

DRAFT
2018 LARSEN BAY COMPREHENSIVE PLAN ANNEX UPDATE
KODIAK, ALASKA

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TABLE OF CONTENTS

	<u>Page</u>
1.0 INTRODUCTION	1
1.1 Overview	1
1.2 Plan Background.....	1
2.0 EXISTING CONDITIONS.....	2
2.1 Geography, History, and Culture	2
2.2 Population and Housing.....	3
2.2.1 Population	3
2.2.2 Housing	4
2.3 Local Government	5
2.4 Land Management and Use	5
2.5 Economic Development.....	7
2.6 Transportation and Public Facilities	8
2.7 Parks and Recreation.....	11
2.8 Environmental Quality and Natural Resources.....	11
3.0 ISSUES	12
3.1 Potential School Closure due to low Enrollment.....	12
3.2 Aging Public Infrastructure.....	12
3.3 Lack of Desirable Housing Inventory/Lack of Housing Options	12
3.4 Social and Environmental Impacts of Commercial Uses	13
3.5 Lack of Local Authority and Coordination with the Borough in the Land Use Decision-Making Process	13
3.6 Affordable, Reliable Internet Connections	13
3.7 Lack of Borough Code Enforcement	14
4.0 VISION, GOALS, POLICIES, & IMPLEMENTATION ACTIONS.....	14
4.1 Vision.....	14
4.2 Housing.....	14
4.3 Local Government	17
4.4 Land Use	19
4.5 Economy	22
4.6 Transportation	24
4.7 Public Facilities, Health, and Safety	24
4.8 Parks, Recreation, and Community	27
4.9 Environmental Quality and Natural Resources.....	29
4.10 Proposed Future Land Use Designation Map	31
5.0 STAKEHOLDER ENGAGEMENT.....	33
5.1 Governmental Coordination.....	33
5.2 Public Outreach.....	33
5.2.1 Public Meeting #1	33
5.2.2 Public Meeting #2	34
5.2.3 Public Meeting #3	34
5.2.4 Public Meeting #4	34
5.3 Comprehensive Plan Advisory Committee.....	34
6.0 PLAN IMPLEMENTATION	35

TABLE OF CONTENTS (cont)

FIGURES

Page

Figure 1: Icicle Seafoods, Inc. Cannery.....2
Figure 2: View of Uyak Bay from Larsen Bay Lodge.....8
Figure 4: Proposed Future Land Use Designation Map.....32

TABLES

Table 1: Larsen Bay Age Distribution4
Table 2: Larsen Bay Population (1910-2010).....4
Table 3: Participation in Goals and Implementation Actions35

APPENDICES

Appendix A.....Scope, Schedule, and Public Involvement Plan
Appendix B..... CPAC and Public Meeting Documents
Appendix C..... Public Comments
Appendix D.....2017 Water Utility Rate Study

LIST OF ACRONYMS

ACS	American Community Survey
ADF&G	Alaska Department of Fish and Game
ADOT&PF	Alaska Department of Transportation and Public Facilities
AFN	Alaska Federation of Natives
AHFC	Alaska Housing Finance Corporation
AI/AN	American Indian/Alaska Native
AIP	Airport Improvement Plan
ALARI	Alaska Local and Regional Information
ALP	Airport Layout Plan
AML	Alaska Municipal League
ANCSA	Alaska Native Claims Settlement Act
AS	Alaska Statutes
AST	Alaska State Troopers
Borough	Kodiak Island Borough
CAP	Community Assistance Program
CERT	Community Emergency Response Team
City	City of Larsen Bay
CPAC	Comprehensive Plan Advisory Committee
DCCED	Department of Commerce, Community, and Economic Development
DCRA	Division of Community and Regional Affairs
DEC	Alaska Department of Environmental Conservation
EMT	emergency medical technician
EPA	U.S. Environmental Protection Agency
FA	first aid
GPD	gallons per day
HUD	U.S. Department of Housing and Urban Development
KANA	Kodiak Area Native Association
KIB	Kodiak Island Borough
KIBSD	Kodiak Island Borough School District
KIHA	Kodiak Island Housing Authority
km	kilometers
KW	kilowatt
MOA	Memorandum of Agreement
SWAMC	Southwest Alaska Municipal Conference
Tribe	Natives of Larsen Bay Tribal Council
USCG	U.S. Coast Guard
USDA	U.S. Department of Agriculture
USFWS	U.S. Fish and Wildlife Service
VA	U.S. Department of Veterans Affairs
VPSO	Village Public Safety Officer

1.0 INTRODUCTION

1.1 Overview

Alaska Statutes (AS), Title 29, requires the Kodiak Island Borough (KIB or Borough) to engage in the creation and management of a comprehensive plan. Specifically, AS 29.40.030 defines what a comprehensive plan is, what it does, and how it is to be adopted by the Borough. Per AS 29.40.030, “the comprehensive plan is a compilation of policy statements, goals, standards, and maps for guiding the physical, social, and economic development, both private and public...” This update to the Larsen Bay Annex of the Kodiak Island Borough 2008 Comprehensive Plan meets the definition of a comprehensive plan and provides elements such as a land use plan and recommendations for implementation of the comprehensive plan.

1.2 Plan Background

The Borough’s current comprehensive plan was adopted in 2008. Prior to that, the Borough had not adopted a new comprehensive plan since 1968; though several planning efforts were undertaken between 1968 and 2008, and incorporated by reference to the 1968 Comprehensive Plan. Such a planning effort was undertaken for Larsen Bay and adopted by the KIB Assembly in 1984.

In June 2017 the Larsen Bay City Council adopted Resolution 17-11, requesting formal review and update of the Larsen Bay Annex of the Kodiak Island Borough 2008 Comprehensive Plan. In August 2017, the Borough Assembly directed Community Development staff to collaborate with Larsen Bay in developing this current update to the Larsen Bay Annex. An implementation action identified in the 2008 Comprehensive Plan is “periodically update the Comprehensive Plan with maximum public input and review”. This update to the Larsen Bay Annex meets the goal of updating and improving the effectiveness of Borough plans. The public and local government participation activities for this 2018 Larsen Bay Comprehensive Plan Annex Update are summarized in Chapter 5 and captured in more detail in Appendices B and C.



Figure 1: Icicle Seafoods, Inc. Cannery

2.0 EXISTING CONDITIONS

2.1 Geography, History, and Culture

The City of Larsen Bay (City), or Uyaksaq as it is called in the indigenous Alutiiq language, is located on Uyak Bay, on the northwest coast of Kodiak Island. It is 62 miles southwest of the City of Kodiak and 285 miles southwest of Anchorage. The area is believed to have been inhabited for at least 2,000 years by the Alutiiq people. The City was incorporated in 1974. Larsen Bay is a place of great beauty, and visitors come from all over to experience it. Today Larsen Bay—a cluster of houses, large metal-roofed cannery buildings, sturdy wooden docks, and boardwalks—is a community with a rich and mixed heritage that is rooted in the old Alutiiq traditions with a strong Scandinavian heritage that arrived beginning in the later 1800s with the fishing industry. Larsen Bay is named for Peter Larsen, an Unga Island entrepreneur known for trapping, furring and guiding.

A tannery was operated on Uyak Bay in the early 1800s. The modern community began to develop in 1888 when the Arctic Packing Company constructed a cannery on the western shore of Larsen Bay, opposite the present location of the village. Here a seasonal community processed salmon from southern Kodiak Island.

In 1911, the Alaska Packers Association built a large modern cannery next to the future site of Larsen Bay village. By about 1930, families living in the Uyak Bay region began to settle beside the cannery, and were joined gradually by residents from nearby Karluk and Uganik. The cannery, which continues to operate seasonally under changed ownership¹, provides employment for community members and brings in large numbers of seasonal workers from outside Larsen Bay. Many Alutiiq and non-native families alike also lead guided hunting and fishing excursions around scenic Uyak Bay.

Despite its association with the canning industry, Uyaqsaq was once home to many ancient Alutiiq families. A portion of the village rests atop the Uyak site, a massive prehistoric midden that holds houses, tools, and burials. This site is one of the best-known in Alaska due to its research history. In the 1930s, Aleš Hrdlička, a physical anthropologist from the Smithsonian Institution, led investigations here. In his quest for human remains he paid little attention to archaeological details, destroying valuable information and removing hundreds of ancestral remains. In 1991, Larsen Bay residents argued successfully for the return of these remains. One of the first repatriations in the United States, their efforts set a precedent for the return of Native American skeletons and reverential treatment of Native American graves.

2.2 Population and Housing

2.2.1 Population

The 2010 U. S. Census found a total of 87 people living in Larsen Bay, of whom 71% were of American Indian or Alaskan Native (AI/AN) descent. Nearly all the remaining residents are identified as white. Many residents of Larsen Bay are descended from the indigenous Alutiiq people. A summary of the population's age distribution in 2010 is presented in Table 1. According to the Alaska Department of Education and Early Development, the enrollment for the 2016-2017 school year at the Larsen Bay School was 16.

¹ The cannery is now owned and operated by Icicle Seafoods Inc.

Table 1: Larsen Bay Age Distribution

Age Range	Number of Individuals
0 to 19 Years Old	21
20 to 39 Years Old	22
40 to 59 Years Old	22
60 years and Over	22
Total	87

The 2000 U.S Census identified a population of 115 in Larsen Bay, indicating a population decline of approximately 24% between 2000 and 2010. According to the U.S. Census, Larsen Bay’s population peaked in 1980 at 168. The last 100 years of U.S. Census data are captured in Table 2.

Table 2: Larsen Bay Population (1910-2010)

Census Year	Population	% Change
1910	0	--
1920	0	--
1930	0	--
1940	38	--
1950	53	39.5%
1960	72	35.8%
1970	109	51.4%
1980	168	54.1%
1990	147	-12.5%
2000	115	-21.8%
2010	87	-24.3%

2.2.2 Housing

The 2010 U.S. Census showed 70 housing units in Larsen Bay, of which 34 were occupied and 36 vacant. This 51.4% vacancy rate was the highest in the Borough. Among the occupied units, 20 (59%) were owner-occupied and 14 (41%) were renter-occupied. All housing units were detached, single-family homes. The City’s average household size of 2.56 persons was among the lowest in the Borough; higher only than Port Lions. A significant portion of the City’s housing units (43%) were built between 1980 and 1989. Only 3% were built in 1990 or later. The remaining 54% of units were built throughout the 1940’s through the 1970’s.

As of 2017, approximately 18 homes in Larsen Bay had senior citizens (65+ years of age) identified as the head of household² and in many cases, these houses were occupied by a senior living alone.

2.3 Local Government

Larsen Bay is incorporated as a second-class city, and is governed by a seven-person city council that includes the mayor. Council members serve staggered three-year terms. As of 2017, the City of Larsen Bay employed 9 full-time and 5 alternate/on-call employees. The City brings in a limited amount of revenue via a 3% sales tax. Most municipal funds come from service charges and other revenue sources. The following services are provided to Larsen Bay by the City and other agencies:

- Street and sidewalk maintenance, (City and Tribal Council)
- Electricity (City)
- Water and sewer (City)
- Health services (Kodiak Area Native Association (KANA))
- Cemetery (City)
- Library, senior facility and Culture Center (City, Tribal Council, and Kodiak Senior Services)
- School/educational services (Kodiak Island Borough School District (KIBSD) and KIB)
- Small boat harbor (City)
- Solid waste management (City)
- Emergency response (Community Emergency Response Team (CERT))

The Natives of Larsen Bay Tribal Council (Tribe) is recognized by the Bureau of Indian Affairs as the official governing body for the Native Village of Larsen Bay. The Tribal Council has a full-time president and seven tribal council members. The Larsen Bay Tribal Council has not yet specified its jurisdictional territory.

2.4 Land Management and Use

The Borough is responsible for all planning and zoning within the City of Larsen Bay. The KIB Community Development Department prepared the 1984 Larsen Bay Comprehensive

² Department of Commerce, Community, and Economic Development (DCCED). Larsen Bay RUBA Study. 2017.

Development Plan, which describes the conditions that existed in the community at that time, identifies local issues and establishes goals and objectives for the community. In 2004 the City, in cooperation with other organizations in Larsen Bay, prepared the 2004 Larsen Bay Community Plan, which included similar, updated content. Two years later, the Kodiak Island Borough Assembly adopted the 2008 Comprehensive Plan, which included an annex specific to Larsen Bay. This annex was based largely on the 2004 Larsen Bay Community Plan.

If the provisions of the 1984, 2004, or 2008 (annex) plans, as they relate to land use or zoning in Larsen Bay, conflict with this update to the Larsen Bay Annex, the updated Larsen Bay Annex shall take precedence. Borough-wide land use goals, policies, and implementation actions will continue to be considered, but will be done so within the context of local land use goals.

Currently, the following zoning districts, identified in Borough Code are applicable to parcels in Larsen Bay:

- Business (B)
- Conservation (C)
- Industrial (I)
- Light Industrial (LI)
- Public Use Lands (PL)
- Single-Family Residential (R-1)

A local village corporation, Nunachkpit, was formed for Larsen Bay under the Alaska Native Claims Settlement Act (ANCSA). Nunachkpit later merged into the Koniag, Inc. Native Corporation. Because of this merger, Koniag, Inc. owns and manages much of the land immediately adjacent to the City of Larsen Bay and in the neighboring Karluk River Drainage, including both the surface and sub-surface estates. The federal government also owns significant land holdings near Larsen Bay, which are part of the Kodiak National Wildlife Refuge. Commercial access to refuge lands for hunting and fishing is strictly regulated, and Larsen Bay residents rely on access to both Koniag, Inc. and refuge lands for subsistence and commercial guiding and fishing activities.

The City of Larsen Bay owns 37 parcels, totaling approximately 135 acres, within the City's corporate boundary. These lots include municipal and community buildings such as city hall/teen center, the fire department, post office, and clinic, as well as a number of lots that are currently vacant and zoned R1—Single-Family Residential.

The Larsen Bay Tribal Council owns three lots within the corporate boundary of the City of Larsen Bay, totaling approximately 150 acres. One parcel houses the tribal hall, one is the site of a vacant building adjacent to the school (the Tribal Council is currently working on abatement/remediation of this contaminated site), and one is a very large vacant lot zoned C—Conservation located southeast of the airport. The Tribal Council also owns several parcels outside of the City's corporate boundaries, but in the vicinity of the Larsen Bay community.

2.5 Economic Development

According to the State of Alaska Department of Labor and Workforce Development's Alaska Local and Regional Information (ALARI) system³, approximately 64% of Larsen Bay's population over the age of 16 is employed at least part-time, with resident employment wages totaling almost \$840,000 in 2016. A number of community residents over the age of 16 are not employed, but are not seeking work. However, ALARI identifies 5 unemployment claimants in Larsen Bay in 2016. As of 2016, the U.S. Census Bureau's American Community Survey (ACS) estimates indicate a median household income of \$34,750 and a mean household income of \$58,490.

The City of Larsen Bay and KIBSD are the largest employers of full-time employees in the community. A large portion of Larsen Bay's resident employment wages come from the fishing industry. In 2016, the estimated earnings for all fisheries (including salmon and groundfish) were \$492,164.

Larsen Bay is one of only two outlying communities on Kodiak Island that has a local cannery outside the City of Kodiak. The other is located near Akhiok. The cannery, owned by Icicle Seafoods Inc., is the largest employer in Larsen Bay; employing approximately 160 seasonal

³ 2016 estimates.

personnel, though most of these cannery positions are filled by non-resident workers. Within the city there are also six lodges, which are open seasonally.



Figure 2: View of Uyak Bay from Larsen Bay Lodge

A study of employment and jobs held by local residents was conducted as part of the Larsen Bay Community Plan process in the early 2000s and no similar study has been conducted since that time. According to that study, there were 222 employment positions in the community, but only 12 of those were full-time. Thirteen of the jobs were part-time, and 187 were seasonal. Only 11 jobs in the community included some form of benefits.

Revenue to the City of Larsen Bay is collected through several means. The State of Alaska’s Community Assistance (CAP) Program (formerly known as the Community Revenue Sharing Program) provides an annual allocation, which was \$63,752 for 2017. Additionally, the City is eligible for funding under the State’s Shared Fisheries Business Tax Program, which brought \$18,783 to the City in 2017. The City also has two taxes—a 3% sales tax (collected by the City) and a bed tax of \$5 per person per night (collected by the Borough)—and collects rents for municipal utility and waste services⁴.

2.6 Transportation and Public Facilities

The City of Larsen Bay provides electricity, water, sewer and solid waste disposal services. The City is also responsible for road maintenance, which is financially supported by the Larsen Bay

⁴ According to the RUBA study in Appendix C, the City’s utility revenues are only marginally higher than its utility expenses. The utility currently operates with a net profit of \$446.06.

Tribal Council through the Tribal Transportation Program⁵. The roads are not paved and do not have streetlights, and road dust is often a problem in summer. The City has a small boat harbor with limited facilities.

The State of Alaska owns a small 2,700- foot gravel airstrip that receives regularly scheduled flights from small aircraft charter companies located in and around the City of Kodiak⁶. Maintenance services for the airstrip are performed by a contracted party and are paid for by the State of Alaska. The Alaska Department of Transportation and Public Facilities' (ADOT&PF) Alaska Aviation System Plan indicates that it is the State's goal to extend all Community Class runway facilities to 3,300 feet. However, Larsen Bay's current Airport Layout Plan (ALP) identifies the airport's ultimate phase as maintaining a 2,700-foot runway facility⁷. To provide justification for an extension and determine Airport Improvement Plan (AIP) eligibility, an analysis of current and forecasted activity and fleet mix would need to be completed.

Minimal airport maintenance and improvement projects have been completed at the airport since the 2008 Comprehensive Plan was adopted. In 2013 \$78,800 in AIP funds were provided for surface preservation of the runway and in 2017 \$442,420 in AIP funds were provided for the purchase of a new grader, which will be delivered to the airport in summer 2018. Deferred maintenance will also occur at the airport in summer 2018, to include dust palliative treatment and airport lighting repairs.

Larsen Bay's bulk fuel storage facility holds both heating oil and gasoline, with a total capacity of 85,000 and 40,000 gallons, respectively. Fuel is delivered to the community by barge in the spring months. Construction of the bulk storage facility is relatively recent and the tanks are in good condition.

The City's power is generated primarily by a small hydroelectric plant located about a mile from town that was built in 1985. Although the hydroelectric plant's generator is at 475KW (kilowatt) output, its current capacity is limited to 250KW due to age-related operational limitations. The

⁵ Anticipated shares for the Larsen Bay Tribal Council range from approximately \$46,000 in FFY2017 to approximately \$51,000 in FFY2020.

⁶ 2016 data provided by air carriers indicate that Arctic Transportation, Grant Aviation, Iliamna Air Taxi, Island Air Service, and Servant Air Inc. has enplaned passengers at the Larsen Bay airport.

⁷ The analysis completed during the development of the ALP was completed in 2007.

City's diesel generators, which are rarely used, have the same limitations on peak demands as the hydroelectric system. Any future development in Larsen Bay would be predicated on an upgrade to local power production capabilities. The Icicle Seafoods Inc. cannery currently maintains its own electrical generation plant.

The City's new water plant, with a design capacity of 115,000 GPD (gallons per day), was opened in 2011. Historical usage data indicates that the City's overall daily usage should not exceed 40,000 gallons. However, due to losses from leaks in the system, the City is currently losing ~50% of its production and using approximately 80,000 gallons each day. The success of future development requiring expansion of the water system in Larsen Bay will be predicated on the City's ability to correct the current problems contributing to the high loss rate. A Water Utility Rate Study was completed for the City of Larsen Bay in May 2017 by the Division of Community and Regional Affairs (DCRA)⁸ and has been included as Appendix D of this plan.

Healthcare services are provided by KANA, which operates a small clinic staffed by one full-time health aide and one full-time health aide trainee. They provide assistance for minor health concerns and first response emergencies. KANA also provides limited in-village physician and dental services twice per month through itinerant health care providers.

The community has one Village Public Safety Officer (VPSO). This position is administered by KANA, but operational oversight and funding are provided through the Alaska Department of Public Safety, Division of Alaska State Troopers. Larsen Bay has been without an active duty VPSO for over a year, but both KANA and Larsen Bay are hopeful that a full-time VPSO will again be present in the community in the very near future.

Larsen Bay also has a volunteer fire department and some fire-fighting equipment, including one truck and one trailer that can be pulled behind an off-road vehicle. Emergency response is provided through the five-member Certified Emergency Response Team, in accordance with a community Emergency Response Plan.

The City also supports a small library and Culture Center.

⁸ The division is housed within the State of Alaska's DCCED.

2.7 Parks and Recreation

Except for the Culture Center, there are no formal recreational facilities in Larsen Bay, thus, the City of Larsen Bay does not have a standalone Parks and Recreation Department or formal year-round program. However, the City has a use agreement through KIBSD to use the school gym after school hours during the school year and the City hires a Supervisor to oversee the activities and set activity schedules.

In the summer of 2017 the Borough installed new playground equipment at the school, including swings, slides, and climbers. In addition to the playground improvements at the school, the Larsen Bay Tribal Council received a grant in 2017 to improve public access and use of Clyda's Beach, a local favorite with the community for beach fires and gatherings. Construction will be completed by spring of 2018 and includes slides, climbers, and picnic tables. This beach, along with Moses' Beach are popular community beaches for picnicking, octopus hunting, beachcombing, and swimming.

Larsen Bay is surrounded by the beauty of Uyak Bay and its beaches, which are protected by large tracts of land owned by Koniag, Inc. and the U.S. Fish and Wildlife Service, as part of the Kodiak National Wildlife Refuge.

Many families have 4-wheelers and do trail riding, beach riding, travel to Karluk River, hunting, fishing, hiking, boating and skiff riding as both recreation and transportation. And most families participate in recreational and subsistence hunting and fishing.

2.8 Environmental Quality and Natural Resources

Like the rest of the Kodiak Archipelago, there is a strong marine influence in the area around Larsen Bay. The area experiences very little freezing weather, with an average high temperature of 62°F. Cloud cover and fog are common, as are severe storms between December and February. This climate supports a wide variety of plant, animal and bird life. Marine mammals such as whales, sea lions, seals, and otters are frequent visitors to Uyak Bay and are often visible from the City. The waters around Larsen Bay have been recognized as some of the richest commercial fishing grounds in the world, with large stocks of Pacific salmon, halibut, cod, and crab⁹.

⁹ NOAA. 2013.

Terrestrial mammals such as brown bear, Sitka black-tail deer, mountain goats, and red fox are found in the vicinity of Larsen Bay and are regularly hunted by locals and guided hunters alike. The management of game resources is the responsibility of the Alaska Department of Fish and Game (ADF&G).

Mild earthquake activity is frequent in the area, with several fault lines in the general vicinity; the closest being only 3.5 kilometers (km) from Larsen Bay. In addition to earthquake activity, other natural hazards to which Larsen Bay is vulnerable include volcanic activity, landslides, coastal flooding, coastal erosion, sea-level rise, and tsunamis, though the risk of tsunamis is relatively low for Larsen Bay compared to other coastal communities in Alaska due to its location on the west side of Kodiak Island.

3.0 ISSUES

Through the stakeholder engagement process, several issues were identified for the Larsen Bay Community. These issues are:

3.1 Potential School Closure due to low Enrollment

As of January 2018, enrollment at the Larsen Bay School is twelve students; down five from the beginning of the 2017-2018 school year. Once the school is closed, families with school-aged children will likely leave the community, making it less likely that the school will reopen in the near future. The school provides much more beyond the education of children in Larsen Bay; social connections, jobs, communal event space, and an area to participate in healthy activities.

3.2 Aging Public Infrastructure

Upgrades are needed to much of the City's infrastructure, including the boat harbor, roads, and the water/sewer system. As the tax base declines with the population, the funding of improvements becomes less likely to be sustainable over time.

3.3 Lack of Desirable Housing Inventory/Lack of Housing Options

A number of houses in Larsen Bay are owned privately, but are not occupied consistently and have fallen into a state of disrepair. A lack of available, habitable housing provides a stumbling block for the community because there's no inventory for purchase or rent by new or returning families.

Additionally, there are no housing options in Larsen Bay outside of single-family residential homes. All residential property in Larsen Bay is zoned R1-Single-Family Residential, which means that under current Borough Code, two-family and multi-family residences are not permitted in any residential area within the community.

3.4 Social and Environmental Impacts of Commercial Uses

Commercial lodge and fishing operations are numerous in Larsen Bay. While the community does not wish for these thriving industries to leave Larsen Bay, several issues have come up relating to the strain on natural and community resources, as well as the incompatibility with some lodges and the existing land uses that they've located next to. The community is concerned with the potential for overharvesting of both marine and terrestrial food sources, the demand caused by moderate to intense commercial uses on public utilities and services, and is concerned that the activities occurring at some lodges are a threat to the health, safety, and welfare of Larsen Bay residents. Other nuisances have been reported in conjunction with these commercial activities, including the deliberate attraction of bears, the unsafe processing of game, and the possession of both firearms and alcohol in close proximity to public facilities (e.g. the school and City building).

3.5 Lack of Local Authority and Coordination with the Borough in the Land Use Decision-Making Process

Currently the Borough has planning and land use authority island-wide. However, because the local community is most significantly impacted by Borough land use decisions, Larsen Bay sees a significant need for a stronger local voice in such decision-making. Currently, local municipalities are treated as equals of private property owners for the purposes of notification and comment for proposed land use actions. Regular coordination and communication regarding land use between the City and the Borough has been inadequate in the past.

3.6 Affordable, Reliable Internet Connections

The current lack of affordable and reliable internet connections in Larsen Bay causes numerous problems in the community. City and tribal employees have inconsistent connections that hamper their ability to perform essential municipal functions. Other important local institutions face the same obstacles, including the clinic, cannery, and post office. The internet at the Larsen Bay

School is paid for through funding provided by KIBSD, but the connection speed is extremely slow when compared to those experienced by the public schools located in the Kodiak Urban Area.

3.7 Lack of Borough Code Enforcement

The Borough has been made aware of several code violations in Larsen Bay, but does not have a formalized, effective code enforcement system in place to deal with complaints and violations in a standard and efficient way. The lack of code enforcement follow-through at the Borough level has led to significant land use conflicts and infrastructure strain within the community.

4.0 VISION, GOALS, POLICIES, & IMPLEMENTATION ACTIONS

4.1 Vision

Prior to fully developing the goals, policies, and implementation actions below, the community of Larsen Bay revisited the vision statements from its 2004 Community Comprehensive Plan. The community's updated vision statement for this plan update—the 2018 Larsen Bay Comprehensive Plan Annex Update—is:

Larsen Bay is a unique and vibrant community, that will strive to maintain its diversity, spirit of self-sufficiency, respect for the environment, and emphasis on local education; through a focus on self-governance and the development of a sustainable economy.

It is the hope of the community that this vision will be realized through the implementation of this plan's goals, policies, and implementation actions.

4.2 Housing

Goal #1 Improve housing conditions in Larsen Bay.

Policy #1 Seek out ways to address the high number of deteriorating, vacant residential structures in Larsen Bay.

Implementation Actions:

- Work with the Kodiak Island Housing Authority (KIHA) to learn about programs and incentives offered to provide housing (e.g. rental and ownership programs).
- Work with the Alaska Housing Finance Corporation (AHFC) to learn about programs and incentives offered to provide housing (e.g. rental and ownership programs).
- Look for grant or low-interest loan opportunities through agencies such as the U.S. Department of Housing and Urban Development (HUD) and U.S. Department of Agriculture (USDA) that are targeted at housing in rural areas.
- Research tools available to local communities such as land banks and trusts to manage and redevelop blighted property.
- Review City ordinances and policies pertaining to deteriorating City-owned structures and determine options for removal and renovation.

Policy #2 Seek out ways to aid community members in completing necessary repairs and upkeep activities on their homes.

Implementation Actions:

- Host community beautification events.
- Look for grant or low-interest loan opportunities through agencies such as HUD, USDA, or the U.S. Department of Veterans Affairs (VA) to help seniors and low-income residents repair their homes.
- Work with KIHA and AHFC to find programs supporting the repair, weatherization, or energy use reduction of homes in Larsen Bay.

Goal #2 **Provide more housing choices in Larsen Bay.**

Policy #1 Work with the Borough to educate the community on existing housing options.

Implementation Actions:

- Request that Borough staff provide educational opportunities to the community on existing zoning districts and the process of rezoning property.
- Request that Borough staff provide educational opportunities to the community on permitting requirements for residential construction projects.

Policy #2 Work with the Borough to create opportunities in Larsen Bay that allow for a variety of housing options relating to land use.

Implementation Actions:

- Coordinate with the Borough and other village communities to develop Village Zoning Districts that provide flexibility to the community.
- Rezone properties currently zoned R1-Single-Family Residential to other residential zoning districts that allow for two-family and multi-family development.

Policy #3 Create more housing options by effectively utilizing City-owned resources.

Implementation Actions:

- Inventory all City-owned property and determine which vacant lots are best suited for sale for residential development.
- Renovate and sell or rent City-owned residential structures.

4.3 Local Government

Goal #1 Provide an accountable and sustainable city government for the citizens of Larsen Bay.

Policy #1 Ensure that employees are monitored and that employee compensation is appropriate for work being performed.

Implementation Actions:

- Review all job descriptions and compensation packages and see where positions can be consolidated, where staff can be cross-trained, and make sure that compensation is in line with the current fiscal crisis of the City.
- Assure that all employees are reviewed annually with a standard performance evaluation.
- Carefully review all requests for City-paid travel and associated compensation for employees.
- Formalize expectations for sharing the direct benefits and knowledge gained from all City-paid travel upon return to Larsen Bay; for both employees and elected officials.

Policy #2 Strive to develop a budget that is reflective of current fiscal realities.

Implementation Actions:

- Seek ways of reducing expenses before increasing fees.
- Apply bans on City-funded travel when necessary to balance the budget.

Goal #2 Strengthen Larsen Bay's ability to self-govern.

Policy #1 Lobby for more local government oversight, while minimizing local government costs.

Implementation Actions:

- Encourage the Borough to develop a formal process by which input from local communities is received and considered during certain decision-making processes.
- Request delegation of authority from the Borough for powers that are best managed at the most local level.

Policy #2 Enhance the City of Larsen Bay’s and the Native Village of Larsen Bay’s internal administrative capabilities.

Implementation Actions:

- Attend annual events and trainings with organizations representing local government interests in Alaska, such as Southwest Alaska Municipal Conference (SWAMC), Alaska Municipal League (AML), and Alaska Federation of Natives (AFN).
- Develop a joint City and Tribal strategic plan for the administration of local government and periodically review the plan and the organizational structure of local government to ensure maximum efficiency and effectiveness.

Goal #3 **Create stronger relationships with Kodiak’s other local and tribal governments and agencies.**

Policy #1 Look for ways to share knowledge and resources with archipelago communities.

Implementation Actions:

- Continue attending the Rural Forum.

- Promote the development of ad hoc committees to address issues that arise during Rural Forum discussions.
- Schedule one-on-one discussions between leaders in Larsen Bay and leaders in other local communities.
- Learn about models that other communities/regions have instituted to pool financial resources.

Policy #2 Work with the Native Village of Larsen Bay, Koniag, Inc., and KANA to ensure maximum shareholder benefit in the community.

Implementation Actions:

- Collaborate with the Tribe and KANA to seek funding opportunities that may be unavailable to the City.
- Work with Koniag, Inc. to determine if there are mutually beneficial agreements that can be made with the City or Tribe for land leases, land sales, local business incentives, etc.

4.4 Land Use

Goal #1 Enhance flexibility of land use regulations.

Policy #1 Work with the Borough to modify existing zoning regulations to reflect the need for, and benefit of, multi-use districts in villages.

Implementation Actions:

- Lobby for, and provide input on, the development of Village Zoning Districts.

- Lobby for, and provide input on, the modification of existing zoning districts to allow for more flexibility in use and physical development.

Policy #2 Make land use changes to municipal or tribal lands to allow for flexibility and maximum public benefit.

Implementation Actions:

- Rezone municipal lands, as needed, to zoning districts that allow for more uses.
- Rezone tribal lands, as needed, to zoning districts that allow for more uses.
- Utilize other land use tools such as Conditional Use Permits and Variances to achieve site-specific flexibility in use.

Goal #2 **Carefully regulate land uses with potentially negative social and environmental impacts on the community.**

Policy #1 Insist on the enforcement of Borough land use regulations.

Implementation Actions:

- Lobby that the Borough develop a code enforcement system that enables the Borough to actively enforce against code violations; such as order the discontinuance of unlawful uses and order the removal or abatement of unlawful structures when said uses or structures cause harm to the public health, safety, or welfare or negatively impact the character of the community.

- Participate in the Borough’s process for developing a robust code enforcement system that allows for maximum community input.
- Maintain consistent contact with Borough officials regarding active code enforcement complaints/violations.
- Lobby that the Borough develop a nuisance ordinance to address issues such as sound, smell, and light disturbances in the Borough.

Policy #2 Develop local regulations that can mitigate negative impacts of land uses such as lodges, bed and breakfasts, industrial uses, and other uses whose intensity may impact or otherwise interfere with public services or welfare.

Implementation Actions:

- Develop local business licensing requirements for uses that require disproportionate use of community resources, such as water, sewer, electricity, and solid waste services.
- Develop a local nuisance ordinance that addresses issues such as sound, smell, and light disturbances within the city limits of Larsen Bay.

Policy #3 Work with government agencies (borough, state, tribal, and federal) who have jurisdiction over the activities engaged in by specific uses.

Implementation Actions:

- Work with the Borough to maintain a Future Land Use Designation map for Larsen Bay that meets the community’s vision and goals for the future.

- Work with the Borough to develop a process in which proposed land use actions must be reviewed by the local municipal government prior to consideration by the Borough Planning & Zoning Commission and Assembly.
- Encourage the Borough to abstain from reviewing and granting Future Land Use Designation changes and rezones for commercial properties until a process has been put into place that requires the review of such applications by the local jurisdiction.
- Work with the appropriate agencies to develop dedicated subsistence hunting areas.
- Work with the appropriate agencies to develop dedicated areas in which hunting and fishing by commercial lodges is prohibited (e.g. a 3-mile buffer around the City of Larsen Bay's municipal boundary).

4.5 Economy

Goal #1 Diversify Larsen Bay's economy.

Policy #1 Encourage the development of new businesses that are compatible with the character and resources of Larsen Bay.

Implementation Actions:

- Support the Tribe in the establishment of a coffee and gift shop for selling local arts.
- Support the development of ecotourism.
- Support the mariculture industry in Larsen Bay by providing favorable recommendations and comments for applications and

permitting documents required by various federal, state, and local agencies.

- Support the Tribal hoop house and chicken coop by buying locally.
- Reach out to other coastal communities and share ideas for development of new businesses.
- Require businesses to be in compliance with all requirements of Borough Code and other federal, state, and local regulations prior to issuance of any local business license.

Goal #2 Retain and expand existing local businesses licensed through the City.

Policy #1 Work through existing organizations to promote locally licensed businesses in Larsen Bay.

Implementation Actions:

- Encourage participation in publications and local events hosted by Discover Kodiak and the Kodiak Chamber of Commerce.
- Promote local hire by seasonal businesses.

Policy #2 Support the establishment of a Community Fishing Quota program.

Implementation Actions:

- Provide administrative assistance to support and tribal efforts to establish a Community Fishing Quota program.
- Provide supporting City Council resolutions and letters to the appropriate agencies to back any tribal efforts to establish a Community Fishing Quota program.

4.6 Transportation

Goal #1 Increase shipping and travel options for Larsen Bay.

Policy #1 Work with shipping/freight companies to provide regularly scheduled service to Larsen Bay.

Implementation Actions:

- Coordinate with other local communities to incentivize more frequent, regularly scheduled barge service.

Policy #2 Work with passenger service entities to provide additional modes of transportation or increased frequency and reliability for existing modes of transportation.

Implementation Actions:

- Work with funding agencies to fund the construction of a deep-water port.
- Work with the State of Alaska to institute ferry service to Larsen Bay upon completion of a deep-water port.
- Work with local air carriers to ensure parity between the needs of the local community and the needs of tourists.
- Work with local air carriers and local residents for coordinated air freight service.

4.7 Public Facilities, Health, and Safety

Goal #1 Maintain and upgrade public infrastructure to adequately meet the needs of Larsen Bay.

Policy #1 Engage in long-range operations and maintenance planning for City-owned utility and marine infrastructure.

Implementation Actions:

- Explore funding options for renovation of the City’s workshop and offices.
- Explore funding options for repair and upgrade of the City’s water system.
- Develop a Memorandum of Agreement (MOA) with Icicle Seafoods, Inc. to use their dock and personnel to move City freight.

Policy #2 Work with the Native Village of Larsen Bay to engage in long-range planning for all streets within the City of Larsen Bay.

Implementation Actions:

- Create an updated MOA for road maintenance.
- Develop a road maintenance schedule.
- Develop a maintenance schedule for the City’s heavy equipment.

Policy #3 Determine new infrastructure needs and identify the existing infrastructure improvements necessary to meeting the current and future requirements of the community.

Implementation Actions:

- Perform community lighting assessment.
- Conduct an assessment of municipal power, sewer, and water facilities to determine adequacy and to identify areas where increases in services are required.
- Explore funding options for new and upgraded municipal infrastructure requirements based on infrastructure assessments.

Goal #2 Enhance the health, safety, and welfare of the community.

Policy #1 Adopt and maintain hazard mitigation and emergency operations plans.

Implementation Actions:

- Work with the Borough and the State of Alaska’s consultant to complete the 2018 Hazard Mitigation Plan.
- Perform training and drills using the Emergency Operations Plan.
- Coordinate the Emergency Operations Plan with Icycle Seafoods Inc.’s Larsen Bay Plant staff and outline the responsibilities of the City and Icycle Seafoods Inc. in the event of an emergency during the summer season.

Policy #2 Maintain functionality of all emergency operations equipment and structures.

Implementation Actions:

- Regularly test Larsen Bay’s tsunami sirens.
- Assure functional readiness of the City’s tsunami shelter with routine maintenance and cleaning.
- Develop an oil response unit and train locals in oil response procedures.
- Store oil response materials in Larsen Bay.

Policy #3 Increase public awareness about emergency preparedness.

Implementation Actions:

- Post emergency procedures and expectations quarterly in the Larsen Bay Bulletin, Tribal and City offices, and the Post Office.

Policy #4 Train and support emergency response personnel and/or volunteers.

Implementation Actions:

- Coordinate with KANA's Emergency Medical Technician (EMT) Program to provide annual first aid (FA) and cardiopulmonary resuscitation (CPR) training to village residents.
- Hold quarterly updates and training for the local emergency response team under direction of the VPSO.

Policy #5 Construct consistent and affordable communications for the community.

Implementation Actions:

- Lobby for enhanced internet service.
- Lobby for enhanced phone service, both landline and wireless.
- Hold current service providers responsible for the maintenance of equipment and service to meet industry standards and federal/state requirements.

Policy #6 Maintain the presence of law enforcement personnel in Larsen Bay.

Implementation Actions:

- Explore creative staffing ideas (e.g. 2 weeks on/2 weeks off) that may attract candidates for the VPSO position.
- Encourage the presence of the Alaska State Troopers in the village.
- Encourage the reporting of illegal activities by members of the community to show the need for a VPSO.

4.8 Parks, Recreation, and Community

Goal #1 Provide organized recreational activities for all community members.

Implementation Actions:

- Maintain a relationship with the KIBSD, allowing for the community's use of the Larsen Bay School athletic facilities.
- Seek grant funding opportunities for programs that promote physical health and well-being through sport and exercise.

Goal #2 Provide outdoor parks and passive recreation sites for residents and visitors.

Implementation Actions:

- Seek grant funding opportunities for capital improvements at parks and recreation facilities (e.g. trail maintenance, interpretive signage, and waste receptacle installation).
- Install flower boxes on City buildings.
- Install park benches where appropriate.
- Construct a screened gazebo to provide visitors a respite from bugs in the summer months.

Goal #3 Promote community togetherness and preserve Larsen Bay's unique history.

Policy #1 Host and support activities that promote community togetherness and growth.

Implementation Actions:

- Host community cleanup days.
- Enhance the Teen Center and provide activities for young adults.
- Host learning events such as fishing or game processing clinics for young people.

- Explore ways to reach out to and interest families with children to move to Larsen Bay.

Policy #2 Engage in cultural activities in honoring Larsen Bay’s history and heritage.

Implementation Actions:

- Participate in Alutiiq Culture Week.
- Bring back Alutiiq/Russian Orthodox celebrations such as Masquerade.

4.9 Environmental Quality and Natural Resources

Goal #1 Protect the environment and natural resources of Larsen Bay.

Policy #1 Assess the impact of hunting and sport fishing activities in Uyak Bay on deer, halibut, and rockfish populations.

Implementation Actions:

- Support state and federal agencies in the enforcement of their laws and regulations and the monitoring of resources (fish and game) taken by outsiders.
- Coordinate with the appropriate regulatory agencies to develop procedures for lodges in Larsen Bay to report on numbers of fish and game taken by clients.

Policy #2 Assess the life expectancy of the landfill and the burden placed on it by seasonal commercial activities.

Implementation Actions:

- Develop projections of future needs based on historic and current trends in landfill use.

- Analyze usage patterns by user category (e.g. industrial, other commercial, residential) and assess fees suitable to the use of the landfill.

Goal #2 Balance economic needs with environmental quality and natural resource use.

Policy #1 Work with the appropriate government organizations (federal, state, tribal, borough) to protect environmental resources affected by commercial activities.

Implementation Actions:

- Coordinate with state agencies such as ADF&G, the Alaska Department of Environmental Conservation (DEC), and the Alaska State Troopers (AST) to ensure that local businesses and residents are obeying all state laws regarding game management, waste disposal, public safety, etc.
- Coordinate with federal agencies such as the U.S. Fish and Wildlife Service (USFWS), the U.S. Environmental Protection Agency (EPA), and the U.S. Coast Guard (USCG) to ensure that all local businesses and residents are obeying all federal laws regarding game management, waste disposal, public safety, etc.

Policy #2 Limit the number of commercial fishing and hunting lodges in Larsen Bay.

Implementation Actions:

- Implement a City-administered limited entry system for lodges within the City of Larsen Bay.
- Work with Borough Code Enforcement to ensure compliance with land use ordinances.

- Seek out successful municipal regulatory enforcement practices from other municipalities and agencies and develop a local regulatory enforcement policy based on those practices.

Policy #3 Promote ecotourism.

Implementation Actions:

- Develop a City of Larsen Bay website that lists local ecotourism activities.
- Coordinate with the Borough to utilize their website to promote ecotourism opportunities in Larsen Bay.
- Partner with Discover Kodiak and other agencies to promote ecotourism opportunities in Larsen Bay.

4.10 Proposed Future Land Use Designation Map

The Proposed Future Land Use Designation Map identifies the community’s vision for Larsen Bay based on the consensus that, at present, the proposed uses are the highest and best use for each identified parcel. These designations do not provide commitment on behalf of property owners to utilize property in a certain way, nor do they replace or negate existing Borough Code and goals, policies, and implementation actions identified in this plan. Rather, the Proposed Future Land Use Designation is used as one tool in the planning toolbox to responsibly guide land development into the future.

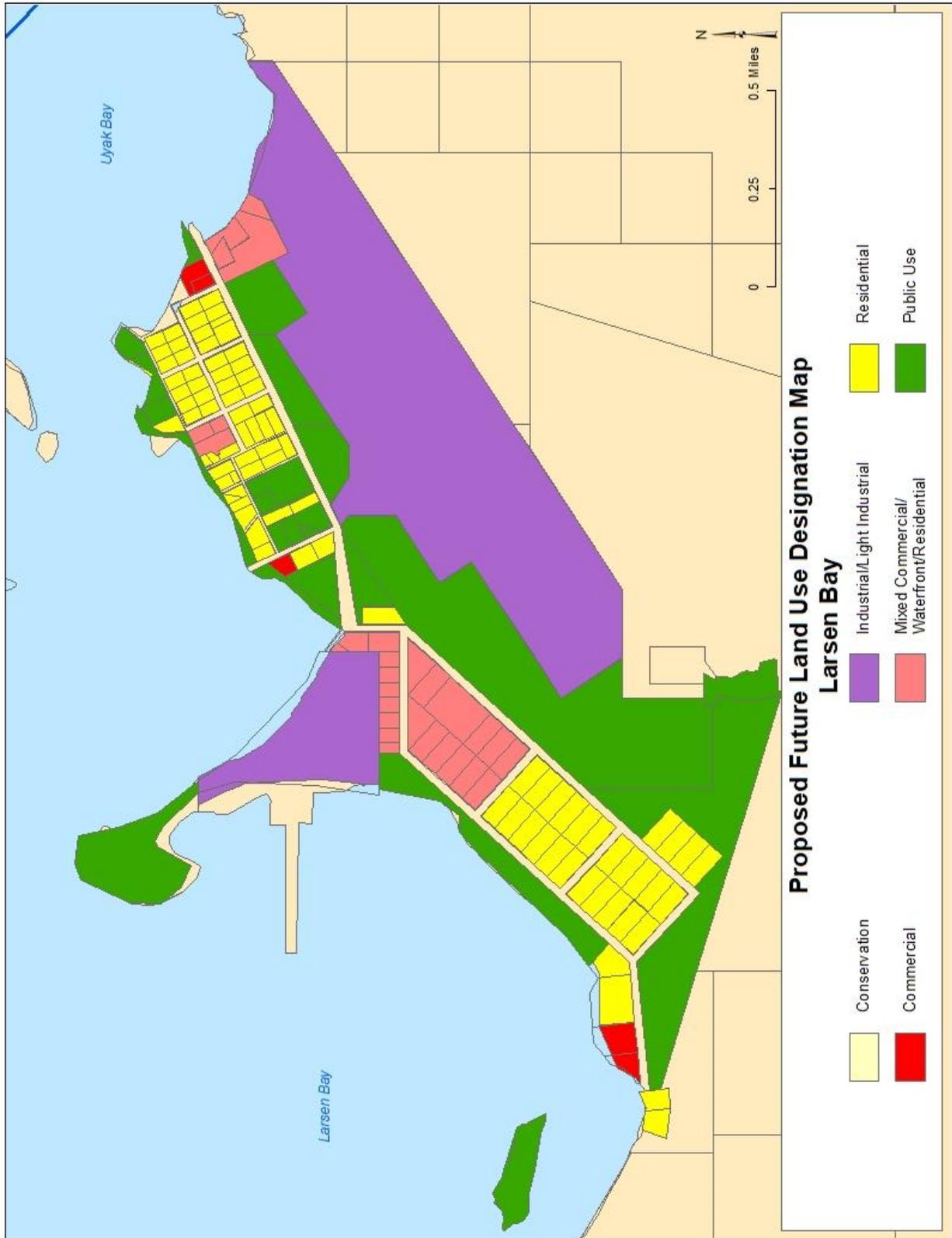


Figure 3: Proposed Future Land Use Designation Map

5.0 STAKEHOLDER ENGAGEMENT

Prior to kicking off the effort to update the 2008 Comprehensive Plan Annex for Larsen Bay, a Public Involvement Plan was created by KIB staff and given to the Larsen Bay City Council for review and approval. This plan, included in Appendix A, details the ways in which government agencies, for-profit agencies, individual community members, non-profits, etc. could participate in the planning effort.

5.1 Governmental Coordination

The City of Larsen Bay was the primary contact during the planning effort. The City's Comprehensive Plan Advisory Committee (CPAC) was put together as a steering committee to guide development of the project and provide input to Borough staff on local issues, proposed solutions, and suggestions for logistics during the public outreach process (Section 5.3). To ensure maximum local government representation, the CPAC included membership from the Native Village of Larsen Bay.

5.2 Public Outreach

Public outreach is key to successfully developing and implementing any comprehensive plan. As laid out in the Public Involvement Plan, several public meetings were held at key decision points in the project to solicit feedback and be provided guidance from the Larsen Bay community. Meeting materials, including meeting summaries, sign-in sheets, and PowerPoint presentations are included in Appendix B.

Letters were sent to every property owner and U.S. Post Office Box holder in Larsen Bay notifying them of the planning process. For those interested in ongoing project updates, distribution lists were created by Borough staff, allowing interested parties to be notified by e-mail, mail, or phone of progress, upcoming meetings, and ways to participate in the project.

Meetings were advertised in conjunction with, or in the same manner as, Larsen Bay City Council meetings to ensure adequate notice and/or compliance with the Alaska Open Meetings Act.

5.2.1 Public Meeting #1

The first public meeting for the plan update was held on January 10, 2018 at the Larsen Bay City Building. This meeting was to introduce the project, talk about issues in Larsen Bay, talk about

the vision/goals for Larsen Bay, and give the community an idea of what to expect moving forward. This meeting was held in conjunction with a Senior Center dinner and City Council meeting. Both the Council and the public reviewed the issues documented in the existing 2008 Comprehensive Plan and provided input on current issues in Larsen Bay. This discussion, along with high-level discussions about existing goals for Larsen Bay provided Borough staff direction in drafting new vision, issues, and goals statements for community review and finalization at Public Meeting #2.

5.2.2 Public Meeting #2

The second public meeting was held on February 10, 2018 at the Larsen Bay School in conjunction with a community spaghetti dinner. At this meeting, the focus was on four components: providing an overall project update, reviewing and finalizing the draft issues, vision, and goals, gaining community input on draft policies and implementation actions, and sharing next steps for the project. The community members in attendance spent time discussing each of these components and provided Borough staff the information needed to move forward in finalizing policies and implementation actions at Public Meeting #3.

5.2.3 Public Meeting #3

The third public meeting for the plan update was held on May 1, 2018 at the Larsen Bay City Building. The objectives of this meeting were to provide a project update, finalize policies and implementation actions in support of the goals finalized at Public Meeting #2, review the Proposed Future Land Use Designation Map, and discuss next steps (drafting of the plan).

5.2.4 Public Meeting #4

The purpose of Public Meeting #4 was to share the draft plan, in its entirety, with the community and let the public know when and how to provide input during the public comment period. This meeting was held on June 5, 2018 at the Larsen Bay City Building.

5.3 Comprehensive Plan Advisory Committee

The CPAC, as mention in Section 5.1, acted as a steering committee to provide Borough staff direction during the planning process. The CPAC worked closely with Borough staff on activities such as gathering data, identifying issues, drafting goals, policies, and implementation actions, and coordinating public outreach. The CPAC met weekly for much of the project development process

and was as integral part of the planning effort. The CPAC was made up of 7 members who were appointed by the Larsen Bay City Council; representing the City, the Tribe, and the public at-large.

6.0 PLAN IMPLEMENTATION

A useful comprehensive plan relies on the follow through of its users. Each of the goals and policies will inform and guide decisions made by the Kodiak Island Borough. However, for complete implementation of the plan, it is important to identify agencies/organizations responsible for the oversight of each implementation action (e.g. the Borough, the City, or the Tribe). The table in Section 6.1 provides suggestions for who should be involved in the process of completing each implementation action. The suggestions in the table below are to be viewed as a guide and may change based on factors such as a given agency’s staff availability, funding abilities, etc.

Table 3: Participation in Goals and Implementation Actions

Goals and Implementation Actions	Proposed Participation
Housing	
Goal #1 Improve housing conditions in Larsen Bay.	
<ul style="list-style-type: none"> • Work with KIHA to learn about programs and incentives offered to provide housing. 	City/Tribe
<ul style="list-style-type: none"> • Work with AHFC to learn about programs and incentives offered to provide housing. 	City/Tribe
<ul style="list-style-type: none"> • Look for grant or low-interest loan opportunities through agencies such as HUD and USDA that are targeted at housing in rural areas. 	City/Tribe
<ul style="list-style-type: none"> • Research tools available to local communities such as land banks and trusts to manage and redevelop blighted property. 	City
<ul style="list-style-type: none"> • Review City ordinances and policies pertaining to deteriorating City-owned structures and determine options for removal and renovation. 	City
<ul style="list-style-type: none"> • Host community beautification events. 	City
<ul style="list-style-type: none"> • Look for grant or low-interest loan opportunities through agencies such as HUD, USDA, or the VA to help seniors and low-income residents repair their homes. 	City
<ul style="list-style-type: none"> • Work with KIHA and AHFC to find programs supporting the repair, weatherization, or energy use reduction of homes in Larsen Bay. 	City
Goal #2 Provide more housing choices in Larsen Bay.	

- Request that Borough staff provide educational opportunities to the community on existing zoning districts and the process of rezoning property. City/KIB
- Request that Borough staff provide educational opportunities to the community on permitting requirements for residential construction projects. City/KIB
- Coordinate with the Borough and other village communities to develop Village Zoning Districts that provide flexibility to the community. City/KIB
- Rezone properties currently zoned R1-Single-Family Residential to other residential zoning districts that allow for two-family and multi-family development. City
- Inventory all City-owned property and determine which vacant lots are best suited for sale for residential development. City
- Renovate and sell or rent City-owned residential structures. City

Local Government

Goal #1 Provide an accountable and sustainable city government for the citizens of Larsen Bay.

- Review all job descriptions and compensation packages and see where positions can be consolidated, where staff can be cross-trained, and make sure that compensation is in line with the current fiscal crisis of the City. City
- Assure that all employees are reviewed annually with a standard performance evaluation. City
- Carefully review all requests for City-paid travel and associated compensation for employees. City
- Formalize expectations for sharing the direct benefits and knowledge gained from all City-paid travel upon return to Larsen Bay; for both employees and elected officials. City
- Seek ways of reducing expenses before increasing fees. City
- Apply bans on City-funded travel when necessary to balance the budget. City

Goal #2 Strengthen Larsen Bay’s ability to self-govern.

- Encourage the Borough to develop a formal process by which input from local communities is received and considered during certain decision-making processes. City
- Request delegation of authority from the Borough for powers that are best managed at the most local level. City
- Attend annual events and trainings with organizations representing local government interests in Alaska, such as SWAMC, AML, and AFN. City
- Develop a joint City and Tribal strategic plan for the administration of local government and periodically review the plan and the organizational structure of local government to ensure maximum efficiency and effectiveness. City/Tribe

Goal #3 Create stronger relationships with Kodiak’s other local and tribal governments and agencies.

- Continue attending the Rural Forum. City/Tribe
- Promote the development of ad hoc committees to address issues that arise during Rural Forum discussions. City/Tribe
- Schedule one-on-one discussions between leaders in Larsen Bay and leaders in other local communities. City/Tribe
- Learn about models that other communities/regions have instituted to pool financial resources. City/Tribe
- Collaborate with the Tribe and KANA to seek funding opportunities that may be unavailable to the City. City/Tribe
- Work with Koniag, Inc. to determine if there are mutually beneficial agreements that can be made with the City or Tribe for land leases, land sales, local business incentives, etc. City/Tribe

Land Use

Goal #1 Enhance flexibility of land use regulations.

- Lobby for, and provide input on, the development of Village Zoning Districts. City/Tribe
- Lobby for, and provide input on, the modification of existing zoning districts to allow for more flexibility in use and physical development. City/Tribe
- Rezone municipal lands, as needed, to zoning districts that allow for more uses. City
- Rezone tribal lands, as needed, to zoning districts that allow for more uses. Tribe
- Utilize other land use tools such as Conditional Use Permits and Variances to achieve site-specific flexibility in use. City/Tribe

Goal #2 Carefully regulate land uses with potentially negative social and environmental impacts on the community.

- Lobby that the Borough develop a code enforcement system that enables the Borough to actively enforce against code violations; such as order the discontinuance of unlawful uses and order the removal or abatement of unlawful structures when said uses or structures cause harm to the public health, safety, or welfare or negatively impact the character of the community. City/Tribe
- Participate in the Borough’s process for developing a robust code enforcement system that allows for maximum community input. City/Tribe
- Maintain consistent contact with Borough officials regarding active code enforcement complaints/violations. City/Tribe
- Lobby that the Borough develop a nuisance ordinance to address issues such as sound, smell, and light disturbances in the Borough. City/Tribe

- Develop local business licensing requirements for uses that require disproportionate use of community resources, such as water, sewer, electricity, and solid waste services. City
- Develop a local nuisance ordinance that addresses issues such as sound, smell, and light disturbances within the city limits of Larsen Bay. City
- Work with the Borough to maintain a Future Land Use Designation map for Larsen Bay that meets the community’s vision and goals for the future. City/KIB
- Work with the Borough to develop a process in which proposed land use actions must be reviewed by the local municipal government prior to consideration by the Borough Planning & Zoning Commission and Assembly. City/KIB
- Encourage the Borough to abstain from reviewing and granting Future Land Use Designation changes and rezones for commercial properties until a process has been put into place that requires the review of such applications by the local jurisdiction. City
- Work with the appropriate agencies to develop dedicated subsistence hunting areas. City/Tribe
- Work with the appropriate agencies to develop dedicated areas in which hunting and fishing by commercial lodges is prohibited (e.g. a 3-mile buffer around the City of Larsen Bay’s municipal boundary). City/Tribe

Economy

Goal #1 Diversify Larsen Bay’s Economy.

- Support the Tribe in the establishment of a coffee and gift shop for selling local arts. City/KIB
- Support the development of ecotourism. City/Tribe/KIB
- Support the mariculture industry in Larsen Bay by providing favorable recommendations and comments for applications and permitting documents required by various federal, state, and local agencies. City/Tribe/KIB
- Support the Tribal hoop house and chicken coop by buying locally. City
- Reach out to other coastal communities and share ideas for development of new businesses. City
- Require businesses to be in compliance with all requirements of Borough Code and other federal, state, and local regulations prior to issuance of any local business license. City

Goal #2 Retain and expand existing local businesses licensed through the City.

- Encourage participation in publications and local events hosted by Discover Kodiak and the Kodiak Chamber of Commerce. City
- Promote local hire by seasonal businesses. City/Tribe

- Provide administrative assistance to support and tribal efforts to establish a Community Fishing Quota program. City
- Provide supporting City Council resolutions and letters to the appropriate agencies to back any tribal efforts to establish a Community Fishing Quota program. City

Transportation

Goal #1 Increase shipping and travel options for Larsen Bay.

- Coordinate with other local communities to incentivize more frequent, regularly scheduled barge service. City
- Work with funding agencies to fund the construction of a deep-water port. City/Tribe
- Work with the State of Alaska to institute ferry service to Larsen Bay upon completion of a deep-water port. City/Tribe
- Work with local air carriers to ensure parity between the needs of the local community and the needs of tourists. City/Tribe
- Work with local air carriers and local residents for coordinated air freight service. City/Tribe

Public Facilities, Health, and Safety

Goal #1 Maintain and upgrade public infrastructure to adequately meeting the needs of Larsen Bay.

- Coordinate with other local communities to incentivize more frequent, regularly scheduled barge service. City
- Create an updated MOA for road maintenance. City/Tribe
- Develop a road maintenance schedule. City/Tribe
- Develop a maintenance schedule for the City’s heavy equipment. City
- Perform community lighting assessment. City
- Conduct an assessment of municipal power, sewer, and water facilities to determine adequacy and to identify areas where increases in services are required. City
- Explore funding options for new and upgraded municipal infrastructure requirements based on infrastructure assessments. City/Tribe

Goal #2 Enhance the health, safety, and welfare of the community.

- Work with the Borough and the State of Alaska’s consultant to complete the 2018 Hazard Mitigation Plan. City/Tribe
- Perform training and drills using the Emergency Operations Plan. City/KIB
- Coordinate the Emergency Operations Plan with Icycle Seafoods Inc.’s Larsen Bay Plant staff and outline the responsibilities of the City and Icycle Seafoods Inc. in the event of an emergency during the summer season. City/Icycle
- Regularly test Larsen Bay’s tsunami sirens. City
- Assure functional readiness of the City’s tsunami shelter with routine maintenance and cleaning. City
- Develop an oil response unit and train locals in oil response procedures. City

- Store oil response materials in Larsen Bay. City
- Post emergency procedures and expectations quarterly in the Larsen Bay Bulletin, Tribal and City offices, and the Post Office. City
- Coordinate with KANA’s EMT Program to provide annual FA and CPR training to village residents. City/Tribe
- Hold quarterly updates and training for the local emergency response team under direction of the VPSO. City/VPSO
- Lobby for enhanced internet service. City/Tribe
- Lobby for enhanced phone service, both landline and wireless. City/Tribe
- Hold current service providers responsible for the maintenance of equipment and service to meet industry standards and federal/state requirements. City/Tribe
- Explore creative staffing ideas (e.g. 2 weeks on/2 weeks off) that may attract candidates for the VPSO position. City/Tribe/KANA
- Encourage the presence of the Alaska State Troopers in the village. City/Tribe/VPSO
- Encourage the reporting of illegal activities by members of the community to show the need for a VPSO. City/Tribe/VPSO

Parks, Recreation, and Community

Goal #1 Provide organized recreational activities for all community members.

- Maintain a relationship with the KIBSD, allowing for the community’s use of the Larsen Bay School athletic facilities. City
- Seek grant funding opportunities for programs that promote physical health and well-being through sport and exercise. City/Tribe/KIBSD

Goal #2 Provide outdoor parks and passive recreation sites for residents and visitors.

- Seek grant funding opportunities for capital improvements at parks and recreation facilities (e.g. trail maintenance, interpretive signage, and waste receptacle installation). City/Tribe
- Install flower boxes on City buildings. City
- Install park benches where appropriate. City
- Construct a screened gazebo to provide visitors a respite from bugs in the summer months. City

Goal #3 Promote community togetherness and preserve Larsen Bay’s unique history.

- Host community cleanup days. City/Tribe
- Enhance the Teen Center and provide activities for young adults. City
- Host learning events such as fishing or game processing clinics for young people. City/Tribe
- Explore ways to reach out to and interest families with children to move to Larsen Bay. City
- Participate in Alutiiq Culture Week. City/Tribe
- Bring back Alutiiq/Russian Orthodox celebrations such as Masquerade. City/Tribe

Environmental Quality and Natural Resources

Goal #1 Protect the environment and natural resources of Larsen Bay.

- Support state and federal agencies in the enforcement of their laws and regulations and the monitoring of resources (fish and game) taken by outsiders. City/Tribe
- Coordinate with the appropriate regulatory agencies to develop procedures for lodges in Larsen Bay to report on numbers of fish and game taken by clients. City
- Develop projections of future needs based on historic and current trends in landfill use. City
- Analyze usage patterns by user category (e.g. industrial, other commercial, residential) and assess fees suitable to the use of the landfill. City

Goal #2 Balance economic needs with environmental quality and natural resource use.

- Coordinate with state agencies such as ADF&G, DEC, and AST to ensure that local businesses and residents are obeying all state laws regarding game management, waste disposal, public safety, etc. City/Tribe
- Coordinate with federal agencies such as the USFWS, the EPA, and the USCG to ensure that all local businesses and residents are obeying all federal laws regarding game management, waste disposal, public safety, etc. City/Tribe
- Implement a City-administered limited entry system for lodges within the City of Larsen Bay. City
- Work with Borough Code Enforcement to ensure compliance with land use ordinances. City/Tribe
- Seek out successful municipal regulatory enforcement practices from other municipalities and agencies and develop a local regulatory enforcement policy based on those practices. City
- Develop a City of Larsen Bay website that lists local ecotourism activities. City
- Coordinate with the Borough to utilize their website to promote ecotourism opportunities in Larsen Bay. City/Tribe
- Partner with Discover Kodiak and other agencies to promote ecotourism opportunities in Larsen Bay. City/Tribe