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# City of Unalaska Comprehensive Plan

## Public Involvement Plan

August 2025

### **PREPARED FOR**

City of Unalaska

### **PREPARED BY**

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## 1.0 Introduction

This document serves as the Project Involvement Plan (PIP) for the City of Unalaska Comprehensive Plan update.

This PIP defines the strategy for meaningfully engaging residents and community stakeholders in the Plan update. To successfully achieve desired outcomes, community members must be involved at all stages of the process, as their input will directly influence Plan content.

The approach to public involvement includes:

- Consistent communication throughout the project
- Targeted outreach with tangible outcomes
- Use of multiple tools including:
  - Project website
  - Advisory Committee meetings (4)
  - Public workshops (3)
  - Focus Groups
  - Stakeholder Meetings
  - City Council and Planning Commission Meetings (2)
  - Community Survey

## 2.0 Project Overview

### 2.1 Project Purpose

The City of Unalaska Comprehensive Plan will be a policy document guiding growth, development, and investment decisions over the next 10-years. The consultant team, City staff, and an advisory committee will work collaboratively to develop an actionable, community centered plan that reflects the changing needs of the community. The plan will establish a vision for the future that validates the community's values and define goals and action-oriented strategies for achieving the goals. Emphasis is being placed on considering economic factors that significantly affect quality of life and opportunity in Unalaska, as well as studying potential transit options to improve how residents, workers, and visitors get around the community.

The Plan will:

- Be developed by the community through an inclusive, effective and transparent public process.
- Establish a vision for the future with mid-to long-range goals.
- Define actionable strategies for accomplishing goals to advance the community's vision.
- Guide community leaders, City staff, residents, businesses and investments over the next 10 years.

## 2.2 Project Schedule

Public engagement activities and the information gathered through them directly influence the plan's development and content. Who engages in the process at what times is deliberate. The detailed project development process and schedule are provided in the Project Management Plan. For public engagement milestones, see the Public Involvement Schedule at the end of this document.

### 3.0 Project Team

The City of Unalaska is sponsoring the project. The city's point of contact is:

Cameron Dean, Planning Director  
907.581.3100 ext. 4103; [cdean@unalaska.gov](mailto:cdean@unalaska.gov)

The consultant team point of contact is:

Beth McKibben, AICP, Project Manager  
R&M Consultants, Inc.  
907.723.2316; [BMcKibben@rmconsult.com](mailto:BMcKibben@rmconsult.com)

R&M Consultants (R&M) is the prime consultant and responsible for the project's final deliverables, including developing the Comprehensive Plan and conducting public involvement. Alta Planning + Design (Alta) will lead the Transit Study and assist with public engagement and planning including implementation strategy development. McKinley Research Group (MRG) will lead the Economic Analysis and assist with existing conditions assessment and implementation strategy development.

The following table provides roles and contact information for consultant team members who will be involved in implementing the PIP. Please consult the Project Management Plan for a full of the full consultant team.

*Table 1: Roles & Contact Information*

Name	Organization	Role	Contact Email
Beth McKibben, AICP	R&M	Project Manager	<a href="mailto:bmcKibben@rmconsult.com">bmcKibben@rmconsult.com</a>
Taryn Oleson-Yelle, AICP	R&M	Lead Planner &Public Involvement Specialist	<a href="mailto:toleson@rmconsult.com">toleson@rmconsult.com</a>
Bryant Wright	R&M	Planner, Public Involvement	<a href="mailto:bwright@rmconsult.com">bwright@rmconsult.com</a>
Rachael Selby, EIT	R&M	Public Involvement	<a href="mailto:rselby@rmconsult.com">rselby@rmconsult.com</a>
Marta Kumle	R&M	GISP	<a href="mailto:mkumle@rmconsult.com">mkumle@rmconsult.com</a>
Lisa Morris	R&M	Graphic Designer	<a href="mailto:lmorris@rmconsult.com">lmorris@rmconsult.com</a>
Collin, Hodges AICP	Alta	Lead Transit Planner	<a href="mailto:collinhodges@altago.com">collinhodges@altago.com</a>
Kelly Dunn	Alta	Transit Data Analyst	<a href="mailto:kellydunn@altago.com">kellydunn@altago.com</a>
Katie Berry	MRG	Lead Economist	<a href="mailto:kberry@mckinleyresearch.com">kberry@mckinleyresearch.com</a>
Sam Friedman	MRG	Economist	<a href="mailto:sfriedman@mckinleyresearch.com">sfriedman@mckinleyresearch.com</a>

## 4.0 Engagement Tools & Activities

### Project Website

The Project Team will develop and manage a page on the City of Unalaska's website specific to the Comprehensive Plan Update and Transit Study throughout the plan development process. The city will be responsible for developing the page and uploading content, which will be provided by the consultant team. All content will fully conform to Web Content Accessibility Guidelines 2.1 Level AA for the visually impaired.

Providing a single digital resource for all project information will improve overall communications and messaging. The website will host background information, project scope and objectives, a regularly updated schedule, participation opportunities, meeting information, contacts, reference documents, and plan document drafts and updates. The website will be the starting point for any additional online engagement such as online open houses, survey or interactive tools, and provide access to public meeting details including agendas, packets, and summaries of engagement activities.

### Survey

Surveys are an effective and accessible way to gather quantitative and limited qualitative measures of public opinion. They can help us understand who is participating to determine if engagement is meeting metrics mirroring the demographic profile of the city, can be made available wherever stakeholders are located, and can be taken at the convenience of the participant.

Alta and R&M will administer a survey early in the Comprehensive Plan process. The survey will focus on collecting information for the Transit Study, including current and desired travel patterns, but will also include a few strategic questions to inform development of an updated community vision and goals. Survey participants will be able to elect to join a contact list, leading to increased response rates and participation as the plan process moves on. The survey will be primarily conducted online and will be able to be translated into languages commonly spoken in Unalaska. Paper and translated versions of the survey can be made available for distribution by city staff. It is recommended the survey be open for at least 30 days to garner sufficient participation.

The survey will be released and completed prior to the Futures Conference, the main in person engagement event for the project (see below). Results will be documented, at a minimum, in the transit study and will inform the existing conditions assessment, development of goals, the land use and transportation components of the comprehensive plan as well as implementation strategies. Survey results will be presented to the community as part of the Futures Conference, at Meeting 1 or 2 of the Advisory Body, prior to the Futures Conference, and made available on the project website.

### Email Notifications & Contact List

R&M will maintain a project-specific contact list throughout the project. Using Constant Contact, R&M will distribute electronic notifications at key milestones in the project to; notify opportunities to participate in engagement events, distribute new informational materials, meeting summaries, draft and final deliverables, notice of public comment period on the draft plan and instructions on how to provide comments, and more as applicable. Individuals and organizations may subscribe to the mailing list through a link provided on the project website, by emailing or calling a member of the project team or sharing their information at an in-person event.

## Public and Stakeholder Meetings

### Comprehensive Plan Advisory Committee

A cohesive and inclusive planning process requires a committed group that can learn, follow and champion the process. An Advisory Committee (AC) will be formed to help steer the planning process. We will work with the city to establish the group, selecting members through a combined appointment and application process to ensure diverse perspectives are represented. AC membership will be comprised of a representative mix of community interests and knowledge to provide a dynamic, well-balanced, and informed group to guide plan development in a way that ensures fairness, transparency and an effective process. Members of the AC will represent business, personal, cultural, and environmental perspectives. Representative members from Ounalashka Corporation, Qawalangin-Tribe Council, seafood industry, local for-profit and non-profit organizations are anticipated. R&M will facilitate four work sessions with the AC.

R&M will prepare agendas and send supporting materials to members one week prior to meetings. Most meetings will be held virtually, or using hybrid methods when practical, and will be recorded for improved documentation and to share with members who may miss a milestone meeting. Four meetings with the Advisory Body will be held during the plan development process at key milestones:

**1. Meeting 1 (virtual):** Project introduction and Visioning,

Asset and Issue Identification (Tasks 2 & 4)

**2. Meeting 2 (in-person):** Future Trends/Growth,

Community Goals and Objectives (present results of Tasks 2, Task 3, and Task 4) during Futures Conference Week

**3. Meeting 3 (virtual):** Future Land Use

Land Use Designations and Land Use Plan Map (Task 5)

**4. Meeting 4 (virtual):** Implementation Strategy

Recommendations, actions, priorities (Task 6)

### Public Workshops

Three workshops will be held to develop the comprehensive plan. R&M will prepare and distribute all agendas, meeting materials, and summaries for each workshop, after city review and approval. Two of the three workshops will be held as part of a project-specific, city and R&M hosted “Futures Conference.” The Conference will be an in-person three-day series of interactive events designed to help the Unalaska community envision its future, articulate shared goals and begin shaping the core elements of the Comprehensive Plan. R&M and MRG staff will facilitate the event over the multi-day visit to Unalaska and serve as a cornerstone of the public engagement process.

The **Futures Conference** will include:

- **Public Workshop 1:** on Day 1 we will host the first public workshop to gather ideas that become the community’s vision and goals.



- **Focus Groups:** on Days 1, 2 and 3 as needed.
- **Stakeholder Meetings:** on Days 2 and 3 as needed to support Task 4: Economic Analysis and to engage key perspectives that may not be able to participate in focus groups.
- **Public Workshop 2:** in the evening of Day 3, we will gather for a public workshop to validate goals and objectives and present preliminary action items and ideas that surfaced throughout the Futures Conference. This will kick start the Land Use Plan and Implementation Strategies (Tasks 6 and 8).

**Public Workshop 3** will be virtual and focus on reviewing and refining draft implementation strategies. This workshop will take place after Task 4: Economic Analysis is completed (vision, goals and objectives have been defined). We will include a “penny jar” activity where participants are asked to allocate resources (spend pennies) towards options to fund. This information will be used to understand the community’s priorities on conceptual implementation strategies, including transit options to inform the Land Use Plan and Implementation Strategies.

### Focus Groups

Focus groups are a valuable public engagement tool for gathering in-depth insights on specific topics from a small group of stakeholders. They can help ensure the perspectives of traditionally underrepresented or underserved communities are invited to participate and be heard in the planning process. R&M will work with the city to identify and invite participants to a series of in-person, topic-focused sessions. These focus groups will be facilitated by R&M during the Futures Conference. A strengths, weaknesses, opportunities and threats (SWOT) analysis with discussion, exploring each topic to understand stakeholder perspectives and corroboratively identify potential solutions will be conducted.

The survey responses and direction from city staff will inform focus group topics, but they are anticipated to include:

- Zoning and development regulations
- Housing
- Industry, tourism, business and economic development
- Transportation and infrastructure
- Health and human services
- History, culture and the arts

### Stakeholder Interviews

MRG, with support from R&M, will conduct interviews with key industry contacts to identify emerging trends, risks and growth opportunities to primarily inform the economic analysis components of the plan development process. Interviewers will also take the opportunity to inquire about transit needs their workforce may have to support the Transit Study and other future investment plans they may have to help inform land planning and implementation strategies.

### Pop-Up Events

R&M’s Project Manager, Beth McKibben and City Planning Director, Cameron Dean will host a session on the Comprehensive Plan on August 15<sup>th</sup> as part of the Aleutian Regional Communities Conference.



The session will be an opportunity to educate and engage with local and regional stakeholders at the initiation of the Comprehensive Plan update process. Additionally, they will host and staff a booth during the Heart of the Aleutians Festival on August 16<sup>th</sup> where members of the community can respond to simple prompts initiating community visioning and goal setting. Fact sheets and a project-notification sign up will be available at the booth. If the city chooses, the same or similar activities could be hosted during the Blueberry Festival in September.

#### Planning Commission & City Council

The Comprehensive Plan must be reviewed and approved through public hearings before the Planning Commission and City Council. The Project team will present the updated plan in-person to the Planning Commission and City Council for adoption. R&M will support the city as needed with presentations to or other engagements with the Qawalangin-Tribe Council and Ounalashka Corporation Board, as they are signing members to the Tri-lateral Agreement.

## 5.2 Public Dissemination Strategies

#### Legal advertisements

The city will post and publish public notice of the draft plan public review period and be responsible for all notifications to ensure compliance with municipal code for Planning Commission and City Council.

#### Press releases and media outreach

The team will collaborate to draft press releases and announcements through the Unalaska Community Broadcasting (KUCB 89.7 FM), including postings on their community calendar.

#### Social media

Social media will be used to inform the public about the Plan and encourage participation at key points including during active surveys, workshops, and the draft plan public comment period. Social media content will be graphic-heavy and will include the use of video to increase engagement. R&M will work with the city to develop content to be shared through the city's social accounts and encourage other organizations such as Ounalashka Corporation, or Qawalangin Tribe to share content on their social media platforms. We will consider targeted boosting of posts at key milestones and will use the event function in Facebook for public meeting opportunities.

#### Flyers

R&M create flyers for each workshop for the city to print and post in community gathering places, such as City Hall, Community Center, Library, Aquatics Center, Museum of the Aleutians, Hardware Store, Safeway, etc. The flyers will all contain a link and QR code to the project website, project contact information, and be available in other language required by the city.

## 5.3 Inclusive Outreach & Translation

Inclusivity and engagement with historically underrepresented populations will be integrated into all aspects of engagement.

We will strive to collect demographic information at all public meetings, community events, and public comment opportunities (including surveys) to assess if the participation and comments we

receive are an accurate reflection of all community residents. If we find in the course of our work that we are missing certain demographic groups, we will develop a strategy to target those groups.

## 6.0 Documentation & Communication

Documentation of all engagement activities will be led by R&M. Meeting summaries will be produced following each AC meeting, stakeholder interview, focus group meeting, and public workshop. Summaries will be made available for public review on the project website. During and following the public review period for the draft Comprehensive Plan, R&M will log all public comments in a Comment Response Matrix, organized by theme for clarity. The matrix will indicate whether a change was made in response to each comment and will be published alongside the final draft plan for transparency.

## 7.0 Public Involvement Schedule

A detailed schedule of all public involvement activities is provided below. This table assumes acceptance into all applicable regular meeting agendas (e.g., PCs, AC and City Council) and adherence to the overall project schedule. Modifications to the schedule may be made as the project progresses, remaining responsive to plan milestone deliverables and community preferences for engagement (engaging when people are present and have capacity). As applicable, engagement for the Plan will be coordinated with other applicable projects to maximize opportunities for meaningful participation and ensure deadlines are met.

Dates/When	Tsk	Task/Activity	Notes	Deliverables
<b>Ongoing</b>	<b>1</b>	<b>Project Management</b>		
July 22, 2025		Kick Off meeting		Agenda, Summary of Action Items
August 2024-December 2026		Monthly coordination meetings		
August 12, 2025		Draft Public Management Plan (PMP)		Draft PMP + Schedule
August 19, 2025		Final PMP		Final PMP + Schedule
August 2024-December 2026		Monthly Project Reports		Status Reports for Monthly invoicing
<b>Ongoing</b>	<b>2</b>	<b>Public Engagement, &amp; Outreach</b>		
	2.1	Public Involvement Plan (PIP)		
August 12, 2025		Draft PIP		Draft PIP & Schedule
August 19, 2025		Final PIP		Final PIP & Schedule
	2.2	Project Website		
Mid- August		Website		Draft Website
Late August		Launch Website		Project Website
On-going/as needed		Website Updates/Maintenance		

Dates/When	Tsk	Task/Activity	Notes	Deliverables
	2.3	Advisory Committee		
August-September 2025		Identify Committee members		List of committee members
September 2025		Establish Committee		
September-October, 2025		Advisory Committee 1 – Project Introduction, Visioning and Issue Identification	Virtual	Agenda, meeting materials & meeting summary
February 2026		Advisory Committee 2 – Future Trends/Growth, Community Goals & Objectives	In person (Futures Conference)	Agenda, meeting materials & meeting summary
April 2026		Advisory Committee 3 – Land Use Plan & Future Land Use Map	Virtual	Agenda, meeting materials & meeting summary
June 2026		Advisory Committee 4 – Implementation Strategies	Virtual	Agenda, meeting materials & meeting summary
	2.5	Survey		
September-October 2025				Draft & Final
October-November 2025		Survey (Transit + Comp Plan)	Open for 30 days (could extend)	Online and paper surveys, translated as needed
December 2025				Survey Report
	2.6	Public Workshops		
February 2026		Futures Conference	In person locations to TBD in Unalaska to be coordinated by city	Agenda, meeting materials & meeting summary
		<ul style="list-style-type: none"> <li>Public Workshop 1 - hear community's vision &amp; goals</li> </ul>		
		<ul style="list-style-type: none"> <li>Advisory Committee 2 - Future</li> </ul>		

Dates/When	Tsk	Task/Activity	Notes	Deliverables
		Trends/Growth/Community Goals, Objectives		
		<ul style="list-style-type: none"> <li>Public Workshop 2 – Validate goals/objectives, present preliminary actions and ideas from previous days of Futures Conference</li> </ul>		
		<ul style="list-style-type: none"> <li>Focus Groups – SWOT analysis by topic/theme</li> </ul>		
		<ul style="list-style-type: none"> <li>Stakeholder Meetings</li> </ul>		
July 2026		Public Workshop 3 - Review & refine draft implementation strategies	Virtual	Agenda, meeting materials & meeting summary
	2.7	Public Review of Draft Plan		
October 2026		Comment Response Record		Record of public comments received/amendments made
<b>Aug. – Dec. 2025</b>	<b>3</b>	<b>Existing Conditions Analysis &amp; Comprehensive Plan Audit</b>		
September - October 2025		Draft Existing Conditions Report		Draft Existing Conditions Report

Dates/When	Tsk	Task/Activity	Notes	Deliverables
November 2025		Draft Comprehensive Plan Audit		Draft Comprehensive Plan Audit
December 2025		Final Existing Conditions Report + Plan Audit		Final Existing Conditions Report + Plan Audit
<b>Aug. 2025- Jun. 2026</b>	<b>4</b>	<b>Economic Analysis</b>		
October/November 2025 & February 2026		Stakeholder Interviews	To occur in the fall and in person as part of the Futures Conference	Summaries
December 2025		Economic Analysis		Economic Analysis Memorandum
May 2026		Tax Impact Assessment	During Implementation Strategies	Tax Impact Assessment Memorandum
<b>Jan.-Mar. 2026</b>	<b>5</b>	<b>Vision, Goals &amp; Objectives</b>		
January 2026		Draft vision, goals, and objectives	Draft to be presented at Futures conference/AC 2	Draft vision, goals, and objectives
March 2026		Final (pre-final) vision, goals and objectives		Final vision, goals and objectives
<b>Feb-Mar. 2026</b>	<b>6</b>	<b>Land Use Assessment &amp; Plan</b>		
February -March 2026		Draft Land Use Plan & Map	Final will be approved with final plan	Draft Land Use Plan & Map
	<b>7</b>	<b>Transit Study</b>		
September – December 2025	7.1	Public Survey	See Task 2	Draft, Final, Survey Report

Dates/When	Tsk	Task/Activity	Notes	Deliverables
December 2025	7.2	Transit Feasibility Study		
February-May 2026	7.3	Operating Models, Recommendations		Operating Models Memorandum
	<b>8</b>	<b>Implementation Strategies</b>		
May 2026		Draft Recommendations & Implementation Matrix		
	<b>9</b>	<b>Plan Development &amp; Approvals</b>		
July 2026		Staff review draft		
August 2026		Public Review draft		
October 2026		Final Draft for Approvals		
		Planning Commission Approval		
		City Council Approval		
		Contract Deadline		