Provide needed public infrastructure and amenities to serve resident and business needs.
- Ensure that all public improvements are well maintained.
- Improve the community's overall appearance, cleanliness and visual appeal, including both private and public properties.

Primary Actions

1. Pave More Roads

The City of Unalaska has made a concerted effort to maintain public roadways throughout the community over the past three plus decades. And, the City recently employed Shannon & Wilson, Inc., to complete a roadway master plan titled **ROAD IMPROVEMENT MASTER PLAN February 2010, Unalaska, Alaska.**

The purpose of the Master Plan, as noted in the Task 2 report, was as follows.

The City of Unalaska (COU) owns and maintains a network of nearly 26 miles of roadway; roughly 6.6 miles of which are surfaced with asphalt pavement. The COU wishes to develop a system that can be used to develop roadways in the future that provide smooth, reliable driving surfaces. There are a wide variety of users on the City's roadways ranging from small personal vehicles to large, tractor-trailer rigs that transport large volumes of fish product. The COU has

retained Shannon & Wilson and our engineers to assist in improving the road system in Unalaska. Our services are being offered in two tasks. The first task involved evaluating the existing paved Airport Beach Road and East Broadway Avenue to determine the types and causes of pavement distress and develop recommendations for repair and maintenance necessary to extend the pavement life. The second task includes reviewing (for cost and likely effectiveness) the various types of road surfacing that could be used in on the City's roads, developing a road use classification system for the COU, developing pavement/surfacing design standards for each category, and providing cost and life cycle information for the road use classifications.

The general recommendations presented in the Task 2 part of the Master Plan are presented below.

8.0 GENERAL RECOMMENDATIONS

The following sections present our generalized recommendations for future roadway and pavement development in Unalaska. Recommendations regarding specific minimum section thicknesses and surfacing for the various road classes, repairs to Airport Beach Road and East Broadway Avenue, and maintenance schedules are included in the previous sections of this report.

8.1 Tire Chain Control

We recommend the City implement tire chain control regulations that would not allow the use of tire chains on bare pavement. A system of road signs, Web sites, and emails could notify the traveling public when tire chains would be allowed on Class A Roads. Tire chain control regulations would significantly reduce the pavement rutting and increase the performance life of the Class A roads. Our cost analyses indicate that this could save approximately \$1,700,000 (\$85,000 annually) per mile over the 20-year life of the pavement.

8.2 Pavement Recommendations

We recommend the following road Improvements in Unalaska. These recommendations should be considered applicable to asphalt pavements and road classifications of all types.

- Use a polymer modified PG 58-28 asphalt binder in asphalt mixes.
- The optimum asphalt content for the asphalt mix designs should be based on 3 percent voids as opposed to the current 4 percent voids. This will increase the asphalt content of the HMA by approximately 0.2 to 0.4 percent.
- New asphalt pavements should be constructed with a 3 percent cross slope.
- Use a modified version of the ADOT Type II HMA specifications for pavements that do not have extensive tire chains. This modification would use a coarse graded gradation band and would be similar to the mix design used on the 2008 South Channel Bridge project.
- Develop a joint density specification that would require that one core sample be taken at a random location every 1,000 feet on the longitudinal joint. Increase the minimum joint density requirement to 92 percent.

8.3 Paved Road Approaches

Areas where unpaved roadways and driveways intersect paved roads also need to be designed so that damage to the edges of the pavement do not propagate into the main paved road as they have at the intersection of King Street and East Broadway Avenue. The gravel road approaches and driveways should be paved to the radius return.

We also recommend that the City establish a driveway permit system for access to the roads. The driveway permit system should establish drainage and surfacing requirements on approach aprons. If followed, the driveway permit system will reduce the damage to paved surfaces caused by vehicles driving to and from unpaved areas adjacent to the paved roadway. It will also help to maintain drainage under approach aprons.

8.4 Drainage

Roads should be designed such that water is not allowed to sheet flow across the surface from one shoulder to the other. The storm water systems should be designed so that it has the capacity to carry high volumes of water from the road surface. Drainage ditches adjacent to roads should be at least 36 inches deep. Cross drainage culverts should be spaced such that water is not allowed to flow long distances in ditches on the up gradient side of the road for more than several hundred feet. In addition, ditches should be deep enough so that they are at least as deep as the structural section of the adjacent roadway.

8.5 Roadway Design

The recommendations in this report should be considered as guidelines or minimum requirements for roadway design in Unalaska. When new roads are constructed or when existing roads are improved, a complete design process should be undertaken to ensure that the specific project needs are met. Over the course of time, traffic conditions or other variables may change from what is assumed in this report. To support a roadway design, obtaining geotechnical information from beneath the footprint of the roadway is essential to detect soil conditions that may not be adequate to support the road and traffic. It is recommended that the COU adopt the latest version of the ADOT Engineering Geology Manual and Geotechnical Procedures. These guidelines will establish a local standard of practice for evaluating subsurface conditions and foundations for the City's roadways.

Action

The City should make every effort to follow the appropriate recommendations of the **Road Improvement Master Plan** and, in future years, continue to examine roadway needs in the same professional manner employed by the Shannon & Wilson analyses, and implement needed roadway improvements consistent with adopted roadway enhancement plans.

While paved surfaces are important in Unalaska, the protection of green spaces and the installation of public art should also be considered important physical attributes which should be enhanced and protected throughout the community.

2. Maintain "What We Have"

Over the past twenty years, the City has expended almost \$200,000,000 to develop roadways, public buildings, utility systems, and parks, and purchase vital equipment to ensure the provision of quality public services. With this vast expenditure of public funds, it is essential that every effort be made to maintain

Unalaska Comprehensive Plan 2020

City infrastructure and properties to the highest standards possible in order to forgo the potential of having to prematurely replace those assets and equipment.

Action

As with the maintenance of roadways noted above, the City of Unalaska should continue their concerted effort to maintain all public facilities and equipment.

The City should devise a comprehensive maintenance schedule for all publicly owned infrastructure (including water and sewer), structures, facilities, and equipment, and the schedule should be followed into future years.

3. Remove Abandoned Junk Vehicles

In accordance with Chapter 14.12.030 of the *Unalaska, Alaska Code of Ordinances*:

No person shall store or permit storage of any junk vehicle within the city. The presence of a junk vehicle is hereby declared a public nuisance and a threat to public health and safety which may be abated in the manner provided in Chapter 11.16 of this code.

Chapter 14.12.050(C) of the code further states that:

Any junk vehicle kept in violation of this chapter may be removed by the Department (Department of Public Safety.)

Action

In accordance with the *Unalaska, Alaska Code of Ordinances*, appropriate City of Unalaska officials should aggressively remove all junk vehicles from throughout the community in a timely manner, since junk vehicles are considered a threat to public health and safety in Unalaska.

The City should also continue with efforts, when and if deemed appropriate, to assist the owners of junk vehicles with their removal via periodic public assistance in the collection and disposal of junk vehicles.

Secondary Actions

1. Create Additional Sidewalks

Over the past 20 years, the City of Unalaska has installed, and currently maintains, miles of sidewalks throughout the community. And, in the past three *Visions Plans* completed for Unalaska, local residents have continuously singled-out these assets as being highly valued.

Unalaska Comprehensive Plan 2020

Action

As with paving roadways, it is the intent of the City of Unalaska to install sidewalks throughout the community as funding permits.

In association with the community's transportation planning efforts, a sidewalk master plan should be prepared to identify all existing and future sidewalks in Unalaska.

2. Take More Pride In Our Personal Property

Most local residents, particularly those who have lived in Unalaska for some period of time, understand that Unalaska is a work in progress. Over the past two plus decades, Unalaska has experienced an unprecedented level of development, spanning both the public and private spectrums: from housing to utility systems; from schools to healthcare facilities; from streets to parks; and from libraries to museums.

As more and more basic services and facilities are developed in Unalaska, it can be expected that local residents will take notice of those facilities and services which are lacking attention. To a great extent, these phenomena can be characterized as an increasing demand for "civility" – or a call for conditions expected in a civilized community. The maintenance of personal property – particularly one's home and yard – is a growing concern in Unalaska as the community takes on the characteristics of a more established community, rather than simply a "fishing village."

Action

The City of Unalaska should work with all interested parties – including the community's houses of worship – to develop a comprehensive plan and implementation program for community-wide cleanup. Once completed and adopted, the plan should be aggressively implemented on an ongoing basis. Specific elements of the plan should include:

- Methods of identifying unsightly or unhealthy living conditions which exist in Unalaska's residential areas;
- Enforcement of local codes related to the maintenance of personal property in residential areas;
- Methods by which to assist residents in their efforts to mitigate personal property issues, such as helping to remove junk, helping to paint houses, helping to repair structural deficiencies in dwellings, etc .; and

Unalaska Comprehensive Plan 2020

- Identification of parties responsible for implementation of the plan and sources of funding to pay for implementation.

The plan should be considered a renewal plan for Unalaska.

3. Adopt/Enforce Building Codes

The City of Unalaska has adopted and enforces a plethora of building related codes.

In accordance with Chapter 17.12.010 of the *Unalaska, Alaska Code of Ordinances*:

The most current edition of the Uniform Building Code published by the International Conference of Building Officials shall regulate the design, erection, construction, enlargement, alteration, repair, moving, removal, demolition, conversion, occupancy, equipment, use, height, area and maintenance of all buildings and structures in the City of Unalaska, except those structures covered by CABO One and Two Family Dwelling Code.

And, according to Chapter 17.28.010 of the *Unalaska, Alaska Code of Ordinances*:

The most current edition of the CABO One and Two Family Dwelling Code published by the International Conference of Building Officials shall regulate the design, erection, construction, enlargement, alteration, repair, moving, removal, demolition, conversion, occupancy, equipment, use, height, area and maintenance of all buildings and structures included within its guidelines in the City of Unalaska.

The City of Unalaska has adopted associated building codes and ordinances that cover:

- Plumbing;
- Mechanical systems;
- Electrical systems;
- Fire prevention;
- Historic places; and

Unalaska Comprehensive Plan 2020

- Wind energy systems.

The City also enforces a zoning ordinance and subdivision regulations.

Action

The City should continue the practice of adopting the most recent codes governing construction in the community. All adopted codes should be aggressively enforced, and the City's zoning ordinance and subdivision regulations should be updated as necessary to ensure compliance with the provisions of this Comprehensive Plan.

Environment

Goal

Protect and respect Unalaska's environment, natural beauty, and natural resources.

Values

- Recognize that keeping Unalaska's environment pristine is a top community priority.
- Protect, respect, and preserve Unalaska's valuable historic buildings and heritage.
- Protect and enhance Unalaska's natural resources.

Primary Actions

1. Create a Recycling Center

Attempts have been made in the past, including attempts by the City, to create a workable recycling program for household waste in Unalaska. However, the recycling initiative was discontinued because it was cost-prohibitive and could not pay for itself.

The intent has always been for the private sector to operate the recycling program for household waste, since it has always been assumed that a recycling program would generate sufficient revenue to ensure profitable operations in Unalaska.

Unalaska Comprehensive Plan 2020

While other reasons may have discouraged potential operators of a recycling center from opening such a facility in Unalaska, it is most likely that:

- Unalaska does not generate enough recyclable waste to make such a business as profitable as some might expect or require;
- High shipping costs make it very expensive to remove waste from the community;
- The market for recycled waste is not strong enough at this time; and
- The high cost of labor would represent an excessive overhead expense.

In an effort to get junk vehicles out of the community and to promote recycling, the City has instituted, with the help of the State of Alaska Department of Motor Vehicles, a tax of \$100.00 that is assessed at the time of renewal for vehicle registration. The State has a biennial renewal for all passenger vehicles affected by this additional tax of which 92% is returned to the City to be used to help offset the cost for shipment off the island.

Action

In an effort to more efficiently manage waste in the community, and initiate the testing of waste management methods more conducive to the recycling of waste, the City of Unalaska has instituted a new method of separating and segregating waste at the landfill in an effort to enhance the potential for the disposition of recyclable waste. The City of Unalaska should continue efforts to recycle waste at the landfill. In addition, the City should continue to seek efficient ways to accept waste and local industry should continue efforts to reduce and recycle their waste.

Continued efforts should also be made to induce the private sector to join in a local recycling program. Recycling programs operated in other Alaska communities should be examined to determine if successful practices can be employed in Unalaska, including the institution of rebate programs resulting from revenue generated by the consumption of recyclable items, such as plastic bottles, paper, glass, etc.

Successful private/public recycling programs in other communities should also be explored. National waste companies, such as Waste Management and BFI, could be a source of information related to successful partnerships those companies may have formed with local governments to encourage recycling

Secondary Actions

1. Acquire Spill Response Equipment

Due to local concern for not only the protection of the life and safety of Unalaska residents, but for the protection of the area's natural environment and fisheries, the community has continuously expressed concerns about the impact an oil spill or other natural or manmade disaster might have on the community.

The City of Unalaska and Dutch Harbor are a part of the Geographic Response Strategies (GRS), which are site-specific response plans tailored to protect sensitive areas threatened by an oil spill. GRS are map-based strategies that can save time during the critical first few hours of an oil spill response. They show responders where sensitive areas are located and where to place oil spill protection resources.

Geographic Response Strategies are designed to be a supplement to the Subarea Contingency Plans for Oil and Hazardous Substances Spills and Releases. Alaska is divided into ten Subareas, each of which has a regional oil spill response plan, known as a Subarea plan, which supplement the Alaska Federal/State Preparedness Plan for Response to Oil and Hazardous Substance Discharges/Releases (Unified Plan). GRS are the current standard for site-specific oil spill response planning in Alaska.

The strategies serve as guidelines for the Federal and State on-scene coordinators during an oil spill in the area covered by the GRS. The GRS are a great help in preplanning for a spill response and can provide excellent guidance during a spill response, but are not a mandate for specific action at the time of a spill. As part of the Subarea contingency plans, they have been approved by the U.S. Coast Guard Marine Safety Office, the Alaska Department of Environmental Conservation, and the U.S. Environmental Protection Agency.

Implementation of Geographic Response Strategies is the third phase of an oil spill response. The first and primary phase of the response is to contain and remove the oil at the scene of the spill or while it is still on the open water, thereby reducing or eliminating impact on shorelines or sensitive habitats. If some of the spilled oil escapes this tactic, the second, but no less important, phase is to intercept, contain and remove the oil in the nearshore area. The intent of phase two is the same as phase one: remove the spilled oil before it impacts sensitive environments. If phases one and two are not fully successful, phase three is to protect sensitive areas in the path of the oil. The purpose of

Unalaska Comprehensive Plan 2020

phase three is to protect the selected sensitive areas from the impacts of a spill or to minimize that impact to the maximum extent practical.

GRS are intended to be flexible, to allow the spill responders to modify them, as necessary, to fit the prevailing conditions at the time of a spill. Seasonal constraints, such as ice or weather, may preclude implementation of some of the strategies in the winter months. It is not intended that all the sites be automatically protected at the beginning of a spill, but rather those that are in the projected path of the spill. The strategies developed for the selected sites were completed with a focus on minimizing environmental damage, utilizing as small a footprint as possible to support the response operations, and selecting sites for equipment deployment that will not cause more damage than the spilled oil.

Each site will be visited and equipment deployed according to the strategy, to ensure that the strategy is the most effective in protecting the resources at risk at the site. Revisions will be made to the strategies if changes are indicated by site visits, drills or actual use during spills.

Action

While the City of Unalaska may desire to supplement response techniques and equipment, it appears that the GRS system should adequately protect Unalaska in the event of an oil spill and the system appears flexible enough to allow modifications in methods and deployment of equipment to meet a range of conditions during clement and inclement weather.

Businesses which could potentially instigate a situation leading to an oil spill or other potentially detrimental environmental incident should be required, as is now the case, to maintain appropriate response equipment to supplement equipment provided by others.

In addition, the following spill response equipment will be provided at the Carl E. Moses Boat Harbor:

- Two container vans of spill boom and eye bolts embedded in rock to anchor spill boom;
- The City of Unalaska will contract with an Oil Spill Response Organization prior to commencement of harbor operations to respond in case of an oil spill at the harbor; and
- The Spill Response Plan will be in place 45 days prior to commencement of harbor operations.

Unalaska Comprehensive Plan 2020

2. Protect Our History

Unalaska possesses a rich and varied history that is significant on the local, state, and national levels. And, by all accounts, protecting that history is very important to the community. On the other hand, Unalaska is a fiercely independent community with strong beliefs in property rights. Therefore, to strike a balance between protecting the community's history as well as the rights of property owners, the following actions should be taken.

Action

In cooperation and conjunction with appropriate local entities, the Unalaska Historic Preservation Commission should:

- Identify historic sites that should be nominated to the National Register of Historic Places, based on the historic inventory completed by the City and the Unalaska Historic Preservation Commission;
- Seek National Register designation for those sites;
- Continue to place interpretive markers at significant historic sites within the City limits;
- Using the historic inventory, and in cooperation with the Unalaska/Port of Dutch Harbor Convention and Visitors Bureau, create a walk/drive tour brochure (with map) that notes sites of local and national historic significance;
- Support and encourage the repair of the Holy Ascension Orthodox Cathedral, the Bishop's House, and other significant local historic properties;
- Advocate for and encourage the appropriate and cost effective preservation, rehabilitation, and adaptive reuse of Unalaska's historic buildings;
- Working with the Museum of the Aleutians, create an on-line inventory of historic photographs that show Unalaska's past; and
- Update the City's historic preservation plan, to include guidelines that can be used on a voluntary basis by historic building owners who choose to undertake the appropriate exterior rehabilitation of their properties.

Unalaska Comprehensive Plan 2020

3. Museum of the Aleutians

The Museum of the Aleutians, which opened in 1999, is an institution highly valued by the community. As such, the museum welcomes over 4,000 visitors annually.

The Museum of the Aleutians has completed a Strategic Plan that covers the time period from 2008 to 2012. The museum's mission statement, as noted in that plan, is shown below.

The Museum of the Aleutians shall collect, preserve, and share the human history of Unalaska and the Aleutian Islands Region by accomplishing the following:

- *Promoting public awareness of the rich cultural legacy of the people of the Aleutian Islands;*
- *Utilizing its collections for educational purposes through exhibits, publications, and presentations; and*
- *Facilitating cooperation with other museums and institutions for research and education.*

Action

To accomplish the above mission, the museum has embraced the following strategic directions:

- Develop a proactive strategy to increase funding for the museum;
- Develop and redesign museum exhibits to expand museum programs;
- Expand programs that will promote Aleut art, culture, and language;
- Become a leading Alaska repository by obtaining national museum accreditation;
- Increase board, staff, and organizational capacity so that the strategic plan can be realized.

In addition, an Interpretive Plan was completed for the museum in 2007 by Alice Parman, Ph.D. As the plan states:

Unalaska Comprehensive Plan 2020

“An important goal for the Museum of the Aleutians is to attract a broader spectrum of community members, including fishermen and other working people, greater numbers of elders and youth, business travelers, and people who are new to museums; and also guest workers, managers of fish processing plants, and others whose first language is not English.”

As a result, the museum is undertaking an “exhibit renewal effort” to make the museum’s exhibits “more interactive, encouraging participation and involvement by community members and other visitors.”

The museum’s Board of Directors and staff should continue in their efforts to move the museum forward and strengthen its importance to the community through the continued implementation of both the Strategic Plan and Interpretive Plan.

4. Clean-Up of WWII Non-Historic Waste

While most of the remaining WWII military sites and installations throughout Unalaska are considered historic, a considerable amount of general military related waste – asbestos, metal scrap, etc. – scattered throughout the community are not considered historic and should be removed.

Action

Create a consortium – which should include the City, OC, and the Q Tribe – to address issues related to Formerly Used Defense Sites (FUDS) and seek Federal assistance in the removal of non-historic WWII waste.

In addition, the City has compiled a list of mitigation projects. All local entities should continue to work together, whenever possible and as opportunities arise, to address those projects in a manner that benefits the environment.

5. Protection of Subsistence Lifestyle

Many people in Unalaska have historically maintained a subsistence lifestyle and desire to make every effort possible to protect and enhance this practice now and into the future.

Action

The City should continue to take into consideration subsistence issues and strive to enhance and protect subsistence lifestyle.

And, the City should continue to strive to reduce silt run-off from roads, wherever possible, and continue with zoning that protects subsistence areas.

Education, Art, Culture & Entertainment

Goal

Provide the highest levels of education, art, cultural amenities, and entertainment opportunities for local residents, regional residents, and visitors.

Values

- Continue the creation and maintenance of an environment that allows educational opportunities, art, and culture to grow.
- Continue to provide the highest quality educational opportunities for local and regional residents.

Primary Actions

1. Have the #1 High School in Alaska, Academically

On October 18, 2007, the Board of Education approved the Unalaska City School District Strategic Plan, a plan for guiding the District for the next five years. The Strategic Plan includes the following vision statement:

To provide an exemplary education.

The Strategic Plan includes the following mission statement:

The Unalaska City School District, a unique, multi-cultural learning environment in the dynamic fishing and transportation hub of the Aleutian Islands, provides an exemplary education foundation preparing students to enter the world of opportunities, inspiring them to challenge themselves as problem solvers, life-long learners, and contributors to an ever-changing global society by providing superior staff, programs, facilities in a caring, nurturing, safe environment in partnership with parents and community.

Unalaska Comprehensive Plan 2020

In preparation for the Unalaska City School District Board of Education's input into the Visions Plan, and subsequent update of the City's Comprehensive Plan, the Board met in 2009 to discuss the preferred actions needed in order to reach the Board's defined Vision.

Action

Undertake the following actions, as determined appropriate by the Unalaska City School District Board of Education.

- Strive to have the students and educational programs of Unalaska's City Schools' ranked #1 in the State of Alaska.
- Maintain the strong relationship between the District and the City and community, both of which have been very supportive of the schools.
- Maintain the strong relationship between the Public Works Department, which has provided tremendous support in the on-going maintenance of school facilities.
- Continue to periodically review, update, and utilize the Strategic Plan to guide the District.
- Promote the expansion of the Career and Technical Education opportunities for students through the expansion of facilities, programs, and course offerings.
- Strengthen the relationship between the District and the University of Alaska, especially with regard to providing more opportunities for students in the areas of dual enrollment, Tech Prep programs, advanced placement courses, elective enrichment courses, and internships with local businesses and agencies.
- Explore ways to increase elective and course offerings for students, so that student opportunities for learning may expand beyond the core curriculum. Some examples may include:
 1. Extended school day;
 2. Extended school year;

Unalaska Comprehensive Plan 2020

3. Non-traditional schedules;
 4. On-line courses;
 5. Distance delivered courses; or
 6. Cyber-schools.
- Promote programs and partnerships in the schools and in the community that encourage children and community members to lead healthy and productive lifestyles. Specific programs should be research-based and address methods for aggressively combating drug and alcohol abuse, tobacco use, bullying, teen pregnancy, and suicide. Some examples might include:
 1. UCSD's Community Engagement Program (Community Assets and Alaska Kids Are Our Kids);
 2. Unangan Cultural and Language Program – Promoting Unangan Cultural Values;
 3. Alaska Sports and Activities Association' Tobacco, Alcohol, and Drug Policy;
 4. AASB's Alaska Initiative for Community Engagement (AKICE);
 5. UCHS's Student Council Mentoring Program;
 6. ThinkSmart! Counseling curriculum;
 7. AASB School Climate and Connectedness Survey; and
 8. Behavioral Health Counselors in the Schools.
 - Continue to ensure that our school climate is safe, nurturing, and drug free.
 - Promote the concept of a "Learning Community" to describe the shared responsibility of providing children of Unalaska with an exemplary education.

Unalaska Comprehensive Plan 2020

Each of the above noted concerns and potential actions are consistent with the Unalaska City School Board's Strategic Plan, approved by the School Board in 2007.

2. Expand Public School Buildings, As Needed

The City of Unalaska, working cooperatively with the School Board, has always made a concerted effort to work with, provide, and maintain school buildings appropriate to meet the educational needs of the community.

Action

The progressive and effective working relationship between the City and School Board should continue into the future and appropriate school buildings should be erected as conditions change or as demand increases for such public buildings.

Secondary Actions

1. Expand University of Alaska Fairbanks (UAF) Opportunities and Presence

The City of Unalaska is home to the University of Alaska Fairbanks, College of Rural and Community Development, Interior-Aleutians Campus: Aleutians-Pribilof Center. The center opened in Unalaska in 1988.

The Interior-Aleutians Campus mission statement is:

To integrate lifelong educational opportunities with rural Alaskan and Alaskan Native communities, cultures, and ways of life.

Since opening, the University has been housed in three different locations. The University is currently housed in the north end of the Unalaska High School woodshop building.

In 1995, the University opened a Marine Advisory Program office with an agent in the Unalaska City School District fish hatchery, which is located in the back of the Parks, Culture, and Recreation building.

Despite having no formal classroom space or research facility, the University of Alaska Fairbanks and College of Rural and Community Development have continued to offer many local classes to Unalaska residents and eleven other coastal communities. The school has been successful in graduating 190 students from the region.

Unalaska Comprehensive Plan 2020

At present, the Aleutian-Pribilof Center provides numerous venues for higher education and research despite not having their own classroom space.

The University desires to have its own centrally located building to house all UAF entities under one roof. By providing educational services in one central location, the University would be able to offer visiting researchers a place to work. Current research in the Bering Sea is affecting the decisions being made region-wide in all fisheries, which will impact coastal communities. A local campus would provide students in the community a computer center, a science lab for the Marine Advisory Program, and a facility for visiting researchers and instructors.

By having their own building equipped with classroom space and labs, the University would be able to connect on a global scale, which is essential to accomplishing their mission. In order to meet the future needs of higher education for the region, both audio and video conferencing will be required at the Aleutian-Pribilof Center.

Action

The UAF Aleutian-Pribilof Center should continue to be supported in their efforts to locate or develop appropriate space to accommodate higher education needs in Unalaska.

UAF should also continue to develop qualified instructors to teach local interest classes, Native arts, and continue to assist local residents and help regional students in obtaining a degree in their area of interest. UAF should continue coordinating with other rural campuses in developing a High School Bridge Program to help high school students into college preparedness, while assisting them in early entry to college.

UAF should continue working toward the establishment of strong partnerships with the National Oceanic and Atmospheric Administration (NOAA), the Alaska Department of Fish and Game (ADF&G), the Alaska Maritime Refugee, the Aleut Corporation, local Native corporations, and tribes, as well as the City of Unalaska and private businesses.

The University should continue serving the growing student population as social and economic changes create a need for higher education. The University should continue making every effort to provide the best possible educational opportunities throughout the region.

2. Expand Library to Offer More Services and Collections

Unalaska Comprehensive Plan 2020

Currently, the Unalaska Public Library is operated as part of the Unalaska Department of Parks, Culture, and Recreation, with the assistance of the all-volunteer Unalaska Public Library Advisory Committee.

Library operations and management are guided by the ***Technology Plan for the Unalaska Public Library FY2010 - FY2012***, which was approved by the Unalaska Public Library Advisory Committee in September 2008.

According to that document, the mission statement for the Unalaska Public Library is as follows:

The Unalaska Public Library will improve the quality of life in the community it serves by providing access to popular reading materials, and by acting as a gateway to learning and knowledge for children and adults.

Action

To fulfill the mission defined for the library – and to meet the needs and desires of the community – the following actions should be taken in regard to the Unalaska Public Library.

- Physically expand Public Library by target date of 2019.
- While maintaining current collections, shift focus to children's service delivery in future budgeting and long-term planning.
- Add a Children's Library Specialist to library staff by target date 2012. As an alternative, after current Library Director retires in FY 2013-2014, consider hiring a Director with a background in Children's Library work.
- Continue implementation of the ***Technology Plan for the Unalaska Public Library FY2010 - FY2012***.
- Continue City Council and City Administration support of future Unalaska Public Library Technology Plans.

3. Increase Radio and Television Offerings

Unalaska Community Broadcasting, Inc., (UCB), provides radio and television programming to residents of Unalaska via KUCB 89.7 FM radio and Channel 8 Television.

Unalaska Comprehensive Plan 2020

UCB has defined its mission as being:

To provide quality informational, educational, and entertainment programming to the community; and to serve as a forum for communication for the community.

UCB has identified the following goals in order to accomplish its stated mission and increase its radio and television offerings.

- UCB will showcase and document Unalaska's unique cultural heritage and history.
- UCB recognizes that the community of Unalaska has become a regional hub in regard to shipping, fisheries, travel, etc. Accordingly, UCB will become a regional hub for television and radio by increasing its broadcasting area and by expanding its news coverage across the region.
- Residents of Unalaska have expressed a desire to see Unalaska continue to become a vibrant source of arts and culture. UCB will be one outlet for the expression of such.
- UCB will be an integral part of the community's emergency planning, information dissemination, and education.
- UCB will continue to follow technology trends and make use of new media to reach its audience.
- UCB will continue to work with social media to communicate with its listeners.
- UCB will expand its bilingual programming offerings on TV and radio.
- UCB will emphasize *localism* in its programming – by improving and expanding coverage of local issues, events, elections, meetings, etc., to serve its audience.
- UCB will continue efforts to reach youth with its services.

Action

Unalaska Comprehensive Plan 2020

UCB has identified the following actions as being necessary to meet its goals and accomplish its mission.

- UCB will launch two additional program streams over digital radio.
- Within the next 5 years, UCB will launch digital broadcast of Channel 8 Television, which will allow UCB to bring additional television programming streams to the community.
- UCB will seek more funding, more reliable funding, more funded staff positions, more volunteers, and lower staff turnover.
- UCB will make efforts to obtain additional equipment and a facility that meets station needs.
- Channel 8 Television, operated by UCB, is dependent on local funding – since television stations are not eligible for State or Federal funding. Therefore, UCB must and will continue to be imaginative, practical, and flexible in order to diversify its funding stream and raise sufficient funds through fundraising.
- The arrival of a fiber optic link in Unalaska could significantly change operations at UCB, streamlining program acquisition and connectivity. Alternately, it could also bring many more media choices to Unalaska and intensify the need for UCB to offer multimedia services and increase localism in order to stay relevant. UCB will stand ready to meet the challenges and opportunities presented, should a fiber optic link come to Unalaska.

4. Construct a Movie Theater

As noted under the heading Expand Basic Retail and Service Offerings in the previously presented **Economic Development** section of this Comprehensive Plan:

For at least the past two decades, residents of Unalaska have been calling for a larger number of basic retail and service businesses to accommodate both their need and desire for such businesses.

The call for a local movie theater can also be attributed, to a great extent, by the growing desire for more entertainment, particularly family entertainment, in the community.

Unalaska Comprehensive Plan 2020

Action

The action needed to address the potential development of a movie theater in Unalaska is the same as the action recommended under the heading Expand Basic Retail and Service Offerings in the previously presented **Economic Development** section of this Comprehensive Plan. The previously recommended action is presented as follows:

. . . . at some point in the future a more scientific analysis of Unalaska's retail and service business needs and opportunities should be undertaken. The analysis should result in a projection of deficiencies in the marketplace that could be accommodated by the opening of specific new retail and service businesses. Analyses should also conclude with an opinion concerning the potential for success of new business ventures, and identify any incentives or assistance which may be appropriate to induce the opening of potentially successful new retail and service businesses in Unalaska.

*. . . . primary responsibility for determining market potential and development of basic retail and service businesses (**including a desired movie theater**) should rest with the private sector. The City of Unalaska should, however, be supportive of any appropriate local effort to develop more retail and service businesses to satisfy the needs and desires of local residents and visitors. In communities throughout the nation, in fact, many local governments partner with Downtown organizations, chambers of commerce, merchants associations, etc., in analyzing needs, defining strategies, and implementing initiatives designed to stimulate identified retail and service business attraction and retention actions.*

An alternative to the above action, or if the private sector does not develop a movie theater, would be for PCR to continue showing movies periodically as part of their offerings.

Under no circumstances, at this time, should the City of Unalaska consider developing a movie theater. This initiative should be the responsibility of the private sector.

5. Continue the Development of Park, Cultural, and Recreation Facilities and Offering of Programs

Public parks in Unalaska are managed by the Unalaska Department of Parks, Culture and Recreation (PCR), with assistance from the all-volunteer Parks, Culture and Recreation Advisory Committee.

The **City of Unalaska Parks, Culture and Recreation 2005-2009 Master Plan**, which was based on citizen input and was defined to meet the demands of the Unalaska citizenry, has the following stated purpose:

Unalaska Comprehensive Plan 2020

To serve as a guide for parks, cultural and recreational facility and program development in Unalaska for the period 2005-2009.

The top three PCR facilities requested by the community as part of the master plan process were:

- All purpose trails;
- Fitness center; and
- Expanding the community center.

Action

Based on the above, and as previously noted in this Comprehensive Plan, the following actions should be taken by PCR as a top priority.

- Complete all-purpose trails (walking, biking, etc.) to and from the “Spit Area.”
- Connect walk/bike trails from Port of Dutch Harbor to Unalaska, and connect to trails in Unalaska, for use by locals and tourists.
- Construct walk/bike trails from Carl E. Moses Boat Harbor to connect to existing trails.
- Create additional restrooms facilities along walk/bike trails.
- Erect additional/better signage along trails, walkways, and public facilities and leading to community parks, sites, and services.
- Complete expansion of the community center.

After completion of the above, the following additional actions should be taken by PCR.

- Provide additional recreational services on Amaknak Island, as land availability and affordability allows.
- Expand activities and programs (bowling, tumbling classes, dance classes, climbing wall and ropes course, put diving board back in pool, pitch and putt).
- Develop ski/rope tow area.

Unalaska Comprehensive Plan 2020

- Purchase/lease property at Tutiakoff Park.
- Build a large pavilion-type structure for outdoor events.
- Build an additional community gymnasium.
- Expand Community Park.
- Create dock/trail at Margaret's Bay fishing area,
- Maintain new Iliuliuk Creek float next to Alyeska Seafoods plant.

6. Aleutian Arts Council

Incorporated in 1982, the Aleutian Arts Council (AAC) is the second oldest non-profit group in Unalaska. The mission statement of AAC is:

- To foster local arts through sponsorship of workshops and performances;
- To widen the artistic experiences of our community through sponsorship of performances of visiting artists;
- To encourage the development and knowledge of Aleut/Unangan art;
- To supplement arts programs in Unalaska schools; and
- To provide alternatives to destructive behaviors.

To fulfill that mission, AAC implements a full calendar of events that includes performances by local artists and visiting artists, an annual Arts and Crafts fair, and an Annual Art Show and Auction, among other events.

Action

To continue to fulfill its mission – and serve, appeal to, and attract a broad spectrum of the community – AAC would like to see the following occur:

- Hold a balanced series of events annually that features local artists, visiting artists, and a variety of types of art;

Unalaska Comprehensive Plan 2020

- Offer events and feature art that reflects the multi-cultural nature of Unalaska;
- Offer additional art workshops and master classes;
- Work with local schools to see additional art classes offered in the schools;
- Create a co-op where local artists can have studio space, along with a small gallery;
- Increase AAC's volunteer base;
- Increase AAC's funding base;
- Obtain staff assistance to do bookkeeping, record keeping, and perform other administrative functions; and
- Be viewed locally as a non-profit that is essential to Unalaska's quality-of-life.

Comprehensive Plan: Housing Element

This section of the Comprehensive Plan was prepared by Jarret Consulting Services and is contained in a separate document.

Unalaska Comprehensive Plan 2020

Comprehensive Plan: Land Use, Transportation & Infrastructure

For thousands of years, Unalaska has been home to those who live by the fruits of the sea. From its prime location in the Bering Sea, the community has evolved

Unalaska Comprehensive Plan 2020

from a small fishing village to America's largest fisheries port, in terms of volume of seafood caught.

Until the past half century, Unalaska was a relatively undeveloped Aleutian outpost: unpaved streets; virtually no public infrastructure; modest housing; and port facilities to primarily accommodate the subsistence needs of Island inhabitants.

With the tremendous increase in commercial fishing and fish processing in Unalaska, the community has been rapidly evolving over the past five decades, characterized by:

- Construction and maintenance of extensive waterfront facilities to accommodate commercial and recreational fishing fleets;
- Development of multiple fish processing plants and associated support businesses to accommodate the needs of the vital fishing industry;
- Installation of contemporary public infrastructure to accommodate both household and commercial needs;
- Development of public institutional facilities to accommodate the needs of residents and industry, including health care facilities, schools, municipal buildings, parks and other recreational facilities, and a library;
- Paving of streets;
- Installation of sidewalks;
- Opening of retail and service businesses; and
- Construction of a highly sought-after and ever expanding supply of housing to meet the needs of a growing community.

While Unalaska's evolution has historically been linked to the basic demands associated with the fishing industry, since the late 1980's there has been a growing call from residents and industry for the further development of the community to accommodate not only economic needs, but the educational, cultural, recreational, health, and overall civic needs of a stable community.

Unalaska Comprehensive Plan 2020

This increasing call for civility has been boldly expressed through the extensive visioning undertaken in Unalaska since the early 1990's.

Most of the attention given to addressing the needs of residents and industry by the City of Unalaska during the past two plus decades can best be characterized as the development and delivery of municipal services and facilities, with only minimum attention given to the development of land to enable the healthy and safe co-existence of multiple users, including housing, industry, and institutional uses.

The purpose of this section of the Comprehensive Plan is to thoroughly examine the character and composition of land development in Unalaska, to ensure that from this point forward significant and appropriate attention is given to the proper planning, development, and placement of land uses and vital public and private infrastructure to accommodate the future needs of not only a vibrant fishing village, but a growing and wholesome community, and to ensure the protection of the community's valuable natural and historic resources.

Description of Existing Land Uses

As noted by the existing Land Use Maps presented on the following two pages, land in Unalaska is currently used for a multitude of purposes. Please note that the first Land Use Map presents land uses for the entire City. The second Land Use Map presents an enlarged view of land uses in the most developed parts of the City to enable better viewing within this Comprehensive Plan.

Unalaska Comprehensive Plan 2020

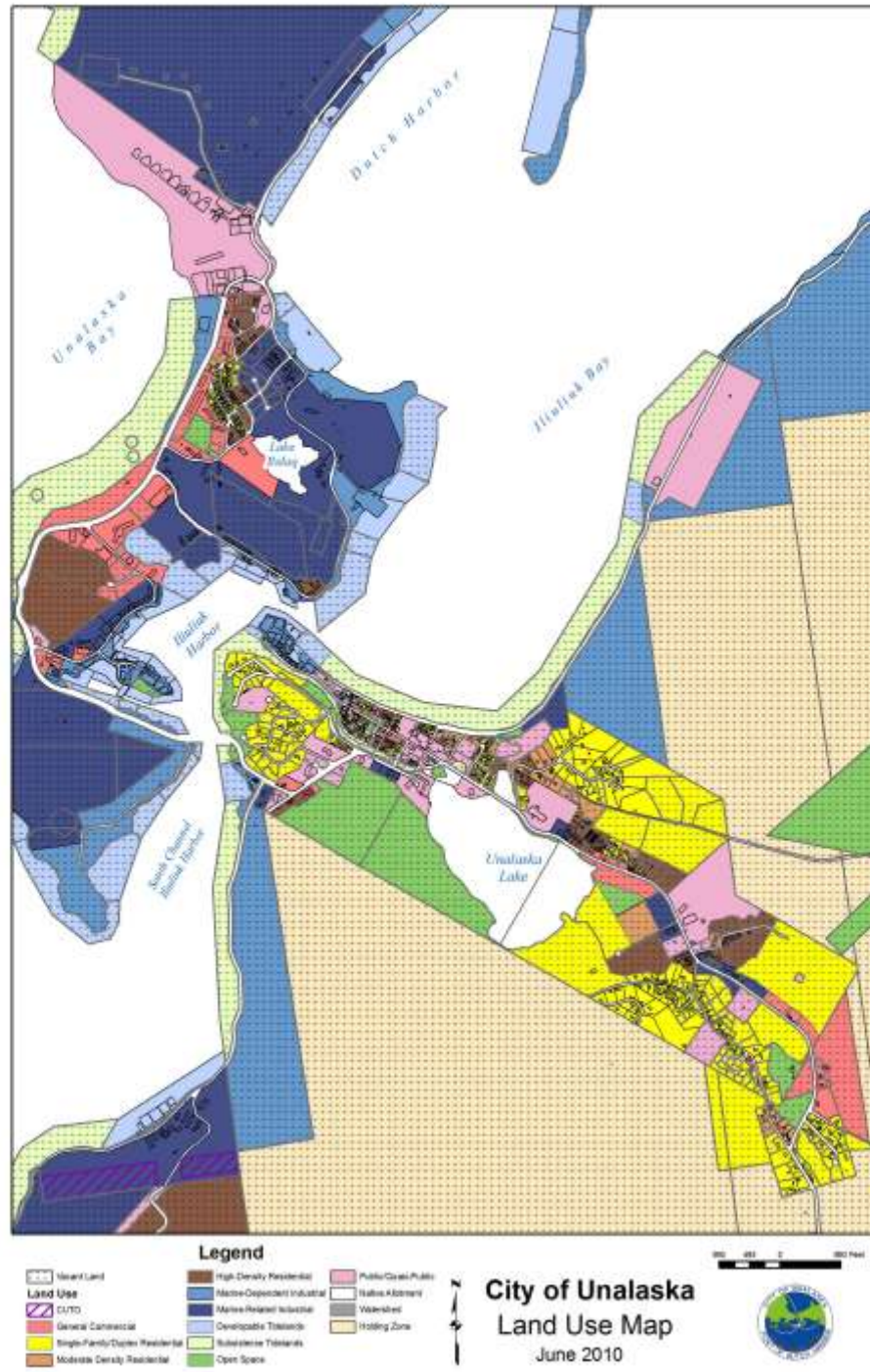
The classifications of land uses include the following. The classifications are the same as those used in the City's Zoning Ordinance in order to present consistent definitions for both land uses and zoning classifications.

- Communication & Utility Towers Overlay District (CUTOD) -- The Communication and Utility Towers Overlay District is a special land use classification area that contains communication towers and public utility towers that enhance the safety and welfare of the community.
- General Commercial – General Commercial land uses include, primarily, general retail sales, service, and repair activities. This land use classification also includes professional offices, certain commercial/lighter industrial and warehousing offices, and structures that are not dependent on direct access to a waterbody.
- Single-Family/Duplex Residential – Single-Family/Duplex Residential land uses include one- and two-family residential dwellings, served with public sewer and water.
- Moderate Density Residential – Moderate-Density Residential land uses include intermediate density multi-family residential dwellings with up to four residential dwelling units per lot, served with public sewer and water.
- High-Density Residential – High-Density Residential land uses include single-, two-, and multiple-family dwelling units, served with public sewer and water.
- Marine-Dependent Industrial – Marine-Dependent/Industrial land uses include those land uses and structures whose primary purposes require direct access to a water body and/or can be carried out on, in, or adjacent to a water body only.

Unalaska Comprehensive Plan 2020



Unalaska Comprehensive Plan 2020



Unalaska Comprehensive Plan 2020

- Marine-Related Industrial – Marine-Related/Industrial land uses include those industrial land uses and structures that are not dependent on direct access to a water body.
- Developable Tidelands – Developable Tidelands land uses include tide and submerged lands that have been identified as developable subject to guidelines and restrictions.
- Subsistence Tidelands – Subsistence, as defined in Title 8, Section 803, of the 1980 Alaska National Interest Lands Conservation Act, "is the customary and traditional uses by rural Alaska residents of wild renewable resources for direct personal or family consumption, as food, shelter, fuel, clothing, tools, or transportation...for barter or sharing for personal or family consumption and for customary trade."

The Subsistence Tidelands land uses include tide and submerged lands that have been identified as important to fish and wildlife habitats, recreation and personal use subsistence activities, and water quality and circulation characteristics

- Open Space – Open-Space land uses include the community's scenic resources, parks, recreation, and subsistence activities.
- Public/Quasi-Public – Public/Quasi-Public land uses include public and quasi-public educational, recreational, health, utility, administrative, and institutional land uses and structures.
- Native Allotment – Native Allotment land uses include land that has been conveyed to individual Alaskan Natives under the Native Allotment Act of 1906, 34 Stat. 197, as amended.
- Watershed – Watershed land uses include potable water reserves available to the city.
- Holding – Land uses classified as Holding are those lands within the City of Unalaska that are suitable and intended for future development but for which the landowner has no proposed land use plans. The Holding areas are not intended to prohibit future development, but to provide both the City and the landowner flexibility in determining the future use of those lands.

Unalaska Comprehensive Plan 2020

Existing Land Use Calculations

The City of Unalaska currently contains a total of approximately 67,000 acres of land, as noted below. Approximately 1,190 acres are developed, while approximately 65,900 acres of land are currently undeveloped. Approximately 43% of the undeveloped land is classified as “Holding,” which means that it cannot be developed unless planned and approved for specific uses.

The most significant finding presented in the chart is that **the City of Unalaska has sufficient land area to accommodate any anticipated growth in the community for the foreseeable future, assuming that an adequate amount of the undeveloped land area is made available for development and is developable given contemporary construction limitations.**

Land Use Category	Acreage	% of total area	Un-developed Acreage	% Un-developed	Developed Acreage	% Developed
Developable Tidelands	338.3064	0.50%	173.6871	51.34%	164.6193	48.66%
Subsistence Tidelands	1,424.6376	2.13%	1,424.6376	100%	0.0000	0%
General Commercial	126.5096	0.19%	69.9700	55.31%	56.5400	44.69%
Single-Family/Duplex Residential	345.8014	0.52%	221.6454	64.10%	124.1560	35.90%
Moderate-Density Residential	29.6392	0.04%	12.9609	43.73%	16.6783	56.27%
High-Density Residential	301.2201	0.45%	274.1606	91.02%	27.0595	8.98%
Holding Zone	29,139.5941	43.47%	29,139.5941	100%	0.0000	0%
Marine-Dependent Industrial	5,673.6781	8.46%	5,502.5370	96.98%	171.1411	3.02%
Marine-Related Industrial	6,116.8476	9.12%	5,759.9813	94.17%	356.8663	5.83%
Watershed	662.3564	0.99%	662.3564	100%	0.0000	0%
Open Space	20,109.8728	30.00%	20,109.8728	100%	0.0000	0%
Public/Quasi-Public	688.4505	1.03%	484.9997	70.45%	203.4508	29.55%
Restricted Deeds/Native Allotments	2,083.4000	3.11%	2,017.7864	96.85%	65.6136	3.15%
TOTAL ACREAGE:	67,040.3138	100%	65,854.1893		1,186.1249	
**Numbers Subject to Change						

Identified, Apparent Land Use Conflicts/ Opportunities for Improvement

For the purposes of this Comprehensive Plan, land use conflicts/opportunities for improvement are defined as the current use of land that is seemingly in conflict with:

- The 1991, 2001, and 2010 Visions for Unalaska, as defined by public input;
- The spirit and intent of the Comprehensive Plan;
- Traditional, sound, practical city planning principles and practices; and
- The Community's desire to protect the health and safety of the general public, as well as identified obstacles that restrict the best use of public and private land throughout Unalaska.

In association with the completion of the Comprehensive Plan, a number of conflicting land uses were identified throughout the community when using the above noted land use conflicts/opportunities criteria as a guide. The list includes, but is not limited to:

- A. Placement of a children's play area adjacent to an Industrial zone;
- B. Outside storage of fishing gear and crab pots encroaching on the public right-of-way and causing unsafe traffic views in some circumstances;
- C. Poor roadway alignment causing line-of-sight problems for heavy vehicle transit;
- D. Zoning of prime housing development land that is near existing roadways and utilities as Marine-Related Industrial;
- E. Use of land for outside fishing gear storage that is currently zoned High Density Residential;
- F. Storage of multiple inoperable vehicles creating traffic hazard due to blocking roadway views for oncoming traffic;

Unalaska Comprehensive Plan 2020

G. Area zoned for High-Density Residential has lots too small to meet the zoning goal; and

H. Large area zoned residential, but covered with inoperable vehicles, equipment and discarded waste making it extremely difficult to induce the much requested housing development by the public.

Needed Action

These types of identified land use conflicts/opportunities should be addressed to meet the goals and needs of the community in future years. The Planning and Zoning Commission would strive to meet these challenges through the public process of designing objectives, policies, and implementation strategies.

Unalaska Comprehensive Plan 2020

Current Zoning Violations

The City of Unalaska's Planning Department continuously monitors compliance of uses with the provisions of the City's Zoning Ordinance and other appropriate City building codes. When a use is not in conformance with the provisions of the Zoning Ordinance or codes, the use is considered in violation of the ordinances.

Needed Action

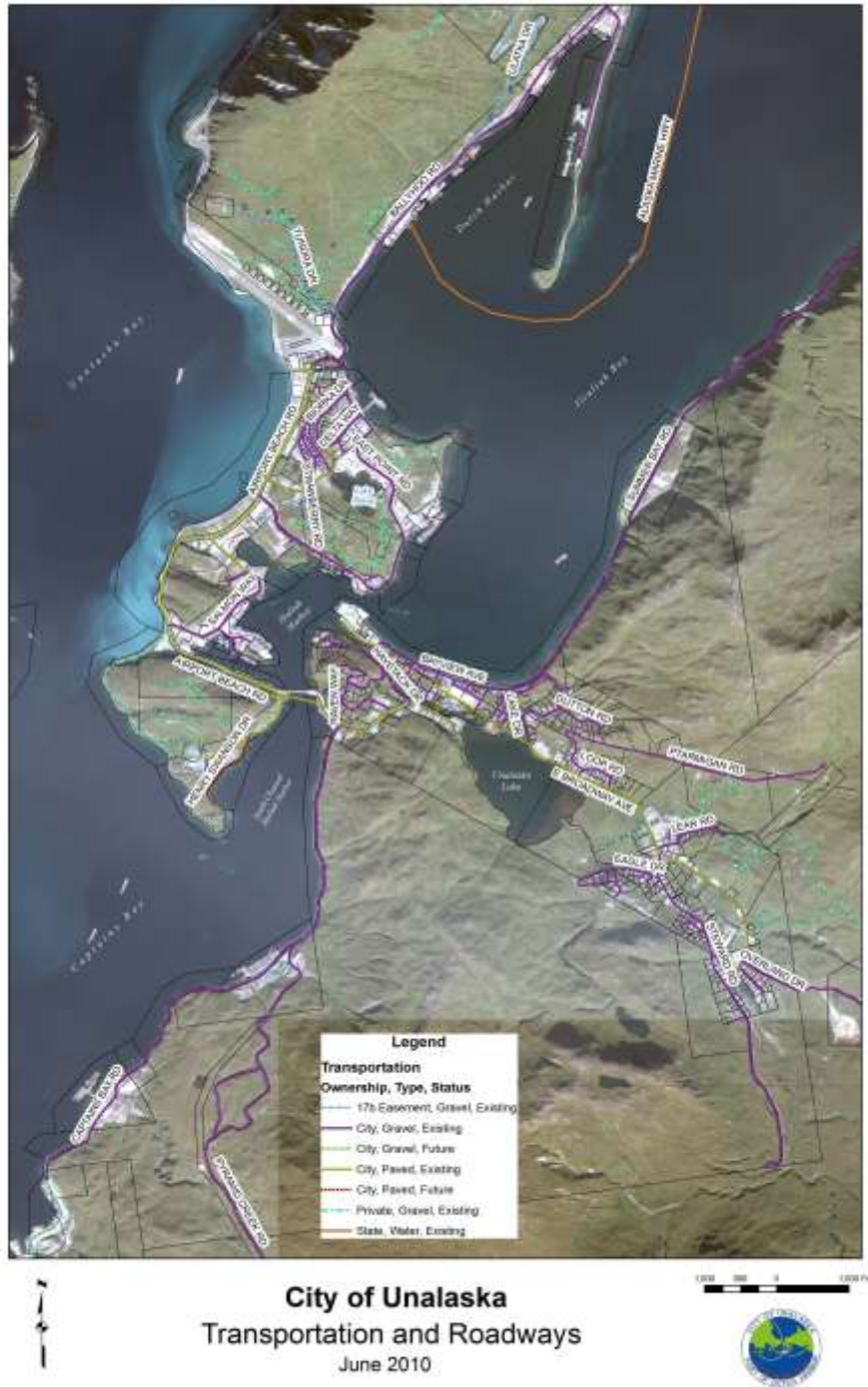
Enforcement and cleanup priorities will be addressed by the City Council at a later date.

Unalaska Comprehensive Plan 2020

Existing Roadways, Sidewalks, and Trails

The maps presented on the following pages show the existing and planned travel-ways throughout Unalaska.

Unalaska Comprehensive Plan 2020



Unalaska Comprehensive Plan 2020

Sidewalks and Trails Map to be inserted here when completed.

Unalaska Comprehensive Plan 2020

Utilities

The following maps present the existing and planned utility systems within the City of Unalaska.

Unalaska Comprehensive Plan 2020



City of Unalaska
Water and Electric Utilities
July 2010

0 1,000 2,000 Feet



Unalaska Comprehensive Plan 2020

Electrical Production

The City of Unalaska has been very proactive in planning and upgrading their electrical power needs for current and future requirements. In 2002 the City started design on a new 16,000 square foot Powerhouse. The New Powerhouse Project consisted of two phases. Phase I consisted of installing two new Wartsila 12V32 Generator Sets in Bay One with a total capacity of 10.4 MW. On December 17, 2010 Phase I was put into service increasing the City's electrical capacity from 7.5 MW to 13.2 MW. Phase II consists of adding 10.4 MW or more capacity in Bay 2. In 2007 the City bought a new C280 Caterpillar Generator Set with a capacity of 4.4 MW. In March of 2011, the City will proceed with the installation of the C280 Generator Set. Once this unit is installed, the City will reevaluate its electrical needs for future growth.

Electrical Distribution

The City of Unalaska has also been proactive in upgrading their Electrical Distribution System. From 2007 – 2010, the City has spent approximately \$250,000 per year for Electrical Distribution System upgrades. These upgrades consisted of replacing damaged or aging transformers, section cans, switch gear and underground primary and secondary lines. The City has also developed an electrical line testing procedure where six foot sections of our underground electrical lines are removed and sent in for testing and analysis which evaluates its life expectancy. This information is used by the City for planning future line replacement.

Unalaska Comprehensive Plan 2020

Cultural and Historic Assets

The City of Unalaska has a rich history and a sizable collection of both cultural and historic assets.

1. Overview of Unalaska's Historic and Cultural Development

Two excellent sources of information concerning the history of Unalaska are found on the Web sites of the Unalaska Port of Dutch Harbor Convention & Visitors Bureau (<http://www.unalaska.info/history>) and the Ounalashka Corporation (<http://www.ounalashka.com/Unalaska%20History.htm>).

The overview of Unalaska's history and cultural development presented on the CVB Web site is as follows.

Unalaska has witnessed sweeping change in nine-thousand years of human history.

The Unangan people were the first to inhabit the island of Unalaska which they named "Ounalashka" meaning 'Near the Peninsula'. They developed an intricate and complex society long before the first contact with Russian fur traders who documented their existence. Artifacts, stories, and re-creations of their rich culture can be viewed and studied at the Museum of the Aleutians with many artifacts dating back roughly 9,000 years.

The Russian influence is best viewed by touring the Holy Ascension Russian Orthodox Cathedral, one of the oldest cruciform-style Russian churches in the country. The Cathedral is a National Historic Landmark and houses one of Alaska's largest and richest collections of Russian artifacts, religious icons and art pieces, some having been donated to the church directly from Catherine the Great.

Dutch Harbor is also known to War veterans and history buffs as the only land in North America, besides Pearl Harbor, that was bombed by Japanese zeros during World War II. Evidence of the Armed Forces' bunkers, Quonset huts, and barracks are still visible today, dotting the green hills of Unalaska and Amaknak Islands. Tour the many remnants and remembrances of military presence throughout the island as well as at the WWII Historical Center. The sites and the Historic Center are part of the WWII National Historic Area opened by the National Park Service in 2002.

For more information concerning Unalaska/Dutch Harbor History, please visit Museum of the Aleutians: www.aleutians.org or (907) 581-5150 Aleutian WWII National Historic Area: www.nps.gov/aleu/ or call the Ounalashka Corporation (907) 581-1276.

The overview of Unalaska's history and cultural development presented on the Ounalashka Corporation's Web site is as follows.

Historically, the village of Unalaska has been the home of the Unangan people, and trade and travel has been orally documented for an estimated 8,000 years at least. International commerce began in 1759 when Stepan Glotov and accompanying fur

Unalaska Comprehensive Plan 2020

hunters spent two years on Unalaska and nearby Umnak Island. The name "Aleut" came from Russian explorers, and its meaning is obscure, so the present-day Natives of Unalaska and most of the Aleutian Islands prefer the term of self-designation: Unangan (or Unangas in the Eastern Aleutian dialect).

Recent archaeological investigation in the Unalaska area provides evidence that the *Unangan* (the People of the passes, according to linguist Moses Dirks) have inhabited the Aleutian Islands for at least nine thousand years. The Aleutian Islands are home to the earliest-known continually inhabited coastal site in North America. In the dialect of the eastern islands, the term of self-designation for this group of Native peoples is Unangan; in the western dialect, Unangas. Collectively, *Unangax*[^] (with the "A" positioned directly over the "x") is the proper term for the Native people of the Aleutian region. Artifacts found in the archaeological site at Margaret Bay were ancient at the time the Egyptians were building the first step pyramids.

This group of hunters, whalers and fishers are the original inhabitants of the Chain, predating Russian settlement of the region by thousands of years. Resources from the sea provided their livelihood. The climate and topography of the islands, although rugged and, to a large extent, unforgiving, spawned an Unangam culture rich in art and oral tradition. The *Unangan* are widely known in particular for ultra-fine grass basketry, sleek and efficient wood-frame *iqyan* (skin boats) and mastery in handling the *iqyan* at sea, excellence as marine mammal hunters, superior skin sewing and embroidery techniques, and beautiful, streamlined bentwood hats and visors.

By 1745, the *Unangan* had come into contact with Russian explorers, fur traders and hunters. There were inevitable clashes between the strangers and the islanders, as the Russians' treatment of the *Unangan* was less than favorable. At this time, the explorers branded the Unangan/Unangas people with the moniker, "Aleut", a word of uncertain meaning and origin that has become a catch-all name for various Alaska Native groups.

Under Russian control, the *Unangan* were consolidated into fewer and fewer communities to expedite the efficiency in which the Russians could take advantage of their hunting skills. The decline of the Unangam population was rapid and occurred for varied reasons, from out-and-out genocide to contact diseases brought by the newcomers.

Russian Orthodox missionary Father Ioann Veniamenov (canonized in 1977 as Saint Innocent) arrived in Unalaska for pastoral appointment on July 24, 1824. He lived at Unalaska for ten years, during which time he rebuilt the Orthodox chapel, learned *Unangam Tunuu* (the language of the *Unangan*), devised an "Aleut" alphabet, opened an elementary school, and translated the Russian Short Catechism and the Gospel of St. Matthew into *Unangam Tunuu*. This is but a short list of his accomplishments. He also made pastoral visits to villages along the Chain and in the Pribilof Islands by *iqyan* in fair weather and foul.

The *Unangan* became literate in *Unangam Tunuu* beginning as early as 1830, a result of the education provided by the Orthodox Church. Many became literate in Russian and English as well, and the Church continued its efforts until 1912, well after the 1867

Unalaska Comprehensive Plan 2020

purchase of Alaska by the United States. In 1912, the U.S. government closed the church-sponsored schools.

Unalaska and the International Port of Dutch Harbor are best known of late as the United States' number one fishing port in both volume and value for the past several years. Growth from a small predominately Native village in the late 1960's to the 4000-plus permanent residents of 1999 hinged on the fishing industry.

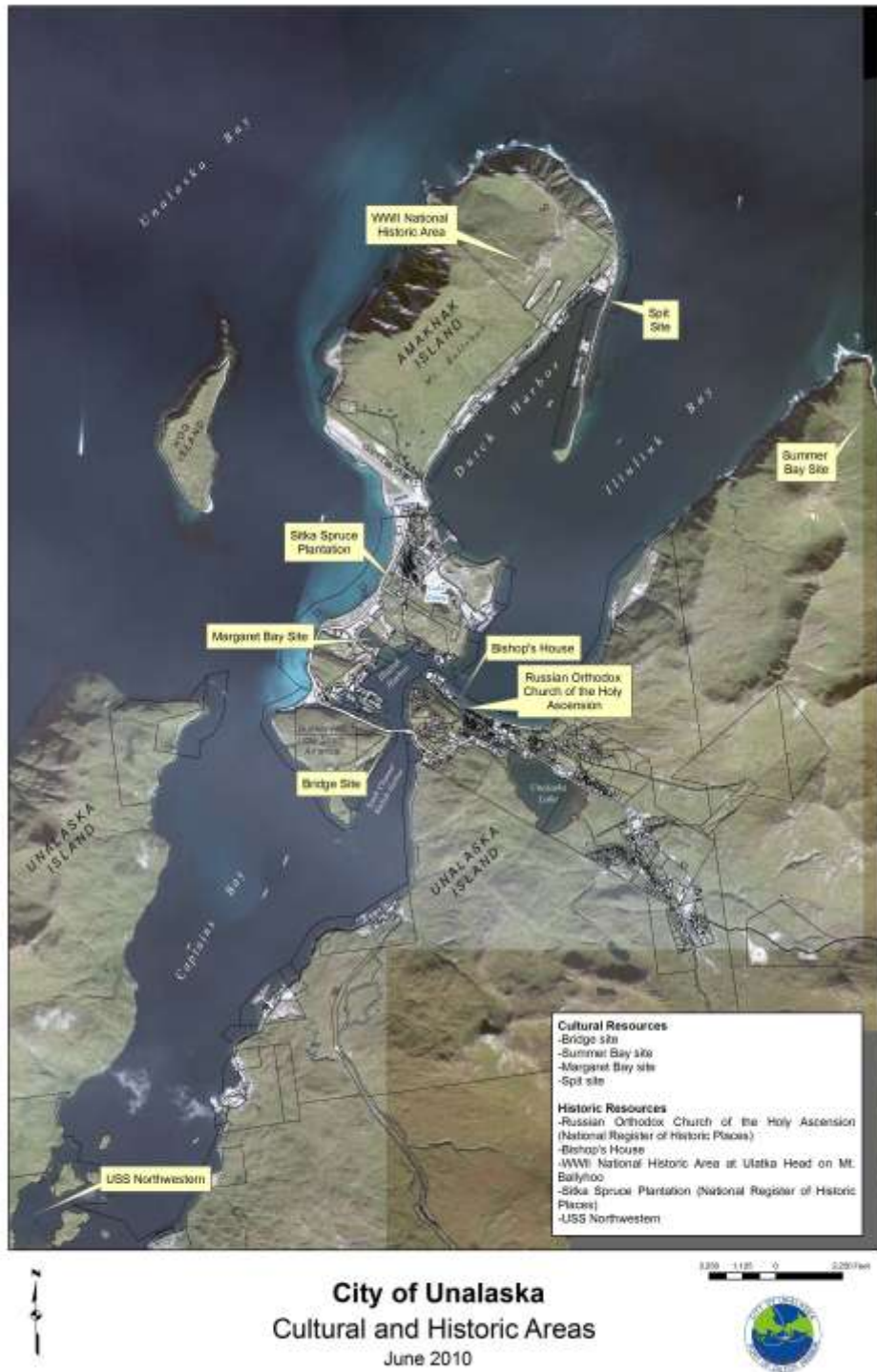
Unalaska was occupied by U.S. armed forces during [World War II](#). The build-up began in 1941 and the influx of construction crews and armed forces personnel forever changed the face of the village. On June 3, 1942, Unalaska was bombed by the Japanese. Shortly thereafter, all Native residents, the Unangan, were forced to leave the island and were interned in camps in Southeast Alaska where overcrowding and unsanitary conditions were the norm, and many lives were lost. This was not a military evacuation particular to Unalaska Island; the entire Unangam population of the Aleutian region was evacuated, as well as the Pribilof Islands to the north. When the people returned in 1945, they found that U.S. troops had ransacked and vandalized most of their homes. Four small villages were never repopulated: Attu, Makushin, Kashega and Biorka. The inhabitants of Makushin, Kashega and Biorka were absorbed into Unalaska's Native population. The tundra is reclaiming the abandoned villages.

From the mid-1970's to 1980, Unalaska was in the throes of boomtown madness. King crab fishermen were making big money, but taking most of it out of state. A crash of the king crab stocks in 1980-81 slowed things down a bit. The development of the market for surimi, fishmeal that can be flavored and formed to resemble seafoods that are more expensive, and other meat products, began in the mid-1980's. Surimi is made from pollock, a largely flavorless, white-fleshed fish. In this small town of about 4,000 permanent residents, it is not unusual for population to swell to 15,000 during busy fishing seasons. That transient population includes fishermen and seafood processors, as well as fishing company logistics agents and people who work for businesses that repair boat mechanics and electronics, and provide numerous services to the fleet as well as the community. Fishing seasons are now less concentrated than in the past and are being spread out over more of the year. Unalaska is also the home of a protected, deep-water port that hosts two large marine cranes, serving two major international shipping companies as a stopover port for domestic and international shipping.

2. Inventory of Unalaska's Cultural and Historic Assets

Following is a listing and brief description of Unalaska's most notable cultural and historic assets. A map showing the location of each asset is presented before the narrative.

Unalaska Comprehensive Plan 2020



Bridge Site and Margaret Bay Site – The historic, cultural, anthropological, and archeological significance of the Bridge Site and the Margaret Bay Site are well documented in comprehensive research documented by Richard A. Knecht and Richard S. Davis, as presented in *Arctic Anthropology*, Volume 45, Number 1, 2008. The conclusions of their research findings are as follows.

The Amaknak Bridge (*Bridge Site*) site has provided a significant corpus of new data which will continue to stimulate discussion and research in the eastern Aleutians for some time to come. Although the site has now been substantially destroyed in the process of a new bridge construction, a significant proportion totaling perhaps 15% of the original extent was excavated in 2000 and 2003, and most of the remainder during continuing salvage archaeology in 2006 and 2007. The impressive structural remains, elaborate artifact inventory, and abundant faunal remains combine to form a dynamic picture of a thriving community living on the Bering Sea coast some 3000 years ago.

During the Margaret Bay (Margaret Bay Site) phase there is good evidence for the development of substantial semi-subterranean domestic structures which featured well constructed multiple course stone walls, sub floor features, storage facilities, elaborate hearths, and probable roof entrances. Structures of this type are found in Level 2 at the Margaret Bay site and throughout the Amaknak Bridge deposits. Prior to the Margaret Bay phase, we have evidence only for more temporary, tent like structures. Multiple room structures at Amaknak Bridge ... clearly reflect a fairly permanent settlement, and there is also clear evidence for repair and rebuilding of these buildings. The complex hearth, flue, and chimney system is without parallel before or after the Margaret Bay phase in the Aleutians or elsewhere to our knowledge. Their origins and fate are a mystery to us. By the time the Russians and other Europeans documented Aleut domestic structures in the nineteenth century, the large communal houses had simple hearths with the smoke exiting through the roof entrance. Perhaps the Margaret Bay phase complex hearth systems were more advantageous during the cold Neoglacial, but we have no empirical data on how they actually functioned.

The Amaknak Bridge faunal evidence testifies to the colder temperatures of the Neoglacial which resulted in sea ice close to Unalaska during the late spring and early summer months. The ice-obligate bearded and ringed seal were frequent targets, and toggling harpoons, which appear for the first time in the Eastern Aleutian archaeological sequence at Amaknak Bridge, may have been used for ice edge hunting. Toggling harpoons are generally associated with pack ice hunting in the Bering Sea ([Fitzhugh and Kaplan 1982:67](#)) and hence their presence at Amaknak Bridge strongly supports the expansion of sea ice into the Unalaska vicinity. Bone socket pieces also make their appearance during the Margaret Bay phase and they are well represented at Amaknak Bridge. Socket pieces are generally thought to give more weight and impact to the head of the harpoon allowing a deeper penetration of the tip. Socket pieces can be paired with either toggling or non-toggling harpoon heads.

Unalaska Comprehensive Plan 2020

Fishing technology is well advanced during the Margaret Bay phase. Long line techniques for catching Pacific cod and halibut using composite hooks is well documented at Amaknak Bridge.

It is difficult to reconstruct the form of social organization of the people who built the substantial semi-subterranean domiciles and who utilized such elaborate material culture. Certainly, one of the issues frequently discussed in northern archaeology and in the Aleutians in particular is the timing and emergence of complex social organization. Basically we know at the very beginning of the Aleutian archaeological sequence during the Anangula phase that all evidence points toward small, temporary occupations with essentially egalitarian social organization, and at the end of the sequence we know from the Russian commentaries as well as the archaeological remains that permanent or semi permanent villages were widespread in the eastern Aleutians and the social structure may be characterized as ranked with chiefs, common people, and slaves ([Lantis 1984](#), [Veltrie and McCartney 2001](#), [Veniaminov 1984](#)). The question is what sort of social organization is reflected from the structural and artifactual remains from Amaknak Bridge.

The Structure 7 complex of rooms (found at the Amaknak Bridge site) is based on a rectangular, not an oval plan. Many years ago in a comparative study of early settlements, Kent Flannery observed a change in domestic architecture from circular to rectangular in the Near East during the transition from the Natufian to the Pre Pottery Neolithic ([Flannery 1972](#)). He interpreted this as a reflection of a change of social organization from simple egalitarian bands to a society based more on extended kinship with intensified production. Rectangular structures, Flannery argued, are expandable; it is possible to add adjacent rooms with shared walls. Expansion occurs as families grow and incorporate more kinsmen and also as they increase the quantity of their possessions. Flannery's observation on social organization and architecture has direct relevance to the Amaknak Bridge case. We interpret the large, rectangular plan of Structure 7 as a convincing indication of an initial change in social organization from an egalitarian society to one based more on some ranking.

In addition to architecture, features at Amaknak Bridge that suggest greater organizational complexity include larger population aggregates, labrets, and other items of personal adornment. We do not have an accurate means of estimating the population size of the Amaknak Bridge settlement, and can only suggest that there may have been as many as a dozen contemporaneous structures with a population somewhere between 50 and 80 individuals. Maritime hunting, fishing, and foraging demands detailed knowledge about the environment, animal behaviors, and technical skills. Information may have been among the most important of the resources shared among larger households and settlements, particularly in a time of relatively rapid ecological change such as the Neoglacial. The large number of small projectile points (greater than 400) deserves some attention in this context. ... they share many characteristics with arrow points. Given that there was no terrestrial game, and that bows are not reliable for hunting from a kayak platform, by elimination we suggest they might have been used for inter village or inter island hostilities. Admittedly this is quite speculative, but we have not discovered alternative uses for these small points which were first introduced to the Unalaska at the Margaret Bay site.

Unalaska Comprehensive Plan 2020

The Amaknak Bridge site has provided a wealth of data which will be discussed for some time to come. The site contains many of the features that became hallmarks of the ensuing Aleutian Tradition ([McCartney 1984](#)). It was one of the last remaining major sites on Amaknak Island and has now been largely destroyed by development. We are fortunate to have had the opportunity to excavate a portion of it.

Summer Bay Site – The following information concerning Summer Bay was presented in report titled *Final Restoration Plan and Environmental Assessment for the M/V Kuroshima Oil Spill Summer Bay, Unalaska, Alaska*.

Summer Bay is a wide, shallow and unprotected sandy bay on the Eastern Shore of Unalaska Bay. The head of the Bay has a broad sand beach backed by sand dunes. Second Priest Rock, a dominant rocky headland, demarks the western edge of the bay. Extensive wave-cut rocky platforms and reefs extend from the headlands on both sides of the Bay. The Bay is open to the Bering Sea from the north and often receives high wave energy. The eastern end of Summer Bay includes two shallow coves, Humpy Cove and Morris Cove.

Unalaska Island and Unalaska Bay are home for many species of finfish, shellfish, marine mammals, seabirds, waterfowl, land mammals and other wildlife. Sea lions, sea otters and harbor seals inhabit the Bay. A large seabird colony is found on the Island and nearby islets and the area supports a large population of bald eagles and other raptors. Lush vegetation covers the hillsides and extensive kelp beds exist along the nearshore area. Several species of Pacific salmon and Dolly Varden spawn and rear in the lakes and streams that flow into the Bay. The rocky intertidal zone is encrusted with barnacles, mussels, chitons, sea urchins and other marine invertebrates. The sandy shorelines of Summer Bay provide habitat for several species of clams. Crab, halibut, herring, cod and many other species are common in the nearshore waters of Summer Bay.

The Summer Bay area is an important recreational resource for the residents of Unalaska. Clams are harvested on the beach and limpets, urchins, chitons and other invertebrates are harvested from the rocky intertidal. Pink, coho and sockeye salmon and Dolly Varden spawn in the Lake and streams above Summer Bay. Vegetation along the beach and lakeshore is also harvested.

Spit Site – According to the City's Department of Planning, very little is known about the history and development of the Spit Dock. However, it is known to have a significant place in the historic evolution of Unalaska. And, a recent article by Tataboline Brant, published in *The Dutch Harbor Fisherman* on August 13, 2001, illustrates this fact. Portions of the article are presented below.

The Museum of the Aleutians summer archaeological dig took an exciting turn last week when a visiting archaeologist unearthed what is believed to be the first effigy of its kind ever found in the Aleutians.

Fewer than 10 effigies have been discovered in the region. This one, a palm-size statue carved from bone, appears to be part of a volute, or ancient hunting hat.

Unalaska Comprehensive Plan 2020

Charles Bellow discovered the artifact last Monday while digging a few feet down at the edge of the 6- by 6-meter site near the Spit Dock. He recognized the cut bone right away and carefully swept away the dirt.

The Spit Dock site, where the effigy was found, is thought to be at least 200 to 300 years old and could be as much as 2,000 years old.

Russian Orthodox Church of the Holy Ascension (listed on the National Register of Historic Places) -- The Church of the Holy Ascension was built in 1826 by the Russian American Fur Company. It played a significant role in evangelizing the indigenous people in then Russian Alaska. It was declared a National Historic Landmark in 1970.

It was restored in 1998. The church is part of the Orthodox Church in America Diocese of Alaska.

Bishop's House – The Bishop's House was built in 1882 in San Francisco, dismantled and shipped to Unalaska where it was erected by the Alaska Commercial Company for Bishop Nestor. Unfortunately, Bishop Nestor was lost at sea and never lived in the house. Through the next 59 years, 17 priests lived in this house. The last Orthodox priest lived in the house in 1940-41 when the US Military used the buildings for officer's quarters.

WWII National Historic Area at Ulatka Head on Mt. Ballyhoo – In 1996, the US Congress created this 134-acre national historic area to preserve the WWII history in the Aleutian Islands. The park is unique because it is owned and managed by the Ounalashka Corporation, not the federal government. Most of the park preserves Fort Schwatka on Mt. Ballyhoo, which at nearly 1,000 feet above sea level is the highest coastal battery ever constructed in the US.

Sitka Spruce Plantation (listed on the National Register of Historic Places) – The significance of the Sitka Spruce Plantation site is best illustrated in the U.S. Department of Agriculture publication titled *Growth of Historical Sitka Spruce Plantations at Unalaska Bay, Alaska*. Portions of the publication are as follows.

The most striking feature of the Aleutian Islands is the treeless landscape. Absence of forests was an obstacle to colonization of the region during the 18th and 19th centuries. The nearest forests were more than 500 nautical miles (926 km) northeast of the Aleutian Islands and wood was needed for firewood, construction of houses and other buildings, and repair of ships. Driftwood was substituted for timber in building construction and other uses.

Unalaska Comprehensive Plan 2020

Early 19th century Russian settlers transplanted Sitka spruce from southeast Alaska or Kodiak Island to Unalaska and neighboring islands. Success of the plantations attracted the attention of visiting botanists, and many additional attempts were made to establish trees in the Aleutian Islands during the 19th and 20th centuries.

Thousands of seedlings from Kodiak, southeast Alaska, and the contiguous 48 States were transplanted during World War II to reduce the monotony of the landscape, beautify dwellings, and control erosion of disturbed soils,

Sitka spruce was the most successful species, and many seedlings transplanted during the 19th century and World War II survived on sheltered sites in Unalaska Bay. Trees transplanted during the early 19th century produced natural regeneration on disturbed sites after World War II. A dense 19th century grove on Expedition Island and several small World War II plantations on Amaknak Island provided an opportunity to measure tree size and growth. The measurements were used to estimate the growth and yield of fully stocked plantations on productive sites in Unalaska Bay.

USS Northwestern – The USS Northwestern was originally launched in 1889 as a passenger and freight ship and retired in 1937. In 1940 she was repaired by the military to serve as a floating bunkhouse. During the attack on Dutch Harbor she was bombed and burned for five days. The Allies towed the wreck out to Captains Bay where it was sunk. The bow is still visible today. In 1992, on the 50th anniversary of the attacks, the propeller was salvaged by divers and is now part of the memorial at Memorial Park, which is located on Memorial Drive off Bayview Avenue.

3. Notable WWII and Non-WWII Historic Properties Survey

An inventory of Unalaska's historic sites and resources was completed in 2003 and published in a report titled *Unalaska Inventory of Historic Sites and Resources*.

The list of the more notable World-War II related properties and a list of the more notable non-World War II-related properties is presented on the following pages. The listings were presented in the above noted report and are presented in this Comprehensive Plan for reference purposes.

Unalaska Comprehensive Plan 2020

Tax Id. Lot #	AHRS #	Address	Property Name
n/a	49-UNL-00428	Overland Rd. vicinity	P.O.W. Camp
02-05-240	49-UNL-00055	Base of Dutch Harbor Spit	Bunker & Submarine Net Anchor
03-07-615	49-UNL-00387	13/37 S. Fifth St.	U.S. Army Chapel
03-07-957	49-UNL-00389	21 Armstrong Ct.	U.S. Army Mess Hall
04-03-405	49-UNL-00426	519 Biorka Dr.	Commanding Officer's Quarters
04-09-350	49-UNL-00397	81 Captains Bay Rd	World War Warehouse & Cabana
04-09-400	49-UNL-00393	34 Captains Bay Rd.	Agnes Beach Property
06-02-420	49-UNL-00394	E. Broadway Ave. & Loop Rd.	Williamsburg Cabanas

Unalaska Comprehensive Plan 2020

Tax Id. Lot #	AHRS #	Address	Property Name
06-04-050	49-UNL-00414	1149 E. Broadway Ave.	World War II Cold Storage Building
06-04-200	49-UNL-00406	E. Broadway Ave.	U.S. Army Mobilization Warehouse Foundation Ruins
06-04-260	49-UNL-00407	1497/1513 E. Broadway Ave.	Bush Property
06-05-100	49-UNL-00408	Whittern Ln.	U.S. Army Mobilization Warehouse
06-05-225	49-UNL-00409	E. Broadway Ave. & Whittern Ln.	U.S. Army Mobilization Warehouse Foundation Ruins
06-09-100	49-UNL-00410	1757 E. Broadway Ave.	Williwaw Services Building

Notable World War II-Related Properties

Unalaska Comprehensive Plan 2020

Tax Id. Lot #	AHRS #	Address	Property Name
03-07-203	49-UNL-00335	484 Bayview Ave.	Shaishnikoff Building
03-07-217	49-UNL-00338	28 N. Second St.	Blue Fox; Elbow Room
03-07-312	49-UNL-00349	149 W. Broadway Ave.	Henry Swanson House
03-07-314	49-UNL-00350	161 W. Broadway Ave.	Messersmith House
03-07-318	49-UNL-00395	174 W. Broadway Ave.	Rod House
03-07-320	49-UNL-00353	166 W. Broadway Ave.	Tcheripanoff
03-07-326	49-UNL-00354	136 W. Broadway Ave.	Tutiakoff House
03-07-358	49-UNL-00366	159 Riverside Ave.	Mushovic House / Dentist Office
03-07-417	49-UNL-00371	115 W. Broadway Ave.	Marco Roller Rink
03-07-427	49-UNL-00372	88 W. Broadway Ave.	Aleutian Adventure Sports
03-07-502	49-UNL-00376	308/316 Bayview Ave.	Svarny / Hope House
03-07-514	49-UNL-00380	45 W. Broadway Ave.	Mercurieff House
03-07-603	49-UNL-00384	232 Bayview Ave.	Fletcher House
03-07-605	49-UNL-00385	220 Bayview Ave.	Shaishnikoff House
03-07-607	49-UNL-00386	208 Bayview Ave.	Johnson House
03-07-706	49-UNL-00388	82/88 King St.	Jesse Lee Home Dormitory
04-03-444	49-UNL-00427	438 Biorka Dr.	Roraback House
04-04-250	49-UNL-00390	n/a	Manson's Saltery

Notable Non-World War II-Related Properties

Unalaska Comprehensive Plan 2020

Future Land Uses

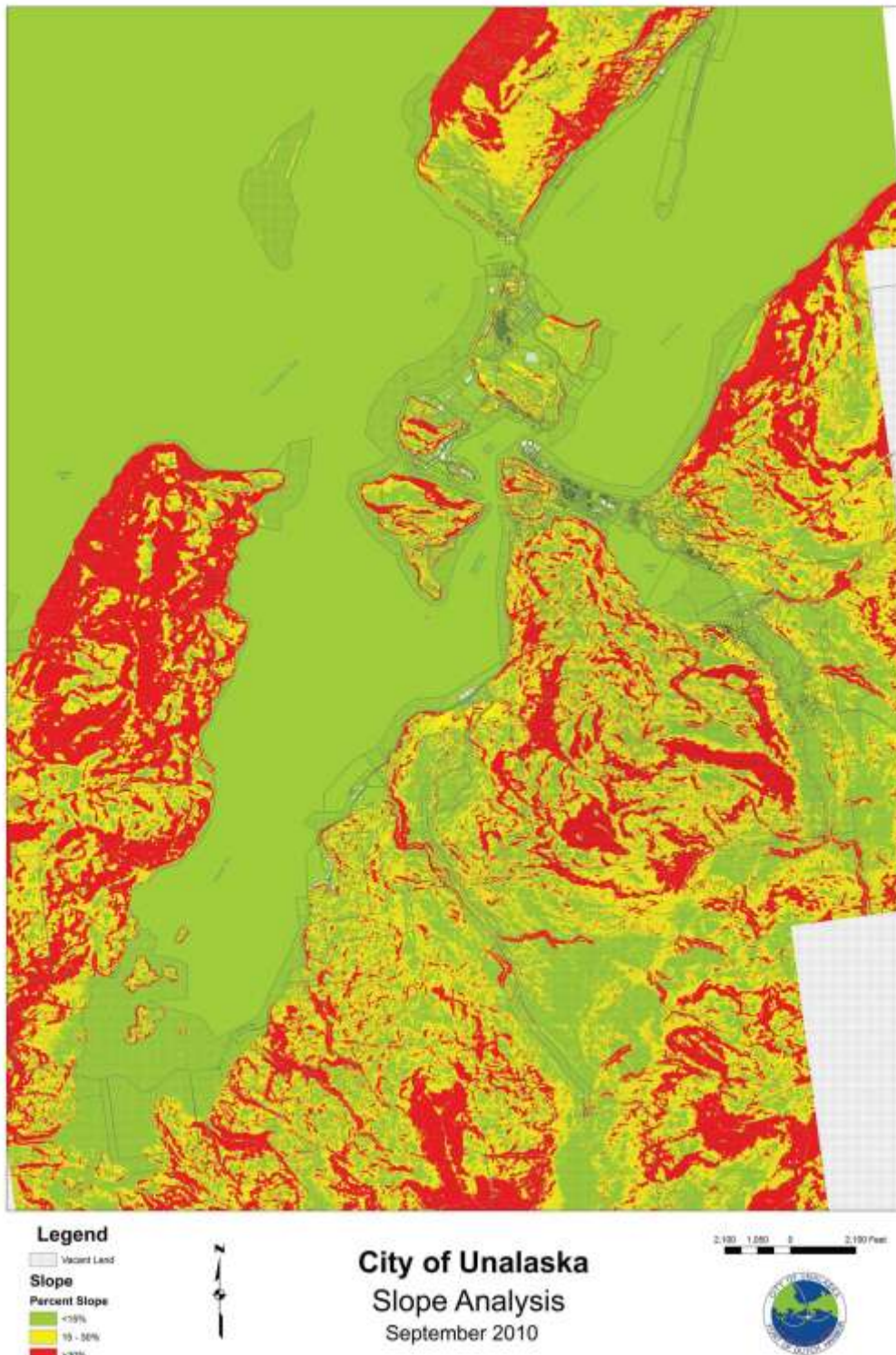
As noted by the previous sections of this chapter of the Comprehensive Plan:

- The City of Unalaska has a tremendous amount of developable, undeveloped land, as noted by the map on the following page;
- An abundance of land is being held for future planning and development, land currently classified in a Holding Zone by the City's Zoning Ordinance;
- The City has an established utility system, roadway system, and all other significant infrastructure to support continued growth and development of industry, general commercial, and housing;
- The City has substantial plans for the continued expansion of infrastructure, and is working purposively to establish cost-effective and timely maintenance of all public facilities;
- With expectations that the fishing industry will continue to grow and prosper, it appears that adequate land area is available for the continued development of needed facilities; and
- While Unalaska is not without issues such as conflicting land uses, code violations, and the start of revitalization talks throughout the community, most land uses have been segregated and future development has been planned for by zoning an adequate amount of land area to reasonably accommodate the growth needs of Unalaska, without over-zoning prematurely.

The good news from a future planning perspective is that the community has a good existing planning foundation and, rather than wholesale planning and land use changes, the community should work to correct current land use conflicts, avoid similar conflicts in the future, and work to require compliance with all local growth and development codes.

And, as previously noted, the City of Unalaska has sufficient land area to accommodate any anticipated growth in the community for the foreseeable future, assuming that an adequate amount of the undeveloped land area is made available for development and is developable given contemporary construction limitations.

Unalaska Comprehensive Plan 2020



Unalaska Comprehensive Plan 2020

As has been the case for the past 20 years, the City should go to the people every five to ten years to validate the Vision and continue to use the Vision as the foundation of comprehensive planning in the City of Unalaska.

Comprehensive Plan: Implementation Actions

This section of the Comprehensive Plan summarizes the specific actions needed to implement the Comprehensive Plan.

Unalaska Comprehensive Plan 2020

Economic Development

Primary Actions

Improve Air Services and Reduce the Cost of Air Travel

The City and appropriate State and Federal agencies, working in association with the airline industry, should make every effort in the immediate future to extend the airport runway to enable larger planes and, hopefully, more scheduled flights to and from Unalaska.

As planned, the City should make improvements to airport terminal facilities and operations. These improvements include:

- Enhanced baggage handling facilities;
- Re-design of the airport restaurant to enable dining during both normal airport operating hours and afterwards;
- Enhanced airport security in compliance with TSA requirements; and
- The creation of additional airport counter space to accommodate potential other air carriers.

Support Sustainable Management of Fisheries

The City of Unalaska should continue to support and work to ensure appropriate management of fisheries in Unalaska and Alaska, and monitor Federal and State initiatives which might impact Unalaska and Alaska fisheries.

The City should also encourage the local Fish & Game Advisory Committee to complete a Local Area Management Plan (LAMP) – see LAMP completed in Sitka as an example – and continue to make every effort to protect and enhance ground fish fisheries.

Explore Development of Alternate Energy

The City of Unalaska should complete a *Power Supply Study*, which examines all alternate energy sources to determine the most cost-effective and least environmentally detrimental method of producing energy in Unalaska.

In addition, the City should consider working with the wind power industry to develop and test small-scale wind energy systems for household energy needs.

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.

Unalaska Comprehensive Plan 2020

The City of Unalaska should continue, as in the past, to support the growth and development of the fishing and tourism industries through the provision of essential infrastructure and vital public services.

Secondary Economic Development Actions

Increase Water Capacity

The City of Unalaska should continue to implement previous and planned efforts to ensure the provision of an adequate supply of water to meet the needs of households and businesses.

Create Quality, Affordable Childcare

Every effort should continue to be made by appropriate local entities, such as churches, to seek methods of providing child care services in Unalaska, since there will always be a number of people who need and seek such services.

Expand Basic Retail and Service Offerings

At some point in the future a more scientific analysis of Unalaska's retail and service business needs and opportunities should be undertaken. The analysis should result in a projection of deficiencies in the marketplace that could be accommodated by the opening of specific types of new retail and service businesses. The analysis should also conclude with an opinion concerning the potential for success of new business ventures, and identify any incentives or assistance that might be needed to induce the opening of potentially successful new retail and service businesses in Unalaska.

Primary responsibility for determining market potential and development of basic retail and service businesses should rest with the private sector. The City of Unalaska should, however, be supportive of any appropriate local effort to develop more retail and service businesses to satisfy the needs and desires of local residents and visitors. In communities throughout the nation, in fact, many local governments partner with Downtown organizations, chambers of commerce, merchants associations, etc., in analyzing needs, defining strategies, and implementing initiatives designed to stimulate identified retail and service business attraction and retention actions.

Attract More Local Skilled Building Contractors and Professional Service Providers

As new construction activity occurs in Unalaska, a concerted effort should be made to get the word out in those areas with large supplies of construction companies – such as Anchorage and Seattle – that Unalaska is building and that opportunities are growing for a larger, locally based construction industry. Emphasis should also be placed on the demand for renovation contractors as the demand for these services increases.

When it is anticipated that other professional service providers can be supported in Unalaska, a concerted effort should also be made to get the work out in those areas with large supplies of professional service providers, such as Anchorage, Seattle, and, as feasible, the balance of the nation.

Improve City Dock Facilities

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

Unalaska Comprehensive Plan 2020

Leverage Name Recognition Resulting from TV Industry

Unalaska should take the opportunity to promote other elements of the community which should appeal to not only followers of *Deadliest Catch*, but those seeking a true Alaska experience in an area of vast natural beauty.

Those local elements which should be showcased at every opportunity include:

- The community's rich Aleut history;
- The Museum of the Aleutians;
- The historic Holy Ascension Orthodox Cathedral;
- The community's rich military history;
- The community's unspoiled natural beauty;
- Fishing, hiking, biking, and all other outdoor activities; and
- The fact that Unalaska is the home of Dutch Harbor and the filming location for *Deadliest Catch*.

The development of a museum – or of exhibits in conjunction with the Museum of the Aleutians – showcasing the rewards and hazards of the fishing industry and the processing of fish products in Unalaska would add to the community's rich history of water life, and serve as an additional draw for eco-tourists and adventure seekers in general.

Every effort should also continue to be made to encourage the producers of *Deadliest Catch* to showcase a larger slice of the Unalaska community, rather than just Dutch Harbor and fishing events.

In addition, consideration should be given to creating tourism opportunities within Unalaska that are related to *Deadliest Catch*. Consideration should be given to offering *Deadliest Catch*-related shore excursions for cruise ship passengers (as is done in Ketchikan by Carnival Cruise Lines) and creating/offering *Deadliest Catch*-related tours for visitors to Unalaska in general (as is now done by private tour companies in Ketchikan and Seattle).

Downtown Revitalization: Create a Central Destination

In order to create a more inviting destination for local residents and visitors, a concerted effort should be made to revitalize historic Downtown Unalaska, including:

- Enhancement of roadways, streetscape, sidewalks, street furnishings, street signs, and street lighting;
- The installation of historic markers depicting significant historic events which took place in Downtown and attractions which are or once were located in Downtown;
- Clean-up and renovation of commercial buildings (inside and out) and grounds;
- Renovation of existing housing and grounds, to the degree needed;
- Continued renovation of the Russian Orthodox Church (inside and out, including restoration of the icons) and Bishop's House and further enhancement of the grounds at both facilities;
- Enhancement of existing businesses throughout Downtown, as needed, by remodeling and/or expanding operations;
- To the degree possible, the attraction of additional special retail shops, art and craft galleries, restaurants, and entertainment venues;
- Strengthen ties with the Iliuliuk River and clean-up of the river banks as needed; and

Unalaska Comprehensive Plan 2020

- The development of a community gathering space – such as a small park or town square – to stage events, concerts, community Christmas tree lighting, and other community events.

The effort should create a walkable area that entices patrons to stroll or bike from the Holy Ascension Orthodox Cathedral to the school to the community center to the library. And, along this enhanced route, patrons should be able to shop and dine in small, locally-owned businesses located in restored buildings throughout historic Downtown.

Once enhanced, Downtown should become:

- Unalaska's central focal point and gathering place;
- Unalaska's small specialty business, art, entertainment, and dining district, and
- A significant destination for local residents to celebrate life in Unalaska and for visitors to interact, shop, dine, and worship with Unalaskans in a wholesome, family environment.

Unalaska/Port of Dutch Harbor Convention and Visitors Bureau

The CVB should:

- Create a map showing Unalaska points of interest;
 - Mention "The Deadliest Catch" in marketing, without allowing it to define Unalaska;
 - Encourage CVB members to feel more a part of the organization; and
 - Play a supporting role in helping other groups do special events.
-
- In addition, the CVB should encourage and support other local entities and local individuals to undertake the following:
 - Erect additional interpretive signs about the community (not just about history) throughout community;
 - Have a visitor center that is more compatible for display space and interaction with tourists;
 - Install an information kiosk and a "Welcome" sign at the UMC dock;
 - Erect additional directional signs throughout community;
 - Place tourist-related maps and brochures in the airport terminal;
 - See air service to and from Unalaska improved (more flights, better planes, better pricing, more reliable, more competition, longer runway);
 - Continue to see an increase in the number of conferences and business meetings held in Unalaska;
 - Encourage and help find funding to complete pedestrian pathways around the "S"-curves and to the UMC dock; and
 - Encourage the private sector to create more things for visitors to do in Unalaska (fishing charters, tours, small businesses, more reasons to come here).

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.

Unalaska Comprehensive Plan 2020

Health & Well-Being

Primary Actions

Maintain Clean Drinking Water

The City of Unalaska should continue to implement and update water system plans to ensure the provision of clean drinking water to accommodate current and future needs of households and businesses.

Improve IFHS Clinic Administrative Functions

IFHS should continue current efforts to implement the following actions underway or preferred:

- The Board of IFHS has formed a Public Relations Committee that is charged with developing fundraising and public relations plans;
- The Board is in the process of conducting a community health needs assessment for the purpose of planning and implementing sustainable programs for the population of Unalaska and the Western Aleutian Islands of Alaska; and
- The Board requested and received technical assistance from Health Resources and Services Administration to design a community health needs assessment.

And, IFHS should continue to make every effort to provide vital health care services to all people living in Unalaska and the surrounding Aleutians West Census Region, the transient processor population, and the largely untrackable “floating” population of the Bering Sea.

IFHS should continue to strive to reduce the cost of health care for its clients.

Create a Regional Hospital

In the immediate future, IFHS should be supported and encouraged in its effort to broaden services and expand facilities to meet current and anticipated medical needs of both Unalaska and the Western Aleutian Islands.

If demand for medical services grows beyond the ability of IFHS to meet such demand, then every consideration should be given by the City of Unalaska, in collaboration with IFHS and other interested and appropriate private and public entities, to exploring the feasibility of developing a larger medical facility to serve the entire region. This determination should be made based on a professional examination of demand for medical services and the ability of those in the region to pay for such services, or identify appropriate other funding sources to ensure the financial feasibility of developing and operating a regional hospital in Unalaska.

Secondary Actions

Ensure Unalaska Remains Safe for Families

All critical and valuable family services should be continued and expanded in the future as demand for such services and facilities necessitates.

Unalaska Comprehensive Plan 2020

Provide Greater Privacy of Patient Information at IFHS Clinic

IFHS should take any and all steps necessary to ensure that patient records and the purpose of patient visits are kept confidential in order to ensure that the public has a higher degree of confidence in the professional administrative practices of the Clinic.

Work to Become a Drug-Free Community

Every effort should be continued by law enforcement, houses of worship, the local school system, and all members of the community to make Unalaska drug-free.

Work to Stop Underage Drinking

The school system, houses of worship, and local law enforcement should continue working to stop underage drinking in Unalaska, as has been the case in the past.

Renovate/Expand Health IFHS Clinic

The Clinic should continue to make every effort to provide those medical services and facilities which are financially feasible in Unalaska, or seek funding to subsidize what is needed beyond the local capacity to finance the cost of needed medical services and facilities, as has been the case in the recent past.

Create Assisted Living Facilities for Elders of Region

Every effort should be made to induce a developer of such facilities to construct and operate an assisted living facility in Unalaska in the immediate future. Exploratory visits should be made to other Alaskan communities that have such facilities to help in the identification of potential developers and/or operators.

When a developer is identified, it is likely that they will want to conduct a market study to determine the market for and feasibility of developing and operating an assisted living facility in Unalaska. It is also likely that the developer will seek some level of assistance from an entity in Unalaska to help collect market related information, arrange meetings, and, potentially, help finance the cost of the market analysis and feasibility study.

Since Native Unalaskan's have been the most outspoken supporters of developing such a facility, it would be most appropriate for the Ounalashka Corporation and the Qawalangin Tribe, with the support of the City of Unalaska as needed, to seek a developer of such an assisted living facility. Assistance should be offered to a qualified developer, if necessary, to ensure that a quality facility is developed and operated in Unalaska in the near future to accommodate the needs of local and regional residents desiring to remain in Unalaska during their senior years, or to move back home from other areas.

Offer More Sex Education Classes in School

The determination of whether it is appropriate to offer more sex education classes in the local school system should be left to the community's professional educators and School Board members, working in consultation and collaboration with parents and students.

Construct a New Wastewater Treatment Plant

The City is still negotiating with EPA regarding when the replacement plant must be constructed. Once constructed, the new plant will provide what is termed "enhanced" primary treatment of wastewater. Annual operating costs would require monthly bills to residents for sewage

Unalaska Comprehensive Plan 2020

treatment of more than one-hundred fifty dollars per household. The City should consider funding assistance with this project to minimize rate shock to the consumer.

The City should complete a Facilities Plan for the new WWTP to determine final design parameters and real estate requirements. This planning document will also help the City determine the actual cost of the project and will create an associated timeline for completion and compliance with EPA permitting requirements.

Construct New Cell(s) at the Landfill

Continued efforts should be made to secure funding for the design and construction of landfill Cells 2.1 and 2.2 and the Leachate Flow Leveling Tank. Space for the landfill is limited so efforts should continue for the exportation of inert waste materials like metals, netting, and lines. The shipping off-island of hazardous materials is expected to occur indefinitely.

Prepare a revised leachate management plan that includes: 1) modifications to the existing leachate transmission and pumping facilities, and 2) the construction of leachate flow leveling tank(s) adjacent to the existing Bailer Building, and additional future pumping facilities.

Continue to refine the site development plan to include developing a series of lined landfill cells, immediately west of the existing landfill and east of the new Summer Bay Road alignment (Phase II of the landfill). Each cell will take between five and eight years to fill, and would be constructed individually over time. The revised site development plan would result in the landfill reaching its ultimate life in 2049. Waste disposal operations in each cell in the new Phase II area will include overfilling over the existing landfill to the east in order to achieve final elevations and cell closures at the earliest possible date. A closure cover will be constructed on an individual cell after operations are initiated in the next adjacent cell. This will result in compliance with the ADEC regulations and will reduce infiltration of rain into the waste and, therefore, reduce leachate generation.

Overall Quality-of-Life

Primary Actions

Improve and Lower Cost of Internet, Cable, and Phone Service

TelAlaska has plans to add two additional cellular sites to provide better cellular coverage in Unalaska. TelAlaska is also beta testing WiFi hotspots at businesses in Unalaska.

Kodiak Kenai Cable Co. has applied for a grant through the Stimulus Grant program to “land” a fiber optic cable in Unalaska. Their plan includes bringing additional broadband capacity to Unalaska.

TelAlaska’s plans will provide improved coverage for cellular service and its WiFi service will provide another option for access to broadband.

Make More Land Available for Housing

Support and encourage the owners of appropriate, developable residential land to make such land available for the development of housing as demand supports.

Unalaska Comprehensive Plan 2020

Encourage Construction of Quality, Reasonably-Priced Housing

The issue of housing demand and construction is addressed in the section of this Comprehensive Plan titled *Housing Element*.

Encourage Ounalashka Corporation Board and City Council to Work Cooperatively to Improve the Quality-of-Life Enjoyed by Unalaska Residents

Since OC owns most of the vacant developable land in Unalaska, and since the City of Unalaska controls the development of land in the City of Unalaska, it is essential that the two bodies work together to protect and improve the quality-of-life enjoyed by Unalaska residents.

A concerted effort was made to engage the OC Board and the City of Unalaska's City Council and Planning Commission in the completion of this Comprehensive Plan. All future planning and development actions which involve these entities should be undertaken in the same cooperative and collaborative fashion.

Secondary Actions

Continue to Make Unalaska a Regional Hub

Accelerate efforts by all appropriate public and private entities and the City of Unalaska to promote the fact that Unalaska is the regional center for the above noted activities, services, and facilities.

Increase Ferry Service to Twice Per Month

The City of Unalaska – with the support and active involvement of local residents and all local cultural, economic, and educational entities – should advocate for twice monthly ferry service to Unalaska/Dutch Harbor during season. Advocating for such service should be done on an annual basis by working with the offices of the Governor and appropriate State Legislators.

In addition, if feasible, consideration should also be given to an increase in the number of months ferry service is provided to the community. And, any and all appropriate action should be taken to increase ferry service to a level sufficient to meet local demand by residents, businesses, and visitors.

Enable Residents to Obtain U.S. Citizenship in Unalaska

The City of Unalaska should meet with the Anchorage office of INS to determine how to periodically bring INS officials to Unalaska in order to avoid the current practice of requiring citizenship candidates to travel to Anchorage, at their own expense and without friends and family members, to be considered for citizenship. If necessary, this issue should also be discussed with Alaska's Congressional Delegation to determine if discussions and consideration by INS at a higher level could potentially result in the provision of services by INS in Unalaska, rather than in Anchorage. Ideally, the Oath of Citizenship would be administered in Unalaska once or twice a year, to all who are citizen candidates during a given year.

Make Community More Bicycle-Friendly

Consistent with current plans of PCR, the following specific actions should be taken as top priority.

- Complete all-purpose trails (walking, biking, etc.) to and from the "Spit Area."

Unalaska Comprehensive Plan 2020

- Connect walk/bike trails to and from the Spit area, through the Port of Dutch Harbor, along the “S” curve, to connect to trails in Unalaska, for use by locals and tourists.
- Construct walk/bike trails from Carl E. Moses Boat Harbor to connect to existing trails.
- Create additional restrooms facilities along walk/bike trails.
- Erect additional/better signage along trails, walkways, and public facilities and leading to community parks, sites, and services.

Consideration should also be given to the strategic placement of bike storage racks at heavily visited attractions, such as schools, the library, retail shops, tourist attractions, etc.

Embrace Our Ethnic Diversity

A continuing effort should be made to embrace Unalaska’s ethnic diversity through the following actions, as a minimum:

- Support for the Qawalangin Tribe’s efforts to safeguard and support the Unangan language, culture, customs, and traditions;
- Support for the inclusion of ethnic arts, crafts, and cultural experiences in the local school system;
- Support for the enhancement of the displays, research, and offerings of the Museum of the Aleutians;
- Continued outreach to include all ethnic groups in Unalaska’s participatory activities undertaken by local government, such as conducting community surveys in multiple languages in order to enable all local residents to participate in local governance;
- Continued appointment of members from all Unalaska ethnic groups to the City’s various boards, commissions, and other public bodies;
- Continued employment by the City of Unalaska of members from all Unalaska ethnic groups; and
- Continued support for those from various ethnic groups desiring to become a more secure member of the community, such as helping qualified immigrants obtain U.S. citizenship at a reasonable cost and with minimum hardship.

Physical Appeal

Primary Actions

Pave More Roads

The City should make every effort to follow the appropriate recommendations of the **Road Improvement Master Plan** and, in future years, continue to examine roadway needs in the same professional manner employed by the Shannon & Wilson analyses, and implement needed roadway improvements consistent with adopted roadway enhancement plans.

The protection of green spaces and the installation of public art should also be considered important physical attributes which should be enhanced and protected throughout the community.

Maintain “What We Have”

The City of Unalaska should continue their concerted effort to maintain all public facilities and equipment.

Unalaska Comprehensive Plan 2020

The City should devise a comprehensive maintenance schedule for all publicly owned infrastructure (including water and sewer), structures, facilities, and equipment, and the schedule should be followed into future years.

Remove Abandoned Junk Vehicles

In accordance with the *Unalaska, Alaska Code of Ordinances*, appropriate City of Unalaska officials should aggressively remove all junk vehicles from throughout the community in a timely manner, since junk vehicles are considered a threat to public health and safety in Unalaska.

The City should also continue with efforts, when and if deemed appropriate, to assist the owners of junk vehicles with their removal via periodic public assistance in the collection and disposal of junk vehicles.

Secondary Actions

Create Additional Sidewalks

As with paving roadways, it is the intent of the City of Unalaska to install sidewalks throughout the community as funding permits.

In association with the community's transportation planning efforts, a sidewalk master plan should be prepared to identify all existing and future sidewalks in Unalaska.

Take More Pride In Our Personal Property

The City of Unalaska should work with all interested parties – including the community's houses of worship – to develop a comprehensive plan and implementation program for community-wide cleanup. Once completed and adopted, the plan should be aggressively implemented on an ongoing basis. Specific elements of the plan should include:

- Methods of identifying unsightly or unhealthy living conditions which exist in Unalaska's residential areas;
- Enforcement of local codes related to the maintenance of personal property in residential areas;
- Methods by which to assist residents in their efforts to mitigate personal property issues, such as helping to remove junk, helping to paint houses, helping to repair structural deficiencies in dwellings, etc .; and
- Identification of parties responsible for implementation of the plan and sources of funding to pay for implementation.

The plan should be considered a renewal plan for Unalaska.

Adopt/Enforce Building Codes

The City should continue the practice of adopting the most recent codes governing construction in the community. All adopted codes should be aggressively enforced, and the City's zoning ordinance and subdivision regulations should be updated as necessary to ensure compliance with the provisions of this Comprehensive Plan.

Unalaska Comprehensive Plan 2020

Environment

Primary Actions

Create a Recycling Center

The City of Unalaska should continue efforts to recycle waste at the landfill. In addition, the City should continue to seek efficient ways to accept waste and local industry should continue efforts to reduce and recycle their waste.

Continued efforts should also be made to induce the private sector to join in a local recycling program. Recycling programs operated in other Alaska communities should be examined to determine if successful practices can be employed in Unalaska, including the institution of rebate programs resulting from revenue generated by the consumption of recyclable items, such as plastic bottles, paper, glass, etc.

Successful private/public recycling programs in other communities should also be explored. National waste companies, such as Waste Management and BFI, could be a source of information related to successful partnerships those companies may have formed with local governments to encourage recycling

Secondary Actions

Acquire Spill Response Equipment

While the City of Unalaska may desire to supplement response techniques and equipment, it appears that the GRS system should adequately protect Unalaska in the event of an oil spill and the system appears flexible enough to allow modifications in methods and deployment of equipment to meet a range of conditions during clement and inclement weather.

In addition, businesses which could potentially instigate a situation leading to an oil spill or other potentially detrimental environmental incident should be required, as is now the case, to maintain appropriate response equipment to supplement equipment provided by others.

Protect Our History

In cooperation and conjunction with appropriate local entities, the Unalaska Historic Preservation Commission should:

- Identify historic sites that should be nominated to the National Register of Historic Places, based on the historic inventory completed by the City and the Unalaska Historic Preservation Commission;
- Seek National Register designation for those sites;
- Continue to place interpretive markers at significant historic sites within the City limits;
- Using the historic inventory, and in cooperation with the Unalaska/Port of Dutch Harbor Convention and Visitors Bureau, create a walk/drive tour brochure (with map) that notes sites of local and national historic significance;
- Support and encourage the repair of the Holy Ascension Orthodox Cathedral, the Bishop's House, and other significant local historic properties;
- Advocate for and encourage the appropriate and cost effective preservation, rehabilitation, and adaptive reuse of Unalaska's historic buildings, particularly the Henry Swanson House;

Unalaska Comprehensive Plan 2020

- Working with the Museum of the Aleutians, create an on-line inventory of historic photographs that show Unalaska's past; and
- Update the City's historic preservation plan, to include guidelines that can be used on a voluntary basis by historic building owners who choose to undertake the appropriate exterior rehabilitation of their properties.

Museum of the Aleutians

The museum should continue to pursue the following strategic directions:

- Develop a proactive strategy to increase funding for the museum;
- Develop and redesign museum exhibits to expand museum programs;
- Expand programs that will promote Aleut art, culture, and language;
- Become a leading Alaska repository by obtaining national museum accreditation;
- Increase board, staff, and organizational capacity so that the strategic plan can be realized.

In addition, an Interpretive Plan was completed for the museum in 2007, and the plan states:

"An important goal for the Museum of the Aleutians is to attract a broader spectrum of community members, including fishermen and other working people, greater numbers of elders and youth, business travelers, and people who are new to museums; and also guest workers, managers of fish processing plants, and others whose first language is not English."

As a result, the museum is undertaking an "exhibit renewal effort" to make the museum's exhibits "more interactive, encouraging participation and involvement by community members and other visitors."

The museum's Board of Directors and staff should continue in their efforts to move the museum forward and strengthen its importance to the community through the continued implementation of both the Strategic Plan and Interpretive Plan.

Clean-Up of WWII Non-Historic Waste

Create a consortium – which should include the City, OC, and the Q Tribe – to address issues related to Formerly Used Defense Sites (FUDS) and seek Federal assistance in the removal of non-historic WWII waste.

In addition, the City has compiled a list of mitigation projects. All local entities should continue to work together, whenever possible and as opportunities arise, to address those projects in a manner that benefits the environment.

Protection of Subsistence Lifestyle

The City should continue to take into consideration subsistence issues and strive to enhance and protect subsistence lifestyle.

And, the City should continue to strive to reduce silt run-off from roads, wherever possible, and continue with zoning that protects subsistence areas.

Unalaska Comprehensive Plan 2020

Education, Art, Culture & Entertainment

Primary Actions

Have the #1 High School in Alaska, Academically

Undertake the following actions, as determined appropriate by the Unalaska City School District Board of Education.

- Strive to have the students and educational programs of Unalaska's City Schools' ranked #1 in the State of Alaska.
- Maintain the strong relationship between the District and the City and community, both of which have been very supportive of the schools.
- Maintain the strong relationship between the Public Works Department, which has provided tremendous support in the on-going maintenance of school facilities.
- Continue to periodically review, update, and utilize the Strategic Plan to guide the District.
- Promote the expansion of the Career and Technical Education opportunities for students through the expansion of facilities, programs, and course offerings.
- Strengthen the relationship between the District and the University of Alaska, especially with regard to providing more opportunities for students in the areas of dual enrollment, Tech Prep programs, advanced placement courses, elective enrichment courses, and internships with local businesses and agencies.
- Explore ways to increase elective and course offerings for students, so that student opportunities for learning may expand beyond the core curriculum. Some examples may include:
 - a. Extended school day;
 - b. Extended school year;
 - c. Non-traditional schedules;
 - d. On-line courses;
 - e. Distance delivered courses; or
 - f. Cyber-schools.
- Promote programs and partnerships in the schools and in the community that encourage children and community members to lead healthy and productive lifestyles. Specific programs should be research-based and address methods for aggressively combating drug and alcohol abuse, tobacco use, bullying, teen pregnancy, and suicide. Some examples might include:
 - a. UCSD's Community Engagement Program (Community Assets and Alaska Kids Are Our Kids);
 - b. Unangan Cultural and Language Program – Promoting Unangan Cultural Values;
 - c. Alaska Sports and Activities Association' Tobacco, Alcohol, and Drug Policy;
 - d. AASB's Alaska Initiative for Community Engagement (AKICE);
 - e. UCHS's Student Council Mentoring Program;
 - f. ThinkSmart! Counseling curriculum;
 - g. AASB School Climate and Connectedness Survey; and
 - h. Behavioral Health Counselors in the Schools.
- Continue to ensure that our school climate is safe, nurturing, and drug free.

Unalaska Comprehensive Plan 2020

- Promote the concept of a “Learning Community” to describe the shared responsibility of providing children of Unalaska with an exemplary education.

Each of the above noted concerns and potential actions are consistent with the Unalaska City School Board’s Strategic Plan, approved by the School Board in 2007.

Expand Public School Buildings, As Needed

The progressive and effective working relationship between the City and School Board should continue into the future and appropriate school buildings should be erected as conditions change or as demand increases for such public buildings.

Secondary Actions

Expand University of Alaska Fairbanks (UAF) Opportunities and Presence

The UAF Aleutian-Pribilof Center should continue to be supported in their efforts to locate or develop appropriate space to accommodate higher education needs in Unalaska.

UAF should also continue to develop qualified instructors to teach local interest classes, Native arts, and continue to assist local residents and help regional students in obtaining a degree in their area of interest. UAF should continue coordinating with other rural campuses in developing a High School Bridge Program to help high school students into college preparedness, while assisting them in early entry to college.

UAF should continue working toward the establishment of strong partnerships with the National Oceanic and Atmospheric Administration (NOAA), the Alaska Department of Fish and Game (ADF&G), the Alaska Maritime Refugee, the Aleut Corporation, local Native corporations, and tribes, as well as the City of Unalaska and private businesses.

The University should continue serving the growing student population as social and economic changes create a need for higher education. The University should continue making every effort to provide the best possible educational opportunities throughout the region.

Expand Library to Offer More Services and Collections

To fulfill the mission defined for the library – and to meet the needs and desires of the community – the following actions should be taken in regard to the Unalaska Public Library.

- Physically expand Public Library by target date of 2019.
- While maintaining current collections, shift focus to children's service delivery in future budgeting and long-term planning.
- Add a Children's Library Specialist to library staff by target date 2012. As an alternative, after current Library Director retires in FY 2013-2014, consider hiring a Director with a background in Children’s Library work.
- Continue implementation of the ***Technology Plan for the Unalaska Public Library FY2010 - FY2012***.
- Continue City Council and City Administration support of future Unalaska Public Library Technology Plans.

Unalaska Comprehensive Plan 2020

Increase Radio and Television Offerings

UCB has identified the following actions as being necessary to meet its goals and accomplish its mission.

- UCB will launch two additional program streams over digital radio.
- Within the next 5 years, UCB will launch digital broadcast of Channel 8 Television, which will allow UCB to bring additional television programming streams to the community.
- UCB will seek more funding, more reliable funding, more funded staff positions, more volunteers, and lower staff turnover.
- UCB will make efforts to obtain additional equipment and a facility that meets station needs.
- Channel 8 Television, operated by UCB, is dependent on local funding – since television stations are not eligible for State or Federal funding. Therefore, UCB must and will continue to be imaginative, practical, and flexible in order to diversify its funding stream and raise sufficient funds through fundraising.
- The arrival of a fiber optic link in Unalaska could significantly change operations at UCB, streamlining program acquisition and connectivity. Alternately, it could also bring many more media choices to Unalaska and intensify the need for UCB to offer multimedia services and increase localism in order to stay relevant. UCB will stand ready to meet the challenges and opportunities presented, should a fiber optic link come to Unalaska.

Construct a Movie Theater

The action needed to determine market potential and development of basic retail and service businesses (**including a desired movie theater**) should rest with the private sector. The City of Unalaska should, however, be supportive of any appropriate local effort to develop more retail and service businesses to satisfy the needs and desires of local residents and visitors.

An alternative to the above action, or if the private sector does not develop a movie theater, would be for PCR to continue showing movies periodically as part of their offerings.

Under no circumstances, at this time, should the City of Unalaska consider developing a movie theater. This initiative should be the responsibility of the private sector.

Continue the Development of Park, Cultural, and Recreation Facilities and Offering of Programs

The following actions should be taken by PCR as a top priority.

- Complete all-purpose trails (walking, biking, etc.) to and from the “Spit Area.”
- Connect walk/bike trails from Port of Dutch Harbor to Unalaska, and connect to trails in Unalaska, for use by locals and tourists.
- Construct walk/bike trails from Carl E. Moses Boat Harbor to connect to existing trails.
- Create additional restrooms facilities along walk/bike trails.
- Erect additional/better signage along trails, walkways, and public facilities and leading to community parks, sites, and services.
- Complete expansion of the community center.

After completion of the above, the following additional actions should be taken by PCR.

Unalaska Comprehensive Plan 2020

- Provide additional recreational services on Amaknak Island, as land availability and affordability allows.
- Expand activities and programs (bowling, tumbling classes, dance classes, climbing wall and ropes course, put diving board back in pool, pitch and putt).
- Develop ski/rope tow area.
- Purchase/lease property at Tutiakoff Park.
- Build a large pavilion-type structure for outdoor events.
- Build an additional community gymnasium.
- Expand Community Park.
- Create dock/trail at Margaret's Bay fishing area,
- Maintain new Iliuliuk Creek float next to Alyeska Seafoods plant.

Aleutian Arts Council

To continue to fulfill its mission – and serve, appeal to, and attract a broad spectrum of the community – AAC would like to see the following occur:

- Hold a balanced series of events annually that features local artists, visiting artists, and a variety of types of art;
- Offer events and feature art that reflects the multi-cultural nature of Unalaska;
- Offer additional art workshops and master classes;
- Work with local schools to see additional art classes offered in the schools;
- Create a co-op where local artists can have studio space, along with a small gallery;
- Increase AAC's volunteer base;
- Increase AAC's funding base;
- Obtain staff assistance to do bookkeeping, record keeping, and perform other administrative functions; and
- Be viewed locally as a non-profit that is essential to Unalaska's quality-of-life.

Identified, Apparent Land Use Conflicts/Opportunities for Improvement

Identified land use conflicts/opportunities should be addressed to meet the goals and needs of the community in future years. The Planning and Zoning Commission would strive to meet these challenges through the public process of designing objectives, policies, and implementation strategies.

Current Zoning Violations

City Council will consider steps at a later date to require compliance with all codes that are being violated in the City of Unalaska.

Capital Budget Connection

The City of Unalaska has an excellent capital budgeting system, and has planned and allocated expenditures through this system for many years. Significant capital expenditures are programmed annually, and the capital budget is diligently adhered to in association with all fiscal planning, programming, and expenditures.

This Comprehensive Plan should be reviewed annually, in association with the preparation of the Capital Budget, and capital expenditure items noted in the Comprehensive Plan should be incorporated into the Capital Budget as appropriate.

Consideration should also be given to annually tracking the implementation of all actions recommended in the Comprehensive Plan, whether those actions are undertaken by the public or private sector.

Unalaska Comprehensive Plan 2020

Appendices

Appendix 1: **Demographic and Socio-Economic Characteristics**

NOTE: *The following is based on the latest available US Census information. This information should be undated as new census information is prepared. It should also be noted that Unalaska has many transient workers who are not counted by the US Census. During peak processing seasons, the number of transient workers increases the community population to nearly 10,000*

Total Population in Unalaska, AK

At the time of the most recent United States Census Survey, the number of people in Unalaska, AK was 4,283.

Unalaska Male Population

At the time of the last full census survey, the number of men in Unalaska was 2,830, which represents 66.1 percent of the total for the community (The national average is 49.10%).

Male Population, Married in Unalaska, AK

There are an estimated 1,264 married men in the town. 49.5 percent of men over 15 years old in Unalaska are married, compared to the national average of 56.70%.

Female Population

The estimated female population in Unalaska is 1,453, which is 33.9 of the total population (Compared to the national average of 50.90%).

Female Population, Married in Unalaska, Alaska

There are an estimated 728 married women in the community. 60.8 percent of females over the age of 15 are married, compared to the national average of 52.10%.

Unalaska Comprehensive Plan 2020

AGE

Median Age in Unalaska, AK

The median age of people living in Unalaska, AK was 36.5 at the time of the last full census survey. (The United States average at the time was 35.3)

At that time, the number of people under the age of 5 living in Unalaska was 191. There were 3,659 people above the age of 18, which represents 85.4 percent of the entire population (compared to the national average of 74.30%). 1.6 percent of the population (70) in the community was 65 years and over, compared to 12.40% nationally.

RACE

One Race Percent in Unalaska, AK

At the time of the last census survey, the number of people of one race in Unalaska, AK was 4,115.

White Population in Unalaska, AK

The estimated white population in the Unalaska community is 1,893, which is 44.2 percent of the total population (The U.S. average is 75.10%).

Black Population in Unalaska, Alaska

The estimated black/African American population is 157, which is 3.7 percent of the total population in town (The U.S. average is 12.30%).

American Indian and Alaska Native Population in Unalaska, AK

In 2000, the number of American Indians or Alaska Natives in Unalaska, AK was 330.

Asian Population in Unalaska, Alaska

At the last survey, the total Asian population in the community was 1,312.

Native Hawaiian and other Pacific Islander Population in Unalaska, AK

The number of Native Hawaiian/Pacific Islanders living in Unalaska was an estimated 24.

Other/Multiple Races

The number of residents identified as “some other race” was 399, while those of “two or more races” was 168 at the time of the last census.

Unalaska Comprehensive Plan 2020

Hispanic Population

The Hispanic population in the Unalaska community was 551, or 12.9 percent of the total population (compared to the national average of 12.50% percent).

HOUSEHOLD CHARACTERISTICS

Household Population in Unalaska, AK

The household population number in Unalaska was 2,091.

Group Quarters Population in Unalaska, AK

Group Quarters population in the community was 2,192.

Average Household Size in Unalaska, AK

The average household size in Unalaska is 2.51 (The average household size in the United States is 2.59).

Average Family Size

The average family size in the community is 3.27 (The average family size in the United States is 3.14).

HOUSING

Total Housing Units in Unalaska, AK

At the time of the last census survey, there were 988 total housing units in Unalaska.

The number of occupied housing units was 834, or 84.4 of the total units in town. Of these, 183 were owner-occupied (21.9), and 651 were renter-occupied (78.1, compared to the national average of 33.80%). There were also 154 vacant homes in Unalaska at the time of the last complete survey.

Median Home Values in Unalaska, Alaska

The total number of single family, owner occupied homes in the community was 111, with a median value in dollars of 189,800.

Monthly Owner Costs in Unalaska, AK

For homes with a mortgage, average monthly owner costs were \$1,763 (national average was \$1,088). For homes without a mortgage in Unalaska, average costs per month were \$463 (national average was \$295).

Unalaska Comprehensive Plan 2020

EDUCATION

High School Graduate or higher

At the time of the last survey, 2,710 people in the community had a high school degree, or 78.1 of the population (compared to the national average of 80.40%).

Bachelor's Degree or Higher in Unalaska, Alaska

389 people in Unalaska also had a Bachelor's degree or higher, which represented 11.2 of the total population (National average was 24.40%).

MISCELLANEOUS

Civilian Veterans in Unalaska, AK

The number of Civilian Veterans in Unalaska was 332, or 9.1 percent of the total population (National average is 12.70%).

Disability Status in Unalaska, AK

In 2000, there were 729 people in Unalaska, AK listed as disabled.

Foreign Born in Unalaska, AK

At the time of the last complete survey, there were 1,724 people in Unalaska who spoke a language other than English at home. This represented 42.1 of the total population, compared to the national average of 17.90%.

LABOR STATISTICS

Percentage In Labor Force in Unalaska, Alaska

There were 3,095 in the labor force in Unalaska at the time of the last complete survey. This represented 83.2 of the total population, compared to the national average of 63.90%. **Mean**

Travel Time to Work in minutes

From the most recent complete survey, the average commute time to work for local residents in Unalaska was 12.5 minutes, compared to the national average of 25.5 minutes.

Median Household Income in Unalaska, AK

The median household income in the community at the time of the last survey was \$69,539. The median household income in the U.S. was \$41,994.

Unalaska Comprehensive Plan 2020

Median Family Income in Unalaska, AK

In the last complete census survey, the median family income in the community was \$80,829. Median family income in the U.S. was 50,046.

Per Capita Income in Unalaska, Alaska

Per capita income in Unalaska in the last full census was 24,676. Per capita income in the U.S. was 21,587.

Families below poverty level

According to the most recent survey, families living below the poverty line in Unalaska numbered 10, or 2 percent of the population. The percentage of families in America living below the poverty line was 9.20%.

Individuals below the poverty level in Unalaska, AK

Individuals living below the poverty line in the community was 533, or 12.5 percent . The percentage of individuals living beneath the poverty level in the country was 12.40%.

Source: AmericanTowns.com

Unalaska Comprehensive Plan 2020



ESRI

Demographic and Income Profile

Unalaska City, AK
Unalaska city, AK (0280770)
Geography: Place

Prepared by ESRI

Summary		2000		2010		2015	
Population		4,283		3,616		3,461	
Households		834		755		699	
Families		476		415		377	
Average Household Size		2.51		2.41		2.38	
Owner Occupied Housing Units		183		170		157	
Renter Occupied Housing Units		651		585		542	
Median Age		36.4		36.6		36.1	
Trends: 2010 - 2015 Annual Rate		Area		State		National	
Population		-0.87%		0.82%		0.76%	
Households		-1.53%		0.90%		0.78%	
Families		-1.90%		0.65%		0.64%	
Owner HHS		-1.58%		0.94%		0.82%	
Median Household Income		1.92%		2.49%		2.36%	
Households by Income		2000		2010		2015	
		Number	Percent	Number	Percent	Number	Percent
<\$15,000		29	3.5%	15	2.0%	11	1.6%
\$15,000 - \$24,999		58	6.9%	25	3.3%	16	2.3%
\$25,000 - \$34,999		62	7.4%	27	3.6%	16	2.3%
\$35,000 - \$49,999		110	13.1%	54	7.2%	24	3.4%
\$50,000 - \$74,999		209	25.0%	195	25.8%	210	30.0%
\$75,000 - \$99,999		154	18.4%	115	15.2%	86	12.3%
\$100,000 - \$149,999		183	21.9%	241	31.9%	237	33.9%
\$150,000 - \$199,999		17	2.0%	60	7.9%	68	9.7%
\$200,000+		15	1.8%	23	3.0%	31	4.4%
Median Household Income		\$68,418		\$86,525		\$95,149	
Average Household Income		\$78,105		\$96,401		\$104,134	
Per Capita Income		\$24,676		\$30,964		\$33,903	
Population by Age		2000		2010		2015	
		Number	Percent	Number	Percent	Number	Percent
0 - 4		191	4.5%	166	4.6%	153	4.4%
5 - 9		172	4.0%	122	3.4%	116	3.4%
10 - 14		162	3.8%	131	3.6%	114	3.3%
15 - 19		163	3.8%	172	4.8%	140	4.0%
20 - 24		260	6.1%	278	7.7%	270	7.8%
25 - 34		1,016	23.7%	800	22.1%	853	24.6%
35 - 44		1,163	27.2%	837	23.1%	765	22.1%
45 - 54		823	19.2%	739	20.4%	663	19.2%
55 - 64		263	6.1%	295	8.2%	297	8.6%
65 - 74		59	1.4%	61	1.7%	73	2.1%
75 - 84		9	0.2%	12	0.3%	14	0.4%
85+		2	0.0%	3	0.1%	3	0.1%
Race and Ethnicity		2000		2010		2015	
		Number	Percent	Number	Percent	Number	Percent
White Alone		1,893	44.2%	1,557	43.1%	1,470	42.5%
Black Alone		157	3.7%	128	3.5%	121	3.5%
American Indian Alone		330	7.7%	312	8.6%	314	9.1%
Asian Alone		1,312	30.6%	1,098	30.4%	1,045	30.2%
Pacific Islander Alone		24	0.6%	20	0.6%	19	0.5%
Some Other Race Alone		399	9.3%	336	9.3%	322	9.3%
Two or More Races		168	3.9%	165	4.6%	170	4.9%
Hispanic Origin (Any Race)		551	12.9%	476	13.2%	463	13.4%

Data Note: Income is expressed in current dollars

Source: U.S. Bureau of the Census, 2000 Census of Population and Housing. ESRI forecasts for 2010 and 2015.

June 02, 2010

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Page 1 of 2