

# SKAGWAY COMPREHENSIVE PLAN 2030

The year '2030' is rendered in a large, outlined font. The numbers '2', '3', and '0' are filled with stylized landscape illustrations. The '2' shows a mountain range with a winding path. The '3' shows a mountain range with a winding path. The '0' shows a mountain range with a winding path.

# VISION FOR OUR FUTURE

A vision is a description of desired future conditions.

It is general, and includes things we have and value right now as well things we want to achieve over the long term.

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Skagway is a growing, thriving, safe, small Alaskan town.

Residents highly value the care and support people show each other, the area's natural beauty and clean environment, and the abundant indoor and outdoor recreation.

Residents understand that Skagway's thriving economy, its growing population, and a strong tax base support the services, amenities, and infrastructure they desire. This includes a high quality education system, well maintained and adequately sized infrastructure such as the wastewater treatment plant, sidewalks and street benches, utilities to support housing growth, an expanded recreation center and a pool, the health clinic, a senior center, solid waste management that emphasizes reduce-reuse-recycling, a landscaped waterfront with connected walking paths throughout, and more.

The strength of the economy and growing population supports more year round businesses, winter events, and vitality.

Skagway residents' value and continually seek economic development that balances business and job growth with quality of life.

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*View down Canal from Yakutania Point, winter 2019*

# WHAT IS A COMPREHENSIVE PLAN?

The Skagway 2030 Comprehensive Plan:

- Summarizes CURRENT CONDITIONS and data
- Identifies KEY CHALLENGES AND OPPORTUNITIES, by topic, to address over the next 10-15 years. Uses the challenges and opportunities to:
- Establish broad GOALS that set overall direction
- Identifies specific OBJECTIVES, which are the policies to achieve over time
- Sets out ACTIONS to chart a path to achieve the goals and objectives
- Has FUTURE GROWTH MAPS that guide development and zoning

Implementing this plan will help Skagway leverage local resources, promote economic vitality and adaptability, and retain valued aspects of the community into the future.

Accomplishing Skagway's 2030 Comprehensive Plan vision and doing the work outlined will take more than just the efforts of the Skagway Planning and Zoning Commissioners, Assembly, and staff. It will require collaboration with and

assistance from residents, Skagway businesses, the Skagway Traditional Council, the Skagway Development Corporation, Chamber of Commerce, Skagway not-for-profits, churches, and other civic groups and organizations.



*Crowd gathers to celebrate Skagway Women's Gold Medal Basketball team victory, spring 2019*



# QUALITY OF LIFE

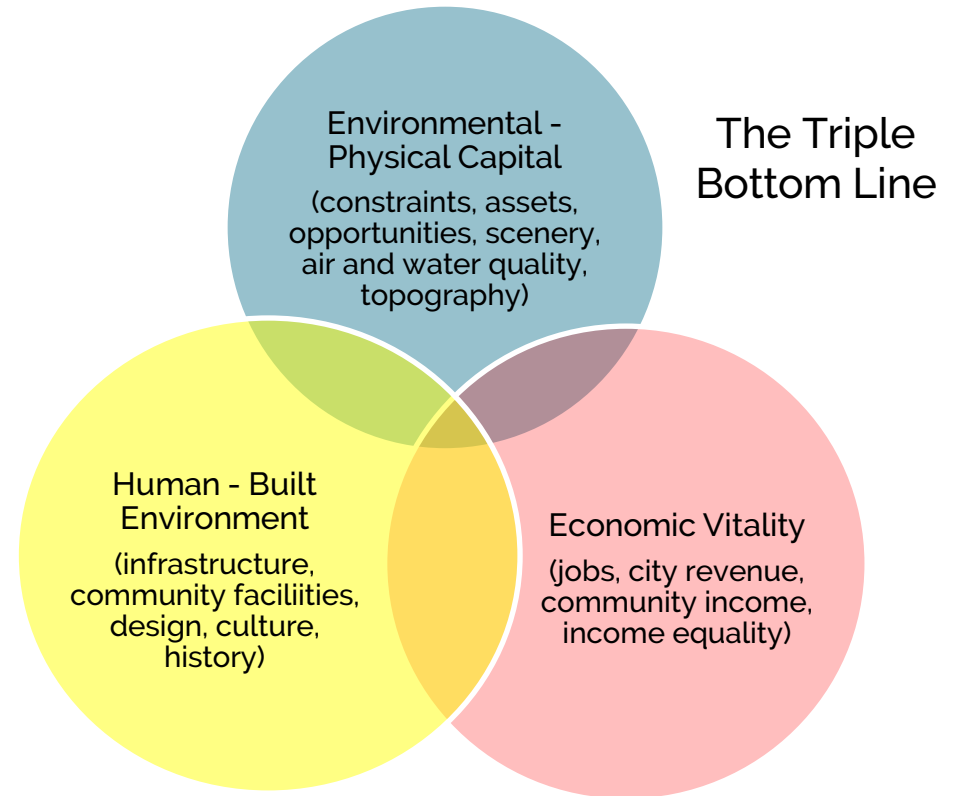
## GOAL

Maintain overall Quality of Life in Skagway by making part of all decision-making consideration of the “Triple Bottom Line.”

Quality of life is an overarching term for the quality of the various aspects of life. It reflects the expectations of an individual for a good life. These expectations are guided by the values, goals and socio-cultural context in which an individual lives. It is a subjective, multi-dimensional assessment of one’s sense of well-being.

On a scale of 1 to 10, where 1 is very poor, and 10 is very good, 106 residents surveyed in 2019 rate their overall Quality of Life in Skagway as a 7.9

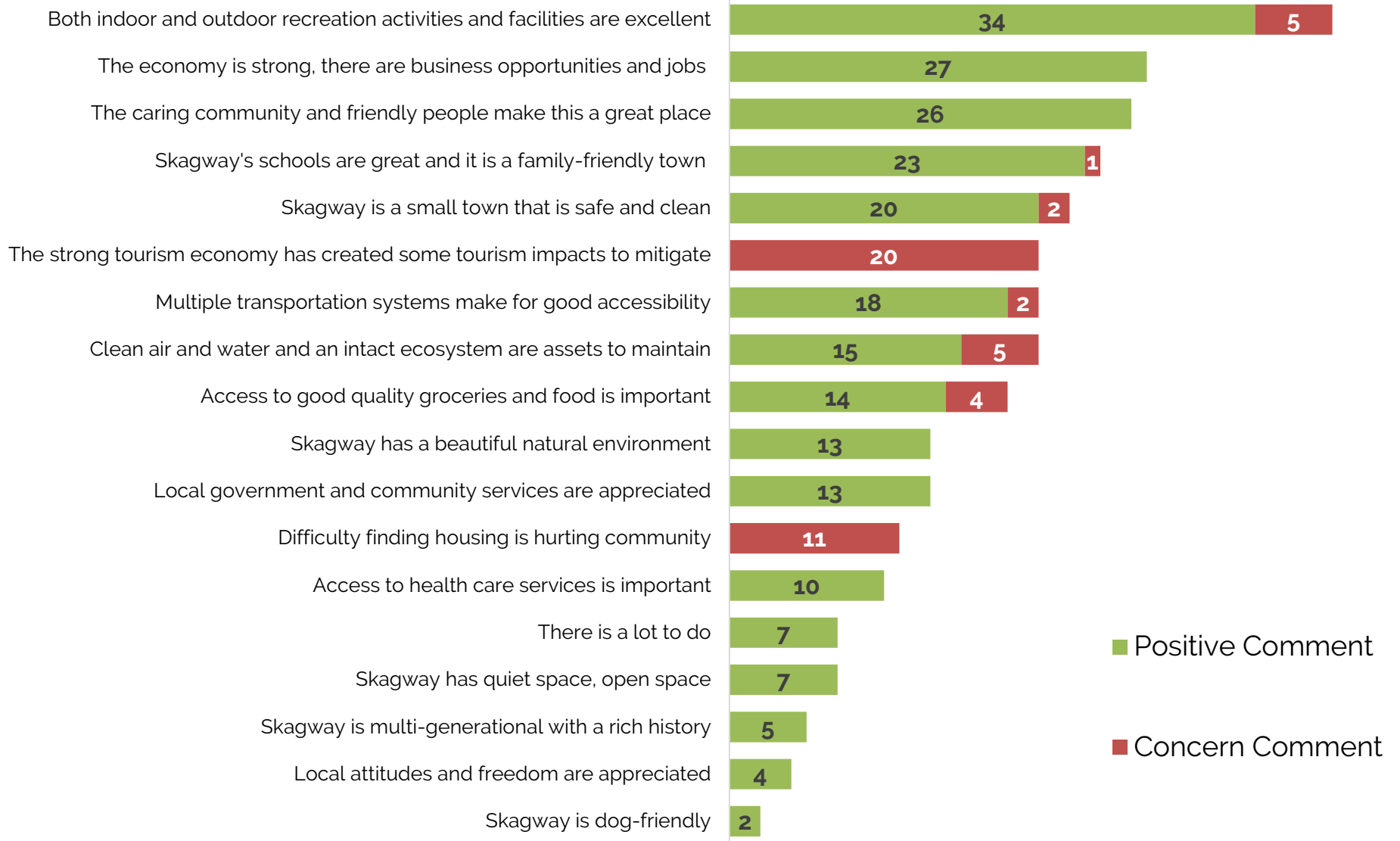
	Objective/Action	Responsible Parties	Time Frame	Funds Needed	Done
QOL 1	Discuss whether and how the proposed action considers and balances environmental capital, the human-built environment, and economic vitality.	Assembly, P&Z Comm., Manager, all MOS decision-makers	OG		



Skagway residents say that the following is important to their Quality of Life in Skagway.

### Important to my Quality of Life

288 total responses



# Economic Development



## GOAL

Balance business success and future opportunities with Skagway's heritage and residents' quality of life

## Current Status

Based on historic patterns of births, deaths, and in and out migrants, Skagway is projected to experience a steady in population, with about 1,300 residents in 2030 if the same growth rate of 2010–2018 is experienced. Projected population increase in Skagway is based on two trends:

- 1) A growing number of child-bearing age residents and children in Skagway- resulting in more births than deaths in the future and,
- 2) The number of Skagwegians age 65 and older is projected to grow rapidly over the next 20 years.

When sources of income are tallied and divided by the total population, Skagway had the 4th highest per capita personal income in Alaska at \$76,710 (2017). According to the American Community Survey, Skagway had a Gini Index 0.3271 (+/- 0.0212) in 2017, which indicates Skagway experiences a higher level of income equality than Alaska (0.4180 (+/- 0.0049) and the United States (0.4815 (+/- 0.0003). Approximately 29% of all Skagway households had income below \$50,000 in 2017.

Average monthly employment in Skagway in 2018 was 1,080 employees, a figure that has been gradually increasing over the last decade, up approximately 37% from a recent low in 2011 of 790 employees averaged over 12-months. Overall, employment in Skagway is quite seasonal, with the greatest variation in private sector work. Employment peaked in 2018 in August at 1,772 total employees. The lowest number of employees in a month in 2018 was 529 in February.

Average monthly employment by industry type for 2018 confirms Skagway's reliance on private industry for employment, with approximately 83% of all employment in the private sector. At 77% of the average monthly employment, service-producing industries employ, on average per month, 831 employees. Only 6% (65 employees on average per month) of employment is provided by goods-producing industries (this includes construction of buildings). Government is a significant employer at 17% of average monthly employment (185 employees on average per month).

Looking closer at average monthly employment and total wages for service-producing industries in 2018 reveals that much of each is driven by categories of employment likely associated with the visitor industry. Approximately 52% of average monthly employment in service-producing industries (431 employees on average per month) and 60% of total wages (\$18,953,414) is represented in the "Trade, Transportation, and Utilities" category, which includes retail trade, food and beverage, and sightseeing transportation.

The other significant category in service-producing industries is "Leisure and Hospitality," with this category representing about 40% of average monthly employment (327 employees on average per month) and 32% of total wages (\$10,186,474). This category includes employment categorized as for amusements and recreation, accommodation, and food services and drinking places.

A look at taxable revenue, as reported to the Municipality of Skagway, shows how people are spending their money in Skagway and shows the financial contribution to the tax base and economy. Since 2012, as applied to service businesses, tour sales, retail and jewelry stores, rentals, restaurants, and accommodations, taxable revenue has increased steadily

since 2012 (when municipal records appear to begin reporting taxable revenue, not just total revenue).

A total of approximately \$1.02 billion in sales revenue was reported as taxable from these sectors since 2012, with \$128,979,746 reported in 2012, and \$172,623,864 reported in 2018. This is an increase of approximately 34% from 2012. Of the sectors above, retail and jewelry stores reported the highest amount of taxable revenue in 2018 with \$68,805,060, followed by tour sales with \$57,637,755, and service businesses with \$17,862,659.

Skagway welcomes a significant number of cruise and non-cruise visitors each year. Many, but not all, arrive via the Port of Skagway. In 2018, the total number of visitors via all modes (excluding cruise crew) from May–September was 1,042,761, which represents 223,000 in total visitor growth since a recent low in 2011 and a 9% increase over 2017. Cruise visitors accounted for 87% (910,176) of the seasonal visitors in 2018 and the majority of the recent increase. Forecasts from Cruise Line Agencies of Alaska predict cruise visitors will surpass one million for the first time in 2019.

While cities have more limited roles than the private sector in economic development activities (i.e. business activities), the Municipality of Skagway has the ability to contribute to the conditions that allow businesses to thrive and to enhance the “livability” of Skagway. Things that can contribute to livability include parks, trails, open spaces, library, playfields, historic buildings, public safety services, and a healthy natural environment. Maintaining these assets is important in attracting and retaining employers and a talented, educated workforce. The Municipality can also take the lead in ensuring that economic growth is balanced with the community values of environmental quality and social equity. The comprehensive planning team interviewed and surveyed many community members, including business owners and government officials, about Skagway’s future. Taken together, the results of these interviews and surveys are an indication that the community is at a critical point for planning efforts for maintaining and enhancing the quality of life for residents in the face of the same or a greater volume of cruise visitors.



## Challenges & Opportunities for the Future

- Finding a balance for cruise visitors, freight, small boat harbor, rail, and community member priorities at the Port of Skagway.
- The current Tidelands Lease with White Pass began in 1968 and ends in 2023.
- Maximize the benefit of the visitor industry for the community while enhancing visitors' experience.
- Critical community infrastructure that supports the visitor industry are due for upgrades to handle population and visitor growth.
- The unaffordability of housing and lack of housing may dampen economic growth.
- Diversify the economy based on Skagway's competitive advantages and assets.
- Use existing expertise in vocational trades to develop Skagway's resident workforce.
- Expand health services to allow Skagway residents to remain in town as they age.

# Economic Development Objectives

ED 1 - Enhance the experience of Skagway for visitors while maximizing the benefits of the visitor industry for the community

ED 2 - Increase municipal engagement in port management and municipal revenue from port use

ED 3 - Manage the waterfront for effective and efficient mixed-use economic activity

ED 4 - Build on Skagway's economic assets and competitive advantages to diversify the economy and strengthen local businesses

ED 5 - Continue to recognize the link between community amenities and Skagway's ability to attract and retain talent and business

ED 6 - Ensure an adequate supply of appropriately-zoned land is available for commerce, industry, and residential development, balancing community priorities and environmental constraints

ED 7 - Grow the health care sector by developing the services necessary for residents to stay in Skagway as they age

# Economic Development Objectives & Actions

Time Frame: ST Short-term (0-2 years), MT Mid-term (3-5 years), LT Long-term (5-10 years), OG Ongoing

Funds Needed: L Low (\$0-99,999), M Mid (\$100,000-\$999,999), H High (\$1,000,000+), U Unknown, GF Grant Funded

	Objective/Action	Responsible Parties	Time Frame	Funds Needed	Done
ED 1	Enhance the experience of Skagway for visitors while maximizing the benefits of the visitor industry for the community				<input type="checkbox"/>
	ED 1A Invest in infrastructure and services that enhance the ability to manage and ensure visitor enjoyment, safety, and comfort				<input type="checkbox"/>
	<ul style="list-style-type: none"> <li>Construct more restrooms throughout town</li> </ul>				<input type="checkbox"/>
	<ul style="list-style-type: none"> <li>Complete analysis of wastewater treatment plant capacity and cost estimates for upgrades; identify any limitations on peak summer use or to an additional 60-100 housing units; choose a course of action and implement</li> </ul>				<input type="checkbox"/>
	<ul style="list-style-type: none"> <li>Reduce volume of garbage that visitors produce through active reduce-reuse-recycle-compost program and education with businesses, operators, and tourists; link compliance to Tourism Best Management Practices agreement</li> </ul>				<input type="checkbox"/>
	<ul style="list-style-type: none"> <li>Upgrade trash incinerator</li> </ul>				<input type="checkbox"/>
	ED 1B Enhance pedestrian safety and experience between the waterfront and town and around town				<input type="checkbox"/>
	<ul style="list-style-type: none"> <li>Complete Pullen Creek 'Municipal Loop' walking path from Congress Way to City Hall</li> </ul>				<input type="checkbox"/>
	<ul style="list-style-type: none"> <li>Better define pedestrian street crossings along Broadway</li> </ul>				<input type="checkbox"/>
	<ul style="list-style-type: none"> <li>Develop better wayfinding signage around/to docks and through town that also communicates Skagway's history</li> </ul>				<input type="checkbox"/>
	<ul style="list-style-type: none"> <li>Consider bringing back the roving Skagway CVB person or Community Officer that assists visitors on the streets</li> </ul>				<input type="checkbox"/>
	<ul style="list-style-type: none"> <li>Engineer and construct containment barriers to mitigate landslide hazards</li> </ul>				<input type="checkbox"/>
	<ul style="list-style-type: none"> <li>Develop more greenspace and defined walking paths between the docks and along the water's edge</li> </ul>				<input type="checkbox"/>

	Objective/Action	Responsible Parties	Time Frame	Funds Needed	Done
	<ul style="list-style-type: none"> <li>Identify priority traffic routing, at minimum routing highway coaches to/from State Street directly to ships via 1<sup>st</sup> and 2<sup>nd</sup> Avenues</li> </ul>				<input type="checkbox"/>
	ED 1C Determine if building or redesigning docks to berth up to two of the largest cruise ships is necessary to retain market share				<input type="checkbox"/>
	ED 1D Relocate all or part of the 3-acre Pullen Creek RV Park, which is not the highest and best use of Skagway's limited waterfront uplands, while retaining Pullen Creek Pond and Park; redevelop for a combination of additional boat moorage, landscaped parking and bus-passenger staging that supports waterfront users, and lease space for locally-owned businesses				<input type="checkbox"/>
	ED 1E Initiate a Tourism Best Management Practices (TBMP) program and annual agreement				<input type="checkbox"/>
	<ul style="list-style-type: none"> <li>Appoint a TBMP committee to develop an annual agreement; seek a visitor industry business leader to chair committee, with other members including municipal, visitor industry, and community members</li> </ul>				<input type="checkbox"/>
	<ul style="list-style-type: none"> <li>Identify metrics for specific sights and specific areas of Skagway that could indicate over-capacity and measures that could be implemented as a result</li> </ul>				<input type="checkbox"/>
<b>ED 2</b>	<b>Increase municipal engagement in port management and municipal revenue from port use</b>				<input type="checkbox"/>
	ED 2A By no later than 2021, have publicly-affirmed decision on port management structure that results in complete or shared municipal management of the Port of Skagway (Tidelands Lease expires in 2023)				<input type="checkbox"/>
	ED 2B Increase municipal revenue from the use of Port to help fund service and infrastructure improvements and maintenance				<input type="checkbox"/>
	<ul style="list-style-type: none"> <li>Develop options—including higher lease payments, higher user fees, a municipal head tax—assess pros and cons, choose preferred direction and implement</li> </ul>				<input type="checkbox"/>
	ED 2C Hire a municipal Port director to guide municipal engagement in decisions about the goals and operation of the Port				<input type="checkbox"/>
<b>ED 3</b>	<b>Manage the waterfront for effective and efficient mixed-use economic activity</b>				<input type="checkbox"/>



	Objective/Action	Responsible Parties	Time Frame	Funds Needed	Done
	ED 3A Improve the ability of the Port of Skagway to effectively serve freight and passenger transportation industries				<input type="checkbox"/>
	<ul style="list-style-type: none"> <li>Remove the current ship loader, remediate the basin, and install a modern containerization type option with a crane for all types of freight on and off loading that will prevent future contamination, meet the community's multi use needs, and satisfy ore transshippers.</li> </ul>				<input type="checkbox"/>
	<ul style="list-style-type: none"> <li>Develop policies and infrastructure that encourage the containerization of ore, synergies between freight and ore transshipment, and improved ability to accommodate additional freight providers</li> </ul>				<input type="checkbox"/>
	<ul style="list-style-type: none"> <li>Continue to fund local efforts to market and demonstrate the economic advantages and feasibility of the port for regional transshipment</li> </ul>				<input type="checkbox"/>
	ED 3B Assess the need for and economic impact of expanding the small-boat harbor				<input type="checkbox"/>
	ED 3C Assess the need for additional berths for small cruise ships and independent yachters				<input type="checkbox"/>
<b>ED 4</b>	<b>Build on Skagway's economic assets and competitive advantages to diversify the economy and strengthen local businesses</b>				<input type="checkbox"/>
	ED 4A Invest in space for local business owners to test concepts				<input type="checkbox"/>
	<ul style="list-style-type: none"> <li>Create a "Marketplace" that allows temporary structures and caters to new and pop-up businesses, food carts, and similar ventures to support entrepreneurship and allow local residents a low cost way to enter the market and test business ideas</li> </ul>				<input type="checkbox"/>
	<ul style="list-style-type: none"> <li>Investigate and learn from examples of similar spaces (e.g. Carcross marketplace)</li> </ul>				
	ED 4B Continue to encourage and promote shoulder-season and winter festivals and events				<input type="checkbox"/>
	ED 4C Determine if recent reduction in rooms for rent will harm businesses and economic opportunity				<input type="checkbox"/>
	<ul style="list-style-type: none"> <li>Monitor hotel-motel-lodging occupancy rates in summer, fall, and winter 2020</li> </ul>				<input type="checkbox"/>
	ED 4D Continue to engage in efforts to attract more independent travelers				<input type="checkbox"/>
	ED 4E Develop a Maker-Space / "Fab Lab" with commercial kitchen				<input type="checkbox"/>

	Objective/Action	Responsible Parties	Time Frame	Funds Needed	Done
	<ul style="list-style-type: none"> <li>Identify site and plan for development in partnership with Skagway Development Corporation</li> </ul>				<input type="checkbox"/>
	ED 4F Capture local spending “leaking” from economy and develop workforce by expanding and support the existing carpentry-diesel, mechanics-welding, and related industry cluster by adding a vocational training program marketed locally and statewide				<input type="checkbox"/>
	<ul style="list-style-type: none"> <li>Partner to create a Career Learning program and student housing</li> </ul>	SDC (lead), School, NPS, WP&YR, Chamber, Hospitality Businesses			<input type="checkbox"/>
	<ul style="list-style-type: none"> <li>Create formal apprenticeship/learning opportunities with WP&amp;YR, NPS, other</li> </ul>	School (lead)			<input type="checkbox"/>
	ED 4G Encourage greater food security and small business opportunities for sustainably grown, harvested, hunted, and fished products				<input type="checkbox"/>
	<ul style="list-style-type: none"> <li>Integrate with regional online Salt &amp; Soil marketplace</li> </ul>				<input type="checkbox"/>
	ED 4H Support efforts to renew the local hatchery				<input type="checkbox"/>
	<ul style="list-style-type: none"> <li>Establish partnerships to lead this effort, including research of grant opportunities and fee structure for sport fishing businesses to support operations</li> </ul>	MOS, School, STC, TIWC, charters			<input type="checkbox"/>
	ED 4I Grant tax incentives to year-round residents and year-round residents who are business owners				<input type="checkbox"/>
	ED 4J Review policies pertaining to starting a business and revise to increase the ease and lower the financial burden of starting businesses for residents				<input type="checkbox"/>
ED 5	Continue to recognize the link between community amenities and Skagway's ability to attract and retain talent and business				<input type="checkbox"/>
	ED 5A Expand the Recreation Center, possibly including a pool				<input type="checkbox"/>
	<ul style="list-style-type: none"> <li>Prioritize stages of expansion with target dates and estimated costs</li> </ul>				
	ED 5B Continue investing in providing quality primary and secondary education				<input type="checkbox"/>

	Objective/Action	Responsible Parties	Time Frame	Funds Needed	Done
	ED 5C Develop additional parks and open space				<input type="checkbox"/>
	<ul style="list-style-type: none"> <li>Identify potential land parcels for this use and develop ideas and plans for green spaces</li> </ul>				<input type="checkbox"/>
ED 6	Ensure an adequate supply of appropriately-zoned land is available for commerce and industry, as well as residential development, balancing community priorities and environmental constraints <i>Cross reference with H-x</i>				<input type="checkbox"/>
	ED 6A Review industrial, light industrial, and commercial zoning code and map to ensure balance between land specifically for each use and that which supports a mixture of uses including residential				<input type="checkbox"/>
	<ul style="list-style-type: none"> <li>Survey all 'unused'/underused properties, ownership, and current zoning</li> </ul>				<input type="checkbox"/>
ED 7	Grow the health care sector by developing the services necessary for residents to stay in Skagway as they age				<input type="checkbox"/>
	ED 7A: Support development of one or more Assisted Living homes in Skagway, to serve 2-6 clients. <i>Cross reference with H-x</i>				<input type="checkbox"/>
	<ul style="list-style-type: none"> <li>Bring in an Alaska based expert to describe how to create and permit small, private, home-based assisted living.</li> </ul>				<input type="checkbox"/>
	<ul style="list-style-type: none"> <li>If a resident has serious interest in developing such a business, support or subsidize the learning process and assist the person in obtaining the training needed to meet state requirements and provide high-quality care.</li> </ul>				<input type="checkbox"/>
	ED 7B: Fill Skagway's health care gaps that facilitate aging in community				<input type="checkbox"/>
	<ul style="list-style-type: none"> <li>Partner with providers to offer annual Personal Care Attendant certification in Skagway. <i>Cross reference with H-x.</i></li> </ul>				<input type="checkbox"/>

# HOUSING

## GOAL

Expand the number, affordability, and quality of housing in Skagway. Ensure there is a range of housing types in order to meet lifestyle preferences and local budgets.



*Work Session on Housing, April 2019*



# Current Status

Number of Skagway DU, prices.

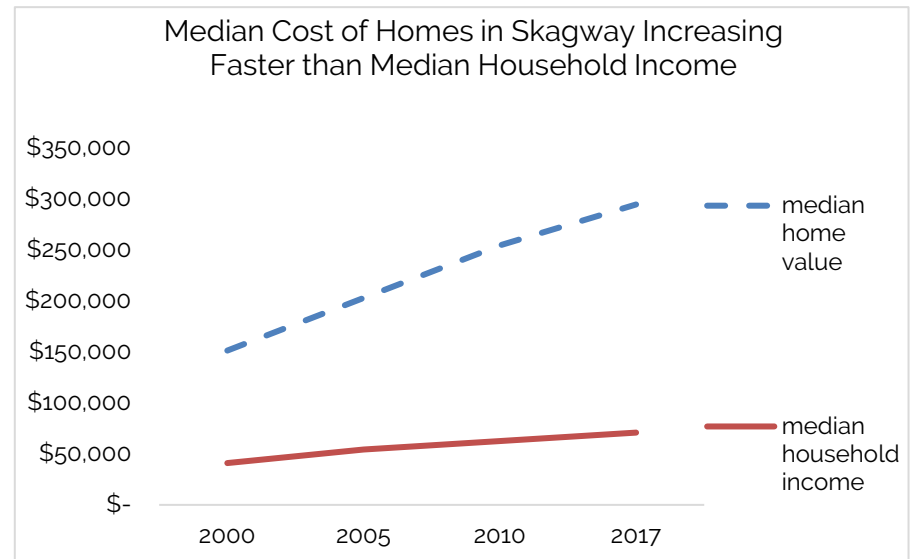
Simply allowing market to meet housing demand not working. This will threaten economic and community viability.

- Skagway not alone
- What others are doing

Specific housing gaps in Skagway: overall, affordable, seasonal workforce.

Will complete narrative with 2-page summary from existing packets, powerpoints, research...

## Why is there an affordability problem?



## Key Challenges and Opportunities for the Future

- Acquisition of housing to meet seasonal demand reduces housing stock available for year round rental and sales.
- Local market is not keeping pace with demand for year round rental and sale housing.
- Population projected to continue growing; this will create additional housing demand.
- Lack of understanding of options, ambivalence, or opposition to possible Municipality of Skagway role in stimulating housing development (beyond selling land) has stymied action on development of senior housing and affordable housing.
- Planned extension of water and sewer across 23<sup>rd</sup> Street Bridge will allow higher density residential development and redevelopment there.
- MOS purchase of 3.5 acre Garden City RV Park is tremendous opportunity to meet housing needs in the townsite.
- Committed group of civic-minded business employers/managers who are residents and committed to meet seasonal housing needs.
- Current zoning code lacks clustered or cottage housing standards and planned unit development standards, which limits flexibility and creativity of landowners and developers. Also, code should encourage higher density housing in certain areas.
- Partnering or encouraging AMHT to create a lower AB Mountain subdivision and land sale.
- Continuing dramatic increase in local senior population with attendant housing needs.

# Housing Objectives

H 1 - Appoint a 1-year Mayor's Housing Taskforce with staffing and support through Managers Office. *(yes, this is more action than objective, but it is critical to accomplishing all housing work, so I'm proposing it as objective...)*

H 2 - Build more housing to meet current pent-up demand and meet future demand that will be created by projected population growth.

H 3 - Build permanently affordable housing to assist young adults and new families in making Skagway their home.

H 4 - Expand housing for the seasonal workforce.

H 5 - Skagway's senior population is increasing rapidly; enable residents to stay in Skagway as they age.

H 6 - Enforce rules consistently - particularly in summer - so residents, business owners, developers, and investors have predictability and assurance.

# Housing Objectives and Actions

Time Frame: ST Short-term (0-2 years), MT Mid-term (3-5 years), LT Long-term (5-10 years), OG Ongoing

Funds Needed: L Low (\$0-99,999), M Mid (\$100,000-\$999,999), H High (\$1,000,000+), U Unknown, GF Grant Funded

	Objective/Action	Responsible Parties	Time Frame	Funds Needed	Done
H 1	<b>Appoint a 1-year Mayor's Housing Taskforce with staffing and support through Managers Office</b> <i>(yes, this is more action than objective, but it is critical to accomplishing all housing work, so I made it an objective...)</i>				
	<ul style="list-style-type: none"> <li>Elect chair, members to include 1-2 Assembly, 1-2 Planning Commissioner, and representatives from SDC, STC, NPS, large and small business owners with seasonal employees, builders, bankers, realtor, those seeking first time homes, church and senior representatives,</li> <li>Define tasks to accomplish within 1 year</li> <li>After 1 year, review progress and task list, determine if Taskforce sunsets or continues.</li> </ul>	MOS (lead) business community, SDC, others	ST	L	
H 2	<b>Build more housing and rehabilitate deteriorating housing to meet current pent-up demand and meet future demand that will be created by projected population growth.</b>				
	H2 A - Build (or rehabilitate) 50-80 new housing units by 2030 and an additional 30 to 40 more units by 2040. New housing should be a mix of housing styles, and at least 10 units should be permanently affordable.	Residents, Builders, P&Z, Bankers	OG		
	<ul style="list-style-type: none"> <li>Adjust zoning, permitting and related land-use processes to encourage clustered, moderate-density, mixed-use development that makes wise use of existing infrastructure. This will either be new zoning or creating 3-4 zoning overlay districts for municipal and adjacent private land. Purpose is to encourage clustered development with green or community spaces or facilities and connected pedestrian paths; and planned multi-lot development.</li> <li>New zoning or overlay districts would be around Garden City RV Park, "8 Pastures", and the most developable portion of the municipal land northwest of the WPY&amp;R railroad yard.</li> <li>Create clear development and bonus point standards.</li> </ul>			L (zoning consultant)	
	H2 B - By end of 2019 identify desired development pattern(s), and municipal role and management structure(s) for Garden City RV Park.	P&Z, SDC			



	Objective/Action	Responsible Parties	Time Frame	Funds Needed	Done
	<ul style="list-style-type: none"> <li>In 2020/2021, take actions to accomplish desired development.</li> </ul>				
	<p>H2 C - Rezone the area north of the 23<sup>rd</sup> street bridge in concert with the Future Growth Map and narrative in Land Use chapter in order to better match existing development patterns and encourage higher density residential development now that water and sewer will be extended (2022/23).</p>				
	<ul style="list-style-type: none"> <li>Design for MOS land to accommodate a combination of 80 RVs and apartments, <u>at a minimum</u>, just to meet current demand.</li> </ul>				
	<p>H2 D - Revise zoning code to remove restrictions that limit development of high density housing North of 15<sup>th</sup> Street.</p>	P&Z	ST	L (zoning consultant)	
	<ul style="list-style-type: none"> <li>Periodically review and revise zoning code to ensure a diversity of residential housing types can be permitted and that it is not inhibiting MOS from meeting its housing goal and objectives.</li> </ul>	P&Z			
	<p>H2 E - Meet with the Alaska Mental Health Trust to discuss development plans for its land on the lower slopes of A.B. Mountain and off of Dyea Road. Discuss ways the borough could facilitate or encourage this development. Consider a joint Borough-AMHT subdivision.</p>	MOS, AMHT			
	<p>H2 F - Rehabilitate or redevelop older housing stock and older mobile homes that were marginally built or not well maintained.</p>				
	<ul style="list-style-type: none"> <li>Provide incentives for owners of “marginally sound” or “dilapidated” structures to repair and bring them up to Code. Incentives might include waiving or reducing building permit fees, abatement of incremental property tax increase for 10 years, free inspection and listing of needed improvements by City personnel, low interest loans.</li> </ul>	MOS, AHFC, STC			
	<ul style="list-style-type: none"> <li>Assist homeowners to obtain rehabilitation funds for homes that have documented historic significance.</li> </ul>	SHPO, MOS			
	<ul style="list-style-type: none"> <li>Provide information to residents on AHFC’s Home Energy Rebate Program and the Weatherization Program. Assist local builders in qualifying as energy raters.</li> </ul>	REAP, SEC, MOS			
	<p>H2 G - Continue the residential land disposal program for Borough-owned land.</p>	MOS			

	Objective/Action	Responsible Parties	Time Frame	Funds Needed	Done
H 3	<b>Build permanently affordable housing to assist young adults and new families in making Skagway their home.</b>				
	H3 A - Create a Municipal Housing Fund, approved by ordinance, to stimulate housing development with \$1,000,000 in lendable, investable, and recyclable funding designed to support a range of housing-related objectives. Purpose is to help counter the cost escalators associated with the borough's limited land base, steep slopes, and high materials and labor costs and the risks facing would-be Skagway developers.	MOS, Mayors HT			
	<ul style="list-style-type: none"> <li>• Research options (many municipalities have these), present alternatives with funding options, costs/benefits. Metrics, to Assembly, make decisions, codify.</li> <li>• Codify fund purposes and process for review and decisions on fund disbursement. <ul style="list-style-type: none"> <li>○ Uses could include (for example) homeowner assessor apartment incentive grants, providing zero or low-interest gap financing/capital for developments that include at least 50% of housing dedicated for 15 years to those earning 120% or less of Area Median Income; manufactured home down payment assistance, etc. See appendix X for examples.</li> </ul> </li> </ul>	MOS, Mayors HT			
	H3 B - Create a property tax abatement program to meet development goals and targets for multi-business workforce housing, senior housing, and housing opportunities for young adults and families.				
	<ul style="list-style-type: none"> <li>• Research options, present alternatives with costs/benefits, metrics, to Assembly, make decisions, codify.</li> </ul>	Mayors HT	2020 (ST)		
	H3 C - Support establishment of a Community Land Trust in Skagway to facilitate private-public-nonprofit partnerships and construction of 10 permanently affordable housing units.				
	H3 D - Enable use of Municipal Housing Fund (see H3-A) to help meet affordable housing target.				
H 4	<b>Expand seasonal workforce housing in Skagway.</b>				
	H4 -A Better quantify and define deficit to meet 2025 seasonal housing needs. <i>(16 of 28 responding Skagway business owners in 2019 SEC survey plan to increase hiring in 2020)</i>	Mayors HT, SDC			

	Objective/Action	Responsible Parties	Time Frame	Funds Needed	Done
	H4 -B Continue innovative and creative efforts that increase the supply of safe seasonal housing, such as the current 3-year trial to allow one RV attached to water and sewer per home (17 permitted in 2019).				
	H4 -C Ensure there is always a legal campground for at least <b>xx</b> campers in or near the Skagway town-site (public or private).				
	H4 -D Support research and business community dialogue to determine if there are ways to cost share and build one or more congregate, bunkhouse, or apartment style housing complexes for multiple businesses to lease or rent units.				
	H4 - E Enable use of Municipal Housing Fund (see H3-A) to help meet seasonal workforce housing targets.				
<b>H-5</b>	<b>Skagway's senior population is increasing rapidly; enable residents to stay in Skagway as they age.</b>				
	H5 A - Build 6 units of combined market rate and rent-subsidized senior housing (2015 "Market Analysis, Independent and Assisted Living, Skagway, Alaska," by Sustainable Solutions and Chi Partners, LLC.)				
	H5 B - Develop simple pre-approved designs/plans with home modifications to assist seniors to stay in their existing homes, Waive any permitting fees.	MOS			
	H5 C - Support development of one or more Assisted Living homes in Skagway, to serve 2-6 clients.				
	<ul style="list-style-type: none"> <li>Bring in an Alaska based expert to describe how to create and permit small, private, home-based assisted living.</li> <li>If a resident has serious interest in developing such a business, support or subsidize the learning process and assist the person in obtaining the training needed to meet state requirements and provide high-quality care.</li> </ul>				
	H5 D - Partner with providers to offer annual Personal Care Attendant certification in Skagway. <i>Cross reference with ED-x.</i>				
<b>H6</b>	<b>Enforce rules consistently - particularly in summer - so residents, business owners, developers, and investors have predictability and assurance.</b>				

	Objective/Action	Responsible Parties	Time Frame	Funds Needed	Done
	H6-A Hire a summer code enforcement officer to increase MOS enforcement and inspection presence to address safe and sanitary housing violations including living in places /spaces without water and sewer, illegal camping, illegal fires, late night noise violations, abandoned vehicles, etc.				