GUSTAVUS
Strategic Plan

Compiled by the Strategic Planning Committee
April, 2005

GUSTAVUS STRATEGIC PLAN OUTLINE

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I. Introduction

INTRODUCTION

This is the first strategic plan for Gustavus since the community acquired status as a second class city on April 1st, 2004. The newly elected City Council created, by resolution 2004-06, a special committee called the Strategic Planning Committee. The resolution cites a need for public process to capture community values and goals, and assurance that a special committee would involve all segments of the Gustavus population and user groups, businesses, and recreation enthusiasts. This plan is intended to coordinate future community development, preservation, and service delivery.

Gustavus is a city of 429 people set on the shore of Icy Strait, 36 air miles from Juneau, Alaska's capital city. Originally called Strawberry Point by early settlers, the community was renamed Gustavus in 1925 by the USPS when the first post office was established here. Strawberry point was historically used by the Tlingit people for seasonal harvesting and smoking salmon. The first successful homestead patent was issued in 1923, although settlers were present here as early as 1917. Through "hope and hard work" several families successfully homesteaded here. Their names live on here in their descendents as well as place names. Rink, Parker, Chase, White and Hall were among the families who settled the area.

The community of Gustavus spokes across the rising flatlands, with the hub at Four Corners. The business community is spread along the various roads and sub-communities have grown from the original homestead sites. Gustavus is a unique community of individuals with a wide array of lifestyle choices and accommodations, from one room cabins with no plumbing to five star homes. Many of its residents choose Gustavus for its remoteness and simplicity while others would prefer to bring more of the modern world in.

The gateway community to Glacier Bay National Park, Gustavus is unique in its landscape and in its people. As the glaciers have receded, the land in Gustavus has risen quickly, and long time residents have witnessed phenomenal changes. Land that once was within the tidal zone is now high and dry and where grasses once predominated, spruce trees now tower. There is a long and colorful history of evolution of Glacier Bay National Park boundaries and the relationship between the park service and community, leaving even to this day, an aftertaste of resentment. Recently community members and park officials have worked, with much success, to sweeten this relationship.

With the geologic and geographic changes to Gustavus have also come social and demographic changes and with these changes have come wants and needs of the community. In order to ascertain the will of the people and to proceed in a deliberate and orderly fashion, the newly elected City Council appointed a special committee on November 11, 2004, for the sole assignment of compiling this plan.

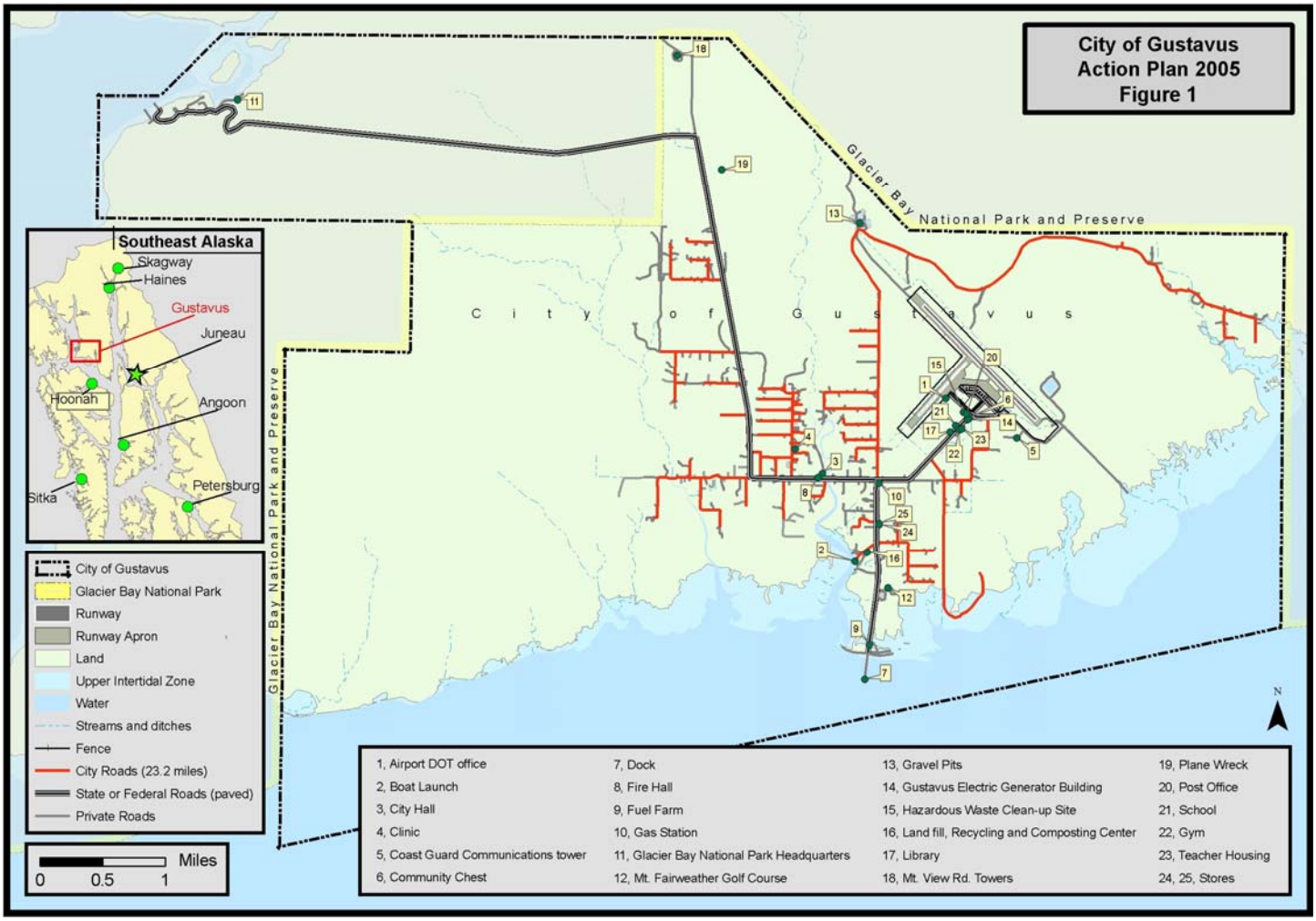
The purpose of this Strategic Plan is to provide a document which describes Gustavus as a snapshot in the present time; its physical characteristics, aesthetics, and its people. It describes the history to help explain how Gustavus came to be what it is and put context to the direction the community wants to go and the speed at which they want to proceed. The City will use the document as a road map for community change, noting its posted signs; "slow", "dead-end, do not enter", and in some cases where the community has indicated "pedal to the metal". This plan will also be used as a required document for securing funding through various government agencies.

This Strategic Plan differs from a Comprehensive Plan in that it will not cover land use or zoning, and will focus on projects for which there is broad public consensus.

With the technical guidance of the Alaska Department of Commerce, Community and Economic Development, and the *Community Strategic Plan Guide and Form*, published by the USDA—Rural Development, Denali Commission and the Alaska Humanities Forum, the committee set to work. A series of public meetings was scheduled in order to take public comment and input at each stage of the plan process. In addition, comments were solicited through mail-out questionnaires and surveys and open communication by phone and email with committee members. The public meetings were well attended and discussions were lively. Gustavus showed itself, as is its tradition, to be a community that is passionate about its surroundings and way of life. While meeting minutes and attendance sheets are not included in this plan document, they are available at City Hall.

The information in this plan has been condensed from reams of information gathered. Many people have spoken and their thoughts were recorded on white boards and flip charts. Ideas have been penciled and tapped out on keyboards all across the community. It was the task of the committee as well as the community to sift, categorize and summarize. Many times the end product, while accurate, did not reflect the vibrancy of Gustavus in all its dimensions. It was our job to take statements such as, “we like Gustavus because we can all pee in our own yard,” and turn them into more socially acceptable value statements. With that in mind, this plan reflects who we, the citizens of Gustavus, are and what we value, vision, need and want in our community.

Figure 1. City Map



II. Community Description

HISTORY

Natural History

Geology, geography and Vegetation

The city of Gustavus extends about 10 miles westward from the base of the Excursion Ridge to Bartlett Cove on the shore of Glacier Bay. Geographically, the land portion of this area can be divided into three units: the Excursion Ridge, the Gustavus flats and the Bartlett Cove moraine.

The Excursion Ridge

About 50 acres of land in the northeastern extremity of the Gustavus municipal boundaries lie on the Excursion Ridge. This is the only part of the municipality that escaped the effects of the last ice advance in Glacier Bay. As a result, it has thick soils, ancient hemlock-spruce forest, and wetlands atop deep peat deposits unlike the other units. Most of the largest trees were logged about 40 years ago.

It also is the only part of town underlain by bedrock. This rock is mostly limy mudstone of some potential utility for use as road aggregate.

The Gustavus Flats

The vast majority of lands within city boundaries (over 20,000 acres, mostly in Gustavus proper, but some in the park) lie within this unit. Its surface was formed prior to 200 years ago by several glacial streams issuing from ice in Glacier Bay. The surface slopes seaward in mid-town at about 7 feet/mile; the slope is greater to the west and less to the east. Surface sediments tend to be sand, often capped by silt within a mile or so of the shore; the silt was deposited by sea water when the land was pressed down by ice in nearby Glacier Bay. Most of the remaining surface of Gustavus is sandy, except for the northern triangle where sandy gravel occurs. Well drilling has shown the Gustavus subsurface to be made of complex lenses of sand and silt, some of which is shelly and putrid, indicating old mudflats.

Uplift due to post-glacial rebound continues to reclaim land from the sea. Creeks are trenching into the land surface to hold their gradients as the land rises around them. The water table generally fluctuates within a few feet of the surface, except near these entrenched creeks and the deepest man-made ditches.

The natural plant cover is mostly a mosaic of young spruce/pine/cottonwood forest, thickets of willow and sweet gale, and wet meadows. All plant communities are young near the beach due to uplift. Luxuriant spruce woods containing reasonably good saw-timber occurs near watercourses and in a broad band in the center of town, where the Salmon River and ditching have made especially good drainage. Clearing in populated areas has resulted in pockets of dryer grassy meadows and old logged areas coming back in brush and young trees.

The Bartlett Cove Moraine

About 700 acres of land in the northwestern corner of Gustavus municipal lands (in the park) were recently occupied by a fringe of the Glacier Bay ice sheet. The glacier bulldozed them into a complex southwest-trending bouldery ridge and associated sandy tablelands through which the last mile of the Bartlett Cove road winds.

The land has risen about 12 feet since the glacier left about 200 years ago. Spruce forest, alder brush and meadows occupy these risen lands along the shore. Otherwise, portions of the area not cleared for development are occupied by a luxuriant spruce forest that has been devastated by bark beetles in the last 25 years, leaving open patches in which young hemlocks, spruces and various shrub species are thriving. Small ponds dot the area. The only cleared areas are now occupied by the Bartlett Cove park headquarters and visitor use area.

Wildlife

Many wildlife species characteristic of the SE Alaskan mainland occur in Gustavus. Most notable these days is moose, which occur in very large numbers in recent years, and which support two major hunts, for cows and bulls. The total take in 2004 was about 100 animals. Black bears are numerous on most years, and brown bears, once very scarce, now are recorded once to several times yearly. Wolves, coyotes, marten and river otter also fluctuate in abundance from year to year. Seals occur regularly in the city's marine waters and river mouths. Reintroduced sea otters have yet to become common except at Point Gustavus, but are spreading.

Hundreds of geese, and thousands of ducks and shorebirds use Gustavus beaches and meadows during migration; resident Canada geese number over 100, probably nesting for the most part on Pleasant Island. Like all SE Alaskan towns, we have our local flock of ravens, crows, jays, and in the winter, magpies.

Since Gustavus is generally thinly settled, and much good habitat remains, wildlife are our daily neighbors and are highly valued by most Gustavians in both utilitarian and esthetic ways. Black bears and moose still occur more or less throughout. More elusive species are found mainly on the town periphery.

Human History

Tlingit oral history of human habitation in the Gustavus area stretches beyond the Little Ice Age some 4500 years ago, when a village translated as Sand Mountain Town existed in Bartlett Cove. The next record of activity was between 1805 and 1880, during which time a clan house at "Clay Point" (Pt. Gustavus) played an important role in Woosh-Ketaan Tlingit history. This clan house was inhabited until 1922, and was a landmark for some time after that. Other native activity in the area was contained in some 5 or 6 fish camps and summer camps scattered across the broad outwash from Bartlett Cove to Excursion Ridge.

Non-native activity offshore at the turn of the century included summer cruise ship activities into Glacier Bay, fish traps, and various fisheries. The saltery in Bartlett Cove had just closed down. Fox farms dotted the lower islands of the Bay. Strawberry Point, as Gustavus was named then, was by now a broad, flat plain of wetlands and forests of spruce and pine.

The territory of Alaska was keen to entice homesteaders, and offered 320-acre parcels to those sturdy souls who were able to eke a living from them. It was in 1913 that the first of these arrived, three young couples from Seattle. During the next 30 years more came and went, and the population fluctuated from 2 to as many as 30.

The Parker family arrived in 1917 and was perhaps the most influential to the early growth of the community. A large family (daughter May eventually had ten children), five children acquired homesteads of their own. All were involved in the labor of clearing, planting, harvest and husbandry, from the six-acre garden to the herds of cattle that provided a good portion of their income for some 20 years until the canneries closed and Seattle

packers made it difficult to find markets in Juneau. The Parker family also built a sawmill on the Good River in 1921 to provide lumber for their own community, & to be able to secure contracts for the cannery fish traps and local Road Commission & Works Progress Administration projects, including Gustavus' first dock in 1929. Another project was the first schoolhouse, built in 1927. The Parker Mill produced from 20 to 60 thousand board feet per year until the mid 1930s, at which point the family turned to the lure of gold, finally staking and working the Leroy Mine at Ptarmigan Creek in Glacier Bay.

All of the early homesteaders worked gardens or raised cattle to pay for those things that nature could not provide. Early crops were rutabagas, potatoes, carrots, turnips, radishes, and of course—strawberries. As Ruth Matson described it, "our little settlement was approaching prosperity. We had, among us, 350 cattle…fine vegetable gardens and berry patches. We sold enough produce and earned enough money at various other jobs to keep our homesteads, and we had big hopes for the future. Then, in 1939, our Glacier Bay National Monument was increased from 1820 square miles to 3850, literally swallowing us and the nearby homestead lands where we had expected to see new settlers. Slowly the folks began to move away."

During the 1940s, tensions between the NPS and the homesteaders continued to mount as the surrounding lands were closed to grazing, and the local infrastructure of dock, roads, & bridges, now under NPS jurisdiction, fell into disrepair.

At this point, the United States entered into World War Two, and Gustavus was forever affected. It was Charlie Parker who first created a makeshift emergency runway for the military here, inspired by the surety that the Japanese would be making an appearance at any moment. The army soon followed with its own plan, and began construction on the airport that has played such a transformational role toward the growth of the community. Homestead gardens and ranches enjoyed a brief period of prosperity as they supplied produce, milk, pork, and beef during the effort. Construction jobs were also an important part of the economy, and this has continued to the present day.

After the war, the airfield's future was touted as "the main airport for large commercial planes from the states, where passengers will trans-ship to smaller planes for various Alaskan points, or will continue on the large planes to the orient". This aspect awakened hope that the homestead community would thrive as a waypoint. The Riverside Lodge (now Gustavus Inn) was created from the White's home on the Salmon River, and provided rooms for adventurous travelers and layover lodging for the passengers of the larger airlines that couldn't land in Juneau during bad weather, but the prospect of a hub never materialized.

In 1952 the National Park Service definitively located the monument headquarters at Bartlett Cove "because of its proximity to the Gustavus airfield". Within five years, the road from Gustavus to Bartlett Cove was laid, & the infrastructure included a pier, water system, and residences for a maintenance foreman & ranger. The Civil Aviation Authority maintained the airfield with a steady turnover of radio operators, engineers, & maintenance personnel. For the older residents, subsistence farming and ranching, trapping & hunting were still mainstays; fishing and construction provided employment during summer months. In 1955, after a long fought battle by homesteaders, President Eisenhower signed a proclamation returning lands to the public domain, amounting to 14,741 acres. 8,210 acres were reopened to homesteading, and new pioneers arrived to claim the land. In 1958, Gustavus School reopened with 8 students.

When Alaskan residents were asked to vote on statehood in 1959, Gustavus, according to Ruth Matson, was "one of two precincts that voted solidly against it". Whether this was a reflection of the residents' historical

battle with the federal Department of the Interior or prescience for the impact on homesteading is left to conjecture. Homesteading was ended by statehood, curtailing the influx of new settlers once again.

By 1960 there were 60 "in the regular population." Cattle still roamed the wild grasslands, while a trickle of newcomers bought land from the original homesteaders, drawn to a lifestyle of independence & subsistence. Logging operations set up camp & set down roads, on occasion buying homesteaders' trees, shipping them out to mills in Haines or other communities.

With the opening of Glacier Bay Lodge in 1966, tourism began to take its place in the imaginations and economics of the local residents. Finally "the park" was income potential. Immediately there was a bus company navigating the potholes from airport to Bartlett Cove. Glacier Bay Airways set up a small A-frame office at the airfield to shuttle the first tourists in. The Gustavus Inn, under new ownership by the Lesh family, developed as a full-service inn.

Slowly, very slowly, Gustavus became more involved, but its role as a partner in the industry was limited. The town was still, after all, no more than a widely-spread settlement of small cabins and homes. Private generators provided occasional electricity to those homes that chose to "modernize", but many still used woodstoves and kerosene or propane lights.

In 1972, the Gustavus Bus carried 6000 tourists. The old asphalt roads laid during the airport construction deteriorated. During this decade, the dock was replanked and repaired. A Christian youth summer camp was built. Art Hayes built the first store, and provided electric power to only eight customers, thereby avoiding status as a "public facility", while provoking a fury of public debate. Alaska Airlines began jet service, introducing a daily roar that unsettled the farm animals. Telephone service arrived to replace the households' "c.b. radio" systems. By 1978, Gustavus was a community of "approximately 80 people", and a larger portion of these were now families involved in the fishing industry.

During the 1980s, another extremely significant event took place to change the face and fate of Gustavus forever: In 1983, Dick Levitt and Ed Cahill bought the electric company from Art Hayes, and began to expand services. Soon after those first 21 customers were on line, a satellite dish was erected to provide the Rural Alaska Television Network, and blue light began to stream out into the night fields. A gas station with a 500-gallon tank and battery-operated pump was installed in 1984, and with that—all the pieces were in place for anything to happen here.

An explosion of activity happened then. Three fish processors were soon in business. A new grocery store was built, a hardware store, a restaurant. Houses sprouted everywhere. Businesses bloomed, as new residents created livelihoods in the tourist industry-- lodging and taxi companies, bush airlines, charter and fishing tours. By 1990 the full-time population had expanded 263%, by 2000 another 166%. Gustavus was no longer an outpost requiring the endurance of its original pioneers. Now buoyed into the 21st century by entrepreneurs, the challenge was to maintain the spirit and sense of community that has always prevailed.

History of Glacier Bay National Monument/Park

Central and Upper Glacier Bay were proclaimed a National Monument in 1925 by President Coolidge. The rest of the Bay, the north shore of Icy Strait and the outer coast from Cape Spencer to Cape Fairweather were added by President Roosevelt in 1939. Little-noticed at the time, this expansion put a lot of productive marine water

in the park. This expansion included all lands within the present city boundaries of Gustavus, much to the chagrin of the homesteaders here, who became surrounded by lands they couldn't use in all the ways they had before. This expansion also affected the Huna Tlingits, for whom Glacier Bay is an important part of their original homeland. Early relationships between the local settlers and Tlingits on one hand, and absentee park managers on the other, appear not to have been harmonious.

Due mostly to political action by local people, notably Charlie Parker, Gustavus in its present configuration was excluded from the park by decree of President Eisenhower in 1955. A permanent Park Service presence was established at Bartlett Cove shortly thereafter, and the superintendent was stationed here in the 1970's. As part of the Alaska National Interest Land Classification act of 1971, the National Monument was changed to a National Park, was enlarged to include Dry Bay, and much of the area was classified as Wilderness, including nearly all the land and some marine waters.

Glacier Bay Lodge opened in 1966, at which time visitation of all types was minor. Cruise ship visitation, first established in the late 1800's and terminated by the earthquake of 1899, began again in the late 1960's. An apparent exodus of humpback whales in 1977 began a focus on the marine environment, which has led through complex steps, to major closures of commercial fishing in Glacier Bay at present and to complex regulations for and restriction of vessel traffic.

Relations between the Park Service and Gustavus residents have slowly improved over the years, though a major setback occurred at the time of the fisheries closures of the late '90's. At present, relations are generally good, due in part to the great expansion of staff and facilities at Bartlett Cove, which has provided many opportunities for local employment. Park management has worked to be a good neighbor, and there is some cooperation, for instance with refuse management.

LAND OWNERSHIP AND LAND USE

As a second class city, Gustavus is not required to take on the responsibility of planning, platting and zoning. Since the City Council has not taken on this task, this plan will not deal with land use. If, at a later date, the City Council writes ordinance to deal with land use, this plan will be amended.

Land in Gustavus is owned or controlled by various governmental entities, a native corporation, private individuals and a good portion is held in trust for public use and wildlife habitat and will never be developed.

Some of Glacier Bay National Park is located within City Limits and is owned and controlled by the Federal Government. Gustavus receives Payment In Lieu of Taxes (PILT) monies each year from the federal government for this land.

The State Department of Transportation owns and controls the land around the State Airport and other lands are under control of State Department of Natural Resources. The City already leases some of these lands from the DNR for public use. (These include lands where City Hall is located.)

The Mental Health Land Trust has about 1200 acres of land in Gustavus, earmarked as a revenue source to support mental health programs in Alaska. This land will gradually be sold to support their programs.

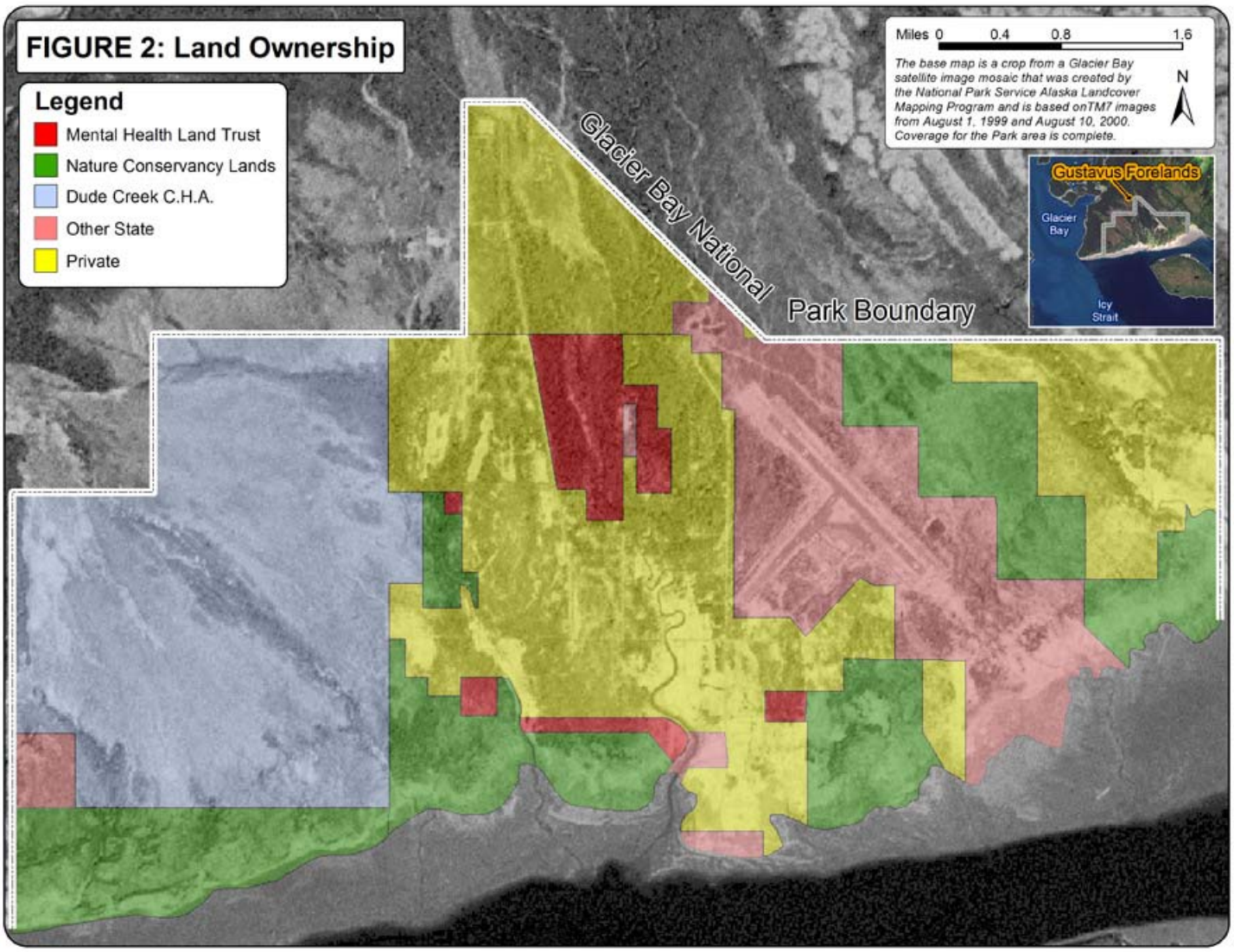
In November 2004 the Land Legacy/Nature Conservancy completed purchase of just over 4100 acres of Gustavus coastal Lands all from Mental Health Trust Lands. The properties will be managed for public access and fish and wildlife habitat. This will be accomplished through a joint partnership between the community of Gustavus, the Nature Conservancy, and the Alaska Department of Fish and Game. Another tract of Gustavus land that remains in the public domain is the 4,083 acre Dude Creek Critical Habitat Area. This encompasses a large area of undisturbed wet meadow which sand hill cranes and other birds visit seasonally. This area is designated for many public uses including fishing, hunting, wildlife viewing, hiking and berry picking, and is managed by Alaska Department of Fish and Game in consultation with the community o Gustavus.

Private ownership claims the remaining acreage. Of these private owners the largest is Cook Inlet Regional Incorporated (CIRI), a native corporation, which, when unable to find suitable land in the Cook Inlet Region selected about 900 acres of land in Gustavus. This property, like the remaining Mental Health Trust Land may be sold or developed.

Gustavus may select 10% (about 28 acres) of the remaining State land for the newly formed city. As mentioned above, large portions of land are either in private, government or public domain ownership, making land selection for public facilities, such as landfill relocation, a difficult process. In addition to transfer of the chosen 28 acres, the City may lease property from DNR under AS 38.05.810, on a 55 year lease for public use.

In addition to transfer of the chosen 28 acres, the City has two other options under AS 38.05.810. The City may lease property from DNR on a 55 year lease or ask the State for conveyance of other lands to become City lands for public use.

Figure 2. Land Ownership Map



GOVERNMENT

A group of interested resident volunteers filed corporation papers with the State of Alaska in November of 1979 and formed the Gustavus Community Association (GCA). The Association filed for non profit status which was granted on November 4, 1980. The Bylaws, Policies and Guidelines were revised several times after they were first written and adopted; most recently in June of 2002. GCA remained the community's government, a voice on issues. It was able to accept state and federal funding from Revenue Sharing, Capital Project Matching Grants and other grants as entities such as Library, Preschool, Arts Council, Emergency Response, Landfill, Land Legacy, Community Network and Community Chest were developed. Elections for board members were held on a regular schedule and board meetings and general meetings were held monthly. GCA had as many as four part-time employees: two at the landfill, the library administrator and an executive secretary. Identified as a Social Welfare Organization by the IRS, GCA operated as a non-profit to promote the common good and general welfare of the people of the community. It sponsored informational meetings and pursued issues and topics the membership deemed appropriate and pertinent to the development and well being of the community.

From its inception, the GCA board was made up of volunteers as was every GCA committee. Volunteers also staffed the boards responsible for all the entities under GCA, including GER (Gustavus Emergency Rescue) the Library and Landfill. Services were built on community donations of funds, products, time and energy. The new library "was built by bake sales" is an often quoted illustration. The 4th of July is known for its lunch fundraiser for GER, and a dinner fundraiser for the library that is served during the auction fundraiser for the Arts Council and the school. Various organizations set up other concessions that are fundraisers for their activities, like the preschool, the Boy Scouts and others.

Incorporation was researched and initiated in the mid 1990s and a vote to incorporate lost by two votes. In the last few years of its existence, a fund drive had to be held to run the GCA office when for 15 years, volunteers and fundraisers had seemed to be enough to sustain it. As the Library, Landfill, Emergency Response and the Clinic began to fail to keep up with basic operating costs, and the possibility of borough formation threatened loss of community voice, GCA once more voted to look into incorporation and appointed a governance committee. GCA filed a petition for incorporation in October of 2003. The process was long and offered opportunities for untold hours of work for the governance committee. Incorporation was hotly debated in the community, but when put to a vote, incorporation prevailed. On April 1, 2004, the City of Gustavus was officially incorporated and became a second class city and the first city council and mayor were seated. A swearing in ceremony was followed by an open reception at the Wings coffee shop and the task of writing and adopting ordinances began. A City Clerk/Treasurer, and three other part time employees were soon hired and the Endowment Ordinance adopted. (The adoption of this Ordinance facilitated the transfer of Glacier Bay Fish Compensation money, an amount of $960,000, from GCA to the City of Gustavus). GCA helped with transition and interim committee business delegated by the City Council and was able to schedule its dissolution for December 31, 2004, with a final general meeting in September 2004. Election for two City Council seats which carried three year terms was held in October, 2004. Committees were formalized by resolution by the first part of November of the same year.

The Gustavus City Council members and Mayor remind their constituents regularly that the city plans to keep the least amount of government necessary for the job and to spend its funding wisely, as though it had been raised by a bake sale.

PUBLIC FACILITIES AND SERVICES

Gustavus City Hall

City Hall has had many former lives. Originally a church camp building, it was recycled into our first public library, and recycled again into the Gustavus Community Association meeting hall before proudly calling itself City Hall upon our April 2004 incorporation to a second class city. Located at the Salmon River Park, City Hall is a one room, twenty-foot by thirty-two-foot building with no indoor plumbing. It provides an office area for the City Clerk (the one paid position of the city government), space for records, as well as a meeting room area for our seven member City Council, various committees and public meetings.

Elected by the Gustavus voters, the City Council sets up the framework for the city to function. It provides a listening ear for the community to express concern and give its input. It is the elected voice representing the community to outside agencies. Committees are appointed by the council to conduct research in specific areas and report back to the council for any necessary action. Usually one council member sits on each committee. Currently there are committees for land selection, marine facilities access, road maintenance, Gustavus Endowment fund, and the one writing this action plan. Having recently turned budget oversight over to the city, the boards of the Gustavus Volunteer Fire Department, Landfill, Library and Community Network, all report to the city council.

The City Clerk administers the finances of the city by receiving (taxes, state and federal grant monies, endowment fund, etc) and dispensing funds (department payrolls, city contracts, special projects, etc). He is a liaison between the community and the City Council and an advocate for the city's interests to outside agencies. Information about the city such as council minutes, resolutions, committee reports and grant applications are posted by the clerk on the city website.

Americorps VISTA funds a local volunteer through the Village Council Management Program. This volunteer is responsible for assisting Gustavus in asset development at a grassroots level and is currently on the committee developing the community action plan.

Gustavus Volunteer Fire Department

In 1982 a handful of safety minded residents created Gustavus Emergency Response (GER). Funding for the start-up was provided by the State of Alaska Department of Health and Social Services and the Southeast Region Emergency Medical Services (SEREMS) based in Sitka.

Over the following few years a fire hall was built with funding from the State of Alaska. Potential housing space for future on call EMS staff was finished in the early 1990's and additional equipment space was added in the late 1990's.

Gustavus Volunteer Fire Department's (GVFD) current equipment consists of a fire engine, two tankers, a brush truck and an ambulance. The fire engine was a donation of a retired vehicle from Juneau. The lengthy crusade for a replacement ambulance came to fruition in 2002 with funding from the Rasmusson Endowment, US Department of Agriculture, State of Alaska, SEREMS and locally raised monies. The scope of GVFD's equipment is supplemented on a mutual aid basis by two State owned airport fire engines and nearby Glacier Bay National Park Service (GBNPS) emergency vehicles.

The most important element of what makes the Gustavus Volunteer Fire Department so valued by our community is, of course, the small, dedicated group of year-round volunteers who respond 24/7 to our cries for help. The current staff includes 11 EMS Responders, 14 Firefighters, a regular and standby dispatch team and mechanics. Most of the volunteers wear multiple hats. A reciprocal emergency response arrangement exists with the Park Service EMS team of five on all medical/fire calls.

Included in the services provided by GVFD are: 24 hour 911; fire prevention and protection; 24/7 basic life support ambulance service (if the local primary care provider is on call then advanced life support is available); coordination of medical evacuations by small plane or the U.S. Coast Guard; air/land/sea search and rescue; law enforcement liaison with Alaska State Troopers.

Gustavus Volunteer Fire Department holds a contract with the State of Alaska to provide airport crash/fire rescue services for the minimal hours that jet activity occurs during the summer months. Three paid positions are included in this seasonal contract.

GVFD funds almost half of its bare bones, annual, operating budget from this crash/fire rescue contract. Fundraisers, private donations, in kind donations and mini-grants from SEREMS all help cover costs such as 911 phone, medical supplies, vehicle and building fuel and maintenance, training. FEMA grants over the last three years have helped in areas such as updating firefighting gear.

Recently, the Gustavus Emergency Response was officially renamed the Gustavus Volunteer Fire Department as it became a City Department. The City will oversee GVFD's fiscal and administrative responsibilities and likely be supplementing budget shortfalls.

Although the volunteer staff seems impressive, a big deterrent that GVFD faces in providing services remains the lack of long-term volunteers. The prevailing poor (to abominable) condition of our arterial roads not only affects response time, but takes a heavy toll on fire department equipment. A December 2004 response to a house fire at the end of Rink Creek Road, a distance of about 5 miles, took 35 minutes to reach, due to deep potholes and ruts. The house was a total loss.

GVFD's future plans call for a sub-station in the Rink Creek area where they have responders, but no equipment/facility to expedite response. Another void the GVFD plans to address is the strategic placement around the community of several 15,000 gallon cisterns to provide reliable water sources during dry periods of high fire risk. If shipping can be arranged (afforded), a retired Aircraft Rescue Firefighting (ARFF) rig from Juneau will soon become the GVFD primary pumper.

Gustavus Public Library

So many Gustavus residents participated in the Alaska State Library books-by-mail program that the State suggested it was time for the community to have their own library. In 1985, with that mission, a small group of motivated residents began planning and construction of the first Gustavus Public Library. In September 1986, the Gustavus Public Library opened its doors in an old, one room (600 square foot) renovated, church camp building. Support funding was received from the Alaska State Library, state revenue sharing and fundraisers. The Gustavus Public Library Committee, along with volunteers, organized and staffed the library. Originally set up as a function of the Gustavus Community Association, it is currently a City Department.

In May of 1997, groundbreaking occurred for a new 3000 square foot facility located adjacent to the Gustavus School. Spearheaded by the enthusiastic and committed Gustavus Library Board, funding for this project came from many years of local fundraisers, Chatham School District, the Library Service and Construction Act, an Alaska State legislative appropriation and thousands of dollars worth of local in-kind contributions. In contrast to the high caliber of the finished facility, the library operates on a shoestring budget. With the exception of one, paid (15 hour/wk), library administrator position, it is staffed by 12 steady volunteers (including board members, some of whom are original!) and up to 30 volunteers in the summer.

Annually, locally raised funds of $7000 are matched at about 90% by the Alaska State Library. Some equipment and maintenance is also funded through the State of Alaska. A telecommunications subsidy, meeting room fees, the small administrative fee for the Chatham School District Summer Reading Program and various other fees and donations altogether keep the library afloat. When the Gustavus Public Library became a City Department, the policy-making Library Board became an advisory board. The Library Board/Friends of the Library will continue recommending policy/procedure to the City Council and fundraising for special projects The City will also administer fiscal oversight of the library.

The Gustavus Public Library offers a variety of services: a collection of books and other materials for loan; the summer reading buddies program; frequent Saturday morning story hour for “children” of all ages; license and education test proctoring; student intern program; inter-library loan and internet connectivity. The Gustavus Public Library is the repository for community records in electronic format and the host of community newsgroups and lists. It is also the community’s election polling place.

Even with this impressive service list, the library has difficulty providing adequate training for volunteers, consistency in volunteers, funding for regular building maintenance, and just keeping up with needs such as timely cataloguing of books.

The Gustavus Public Library offers residents a pleasant environment and is a highly used and appreciated facility.

Gustavus Community Network

In July 1996, Gustavus was one of six Southeast communities to connect to the internet. SEAKNET was a regional organization set up through the Alaska State Library and a grant from the National Technological Infrastructure Administration. The grant paid for the initial set-up and connection and a year of basic operating costs. By July 1997, Gustavus SEAKNET was completely self-supporting through user fees and became a function of the Gustavus Community Association. Originally set up at the school with the University of Alaska as internet provider, it was moved to the library when the school set up its district-wide service. In January 2002, to alleviate too slow connection time, the network cut over to satellite service and was renamed Gustavus Community Network (GCN). Service was again upgraded in December 2004.

For a monthly fee, GCN provides its subscribers with internet access, e-mail and dial-up core services. There are about 120 subscribers in the winter rising to about 156 in the summer. GCN's revenue pays for the satellite connection, telephone service and contracted network services.

There is a major outreach effort by volunteers for connection *among* community members, not just to the outside world. In partnership with the library, a one-stop portal to all things Gustavus is available including email lists, forums, electronic file storage and community calendar.

At this time GCN is unable to deliver affordable broadband internet access in a cost effective way. It would take a low interest loan and/or a grant to pursue community wide access. A broadband access plan underway may come to fruition the summer of 2005.

Gustavus Disposal and Recycling Center

In 1994, at the request of the Department of Natural Resources, the Gustavus Landfill became a permitted facility according to EPA laws. Begun in 1992, the permit application process was undertaken by a Gustavus Community Association Committee. At the time, this committee was already addressing community concerns about the dump. An official Landfill Manager was hired as part of the process.

Ten years later finds Gustavus with a model landfill operation thanks to the dedicated long-term crew running it. The staff consists of the manager/operator (aka the "Dumpmaster"), assistant manager, special projects/grant writer and a handful of active volunteers. Along with the Landfill Manager, the five-member Board handles budget oversight, establishing rates/fees, operation protocols and keeping the community informed through letters and newspaper reports of Landfill activities and direction. Recently the Gustavus Landfill/Community Chest became a City Department and fiscal administration will now be largely handled by the City.

Most of the funding for landfill equipment came through the state capital projects matching funds. The state discontinued this funding in 2002 and the landfill has since secured other assistance through private foundations. User fees make up the bulk of the operating budget. Recycling program costs often outweigh the income, but not always.

The Gustavus Landfill is located at the decades old dump site adjacent to the Salmon River small boat harbor. Of approximately 12 leased acres, 1/3 is a buffer, 1/3 is reserved and 1/3 is the active area. A transfer station, various outbuildings and about 1.25 acres of disposal and composting sites, enclosed by chain-link fence, comprise the active area.

The current operation offers services in landfill disposal of un-recyclable waste, food composting and recycling. Recycling plays an integral role in extending the life of the landfill and ensuring a safer operation. The transfer

station is the site of sorting and processing recyclables. It houses the balers, shredders and glass pulverizers. Cardboard/paper, #1&2 plastics, aluminum (mostly cans) and steel food cans are regularly shipped out of Gustavus for recycling. The Landfill was able to upscale their recycling efforts when they acquired balers from Glacier Bay National Park on indefinite loan. This partnering arrangement was a result of the Park eliminating their landfill operation and becoming a Gustavus Landfill customer. At the same time, Glacier Bay Lodge became the Landfill's largest customer (seasonal). Another area addressing recycling is the Community Chest discussed below.

With an eye to the future, the Landfill Manager has identified the six components comprising an optimum recycling and disposal program for the City of Gustavus in his Integrated Resource Recovery and Waste Management Facility plan. Four of the six components are already being adequately handled at the Gustavus Landfill (see above). Providing the community with a safe permitted facility to handle all six components of need is the ultimate goal of the Landfill organization. Thus, a plan to further maximize recycling is under way which may entail relocating the present operation, or at least securing enough additional acreage to handle the two areas not yet addressed by the Landfill. These are sewage disposal and a dedicated scrap metal/junk car storage and salvage area. If funding can be secured, equipment to safely process raw sewage to a spread-able form (roadsides) could be accomplished using a controlled vessel comp-poster. With enough acreage for accumulation of scrap metal suitable for purchase by a scrap metal buyer, all steel could be recycled. Although the present landfill site is convenient, "downstream" from everyone and a model operation, it is small, in very close proximity to residential and recreational activities and very close to the Salmon River. The permit for the present landfill site will expire in August 2005.

Gustavus Community Chest

The Community Chest was started in 1998 by a small group of enthusiastic people who believed that having a place to recycle clothing and household articles would help reduce the amount of waste going into the landfill. Located near the Post Office in two, small, former DOT buildings, the "Chest" draws a crowd during all their open hours.

An active Board provides overall direction for the Community Chest in areas such as renovation, revenue spending, and duties needing to be delegated. The Board, along with a trusty band of volunteers, keeps regular business hours, holds sorting parties, and regularly makes attractive facility improvements.

Proving to be a very worthwhile endeavor, the revenues from the Community Chest have gone toward improving the facility itself and major support of the recycling costs at the landfill. For humanitarian causes, emergency funds have been distributed to organizations such as Gustavus Emergency Response, the Gustavus Community Clinic and the Gustavus Pre-school.

Recently the Community Chest became a subsidiary of the Gustavus Landfill. While the location of the "Chest" is ideal for customer access, more space for more variety of goods would help. Locating nearer the landfill would help reduce anonymous drop off of un-sellable items. With all the efforts involved in this thriving enterprise, there is always a need for more volunteers.

Gustavus Community Clinic

After years of makeshift "clinics" and intermittent doctor visits, the Gustavus Community Clinic (GCC) became a reality in May 1995. Inspired by the energy and dedication of the first Board of Directors and Physicians Assistant, untold numbers of community residents rallied to complete this grass roots project. Land to build on

and logs to mill for framing materials were donated. These contributions along with fundraisers, matching funds from Bartlett Memorial Hospital and volunteer work parties fueled the construction and equipped the 800 square foot facility.

The facility includes 2 small exam rooms, a medical storage room, the provider's office with adjacent records room, and a patient waiting room. With the recent addition of an office manager station the waiting room space has become cramped and privacy challenging.

Incorporated as a non-profit clinic, the mission of the five-member Board of Directors has always been to provide the highest level of health care possible for our community. As a result, the clinic has been fortunate to keep its doors open with a mid-level care provider for all but a few months since its original opening. Currently, the clinic has on staff an Advanced Nurse Practitioner certified in family practice and women's health and an office manager. Together they provide a full range of primary care in a professional and efficient environment. Emergency care is offered at the clinic and on-call 24 hour advanced life support is available in conjunction with the EMS team. Additionally, the care provider/clinic is, or has been, involved in house calls, community education outreach, health fairs and hospice care. Bartlett Memorial Hospital has funded monthly doctor visits since the clinic opened with the patient revenues going to support the clinic.

As is typical in bush Alaska, the population is small, but community medical needs call for a well-seasoned mid-level care provider with the expertise to work independently. This combination creates a situation of needing supplemental operating funds in addition to basic client fees. Fund raisers, volunteerism and private donations help. Bartlett Memorial Hospital has helped the clinic in countless ways and in the past the clinic received grant support from Alaska Department of Health and Social Services. Presently, finding supplemental operating funds has been difficult as the clinic does not fit the typical profile of facilities funded by state and federal agencies. The clinic staff and board of directors are researching alternative and creative ways to augment the operating budget.

Besides the ongoing need for assistance in operating funds, the biggest need of the clinic is diagnostic equipment. Acquiring X-ray equipment for diagnostic purposes would substantially reduce the number of medical evacuations but would also entail expanding the clinic. Replacing outdated or worn out equipment (such as microscope and sterilizer) and adding machines that can do complete blood counts and cholesterol profiles would also enhance clinic effectiveness. Being able to offer consistent mental health and counseling services would benefit the community.

Structurally the clinic is undergoing some basic maintenance such as replacing rotted steps, making emergency (gurney) access safer and insulating the floor all paid for by a Community Chest donation and yet another fundraiser. Although the clinic is very small, it was designed for easy expansion.

Gustavus is fortunate to have a clinic to be proud of due to community involvement. Having the clinic staffed year-round is of the utmost importance to the residents of Gustavus and continued community support will enable the Gustavus Community Clinic to improve efficiency and service.

Gustavus School

The present Gustavus School is a K-12 facility of approximately 7,100 square feet. Located near the airport, it is one of four sites in the Chatham School District REAA. A five-member local Advisory Board elected by

Gustavus voters works as the school's advocate and liaison to the Chatham School District's Regional Board and Superintendent.

Prior to 1983, the school was housed at various sites in a one-room schoolhouse setting. The education provided before 1970 was for 1st-8th grade students. Older students took correspondence classes or left Gustavus to complete their high school years. In the 1970's there were enough older students to warrant an on site high school teacher. Still, the school was basically a one-room facility. In 1983, with about 35 students enrolled, a major addition to the existing one-room school was completed with separate classrooms for elementary, middle and high school students, along with a science room, library, multi-purpose room, kitchen and office. By the late 1980's, enrollment had increased and two more classrooms were added. Student enrollment peaked in the mid 1990's at 80+ students and has been declining ever since. In 2004, the school has about 40 students, some being part-time. It has been *estimated* that of the school age children living in Gustavus, 62% attend school full or part-time and 38% are home schooled in a variety of ways.

Gustavus School offers a core curriculum with special education services. In addition, each of four teachers offers an elective utilizing their strengths, or providing a basic need, such as foreign language, music, art, traditional family resources and driver education. Glacier Bay National Park Service through their education outreach program offers courses such as survival training, sea week and first aid. The Coordinator for the ENCORE grant for substance abuse prevention is involved with helping the students produce the school yearbook as an elective of the English Department in addition to facilitating many after school programs. Although the 21st Century grant is no longer available, the much appreciated tradition of Wednesday morning breakfasts at school is being carried on by a few hearty volunteers and through donations. Volunteerism is alive and well at Gustavus School. Foxtales and the red folder program started many years ago remains a strong communication tool between the school and home.

In Spring 2005 Gustavus School is slated to receive the Tandberg System which will put students/teachers interactively (via video/audio with clarity) in touch with other schools around the country and world that are on this system.

The education program is strong at Gustavus School, but is annually threatened by the declining student enrollment/funding dilemma. For example, whether there are 40 students or 65 students, annual fixed costs include $25,000 for electricity, $16,000 for heating oil and $6,000 for GBNPS water service. These inflexible costs have a direct bearing on what's left in the budget to spend on education.

The facility itself is in dramatic need of structural maintenance to address roof leaks, buckling walls, wood rot, peeling paint and shabby entrance doors. Of prime importance is the apparent fiscal inability of the district to schedule preventive maintenance occurring in critical areas like boiler operation and complying with ongoing state required prevention measures.

Gustavus School Gymnasium

The Gustavus School Gym, a 6000 square foot Butler-style metal building was built in about 1988. Re-roofing, heating upgrade and locker room remodel occurred in 2003.

The gym is used by every school student every school day. In addition to PE classes, and middle and high school interscholastic and intramural sports; the gym is used by ENCORE grant related programs. Weekly sponsored events for community participation occur, extensive fitness equipment is available to community

residents and numerous school and community gatherings are held in the gym space. User fees and rental of the gym for privately run summer basketball camp bring in much needed revenue for operations.

The gym is a highly valued and used facility in our community.

Gustavus Pre-School

The Gustavus Pre-School was started in 1986 by a group of parents as a playgroup co-op. They hired a "teacher" and paid according to how many hours their child attended. The State unofficially let them use a building that had once been the Post Office. Over the years small repairs were made to the dilapidated structure. Parents shared in cleaning and hauling water. In 1995, the pre-school became more official when it got involved with the Gustavus Community Association and received revenue sharing dollars to get carpeting and some equipment. Always a few energetic parents were behind the scenes making things happen, securing a new teacher or fixing the place up. By the 1990's, a teacher was guaranteed an hourly rate. If someone couldn't pay, their tuition might be covered in trade or waived and paid from the pre-school's primary source of revenue, the annual community calendar. This fund paid for major improvements like a Toyo heater, new steel roofing and much of the regular operating costs.
Still, the interior condition remains questionable and without major changes they can no longer secure insurance.

The future of the Gustavus Pre-School is now in limbo. In 2004, the Gustavus Pre-school did not open due to lack of interest in the pre-school age group, possibly due to the condition of the building. Ideas for a new location have been discussed as well as ways for the parents to retain the same kind of historic control, but no formal action plan exists at this time.

Gustavus' population includes between 25 and 30 children from 0-5 years old, a promising future! In a full circle effect, a couple of parents are currently sponsoring a playgroup for 0-5 year olds twice weekly in the school gym. It is well attended.

Gustavus Visitors Association

About 1990 a group of local business owners got together to form the Gustavus Visitors Association (GVA). Their mission was to provide visitors with information, not recommendations, and that remains their intent today. A board of directors was elected and by-laws adopted.

Revenue from membership fees and annual dues funded production of a brochure for mailing and a phone number for verbal requests regarding Gustavus. In later years the GVA has added a website and continued to improve upon their brochure and area map. Recently an attractive, wooden, business information directory was erected at the Four Corners along with a "Welcome to Gustavus" sign at the airport.

With half of the 4% bed tax now collected by the City of Gustavus (since July 2004) slated to go to the GVA for more sophisticated and competitive marketing of Gustavus as a tourist destination, the 2005 season finds GVA in the process of reorganizing. Along with more aggressive advertising of the Gustavus/Glacier Bay area, GVA will be enlarging their board and securing non-profit status with the IRS. There are also plans to work with other local entities on improving a visitor's experience while actually in Gustavus in easy access areas such as refreshing the Salmon River Park and establishing bike and foot trails.

As a gateway community to Glacier Bay National Park, the community of Gustavus is supremely challenged by the needs of sustaining a tourist based economy while still preserving our special, community identity and the values we hold dear.

Glacier Bay National Park

Although Bartlett Cove, site of Glacier Bay National Park Headquarters, is included in the boundaries of the City of Gustavus, it is a federally owned and therefore autonomous area. With upgrade plans culminating in the paving of several miles of GBNPS roads, and to accommodate substantial growth of staff in recent years, many of the infrastructure concerns/needs that the City of Gustavus will be addressing in the years to come, Glacier Bay National Park Service (GBNPS) has already completed in the last 5 or so years to optimum status. In stark contrast to the absence of facilities such as sewage treatment and a safe, multi-use dock in the community of Gustavus, the GBNPS facilities include state of the art sewage treatment and water plants, power generation plant and all tide dock/breakwater configuration with fuel and water services and restricted floatplane landing. Primarily the GBNPS uses this dock for their vessels along with permitted, seasonal tour boats entering Glacier Bay. Multiple restrictions exist for any local or private vessel use of this dock during the prime boating season.

Over the years, many Gustavus residents have become GBNPS employees and many Park Service employees transferring to GBNP have taken up residency in town, rather than at Bartlett Cove. Along with this evolution, several ancillary services performed by the Park Service have developed to include an education outreach program with Gustavus School, a mutual aid response by the Park EMS team to all fire and medical calls, and the long-term loan of balers (for recycling) used at the Gustavus Landfill.

MARINE FACILITIES / TRANSPORTATION

Gustavus Dock

The Gustavus dock was built in 1962. During construction the seaward portion was lost to fire and rebuilt. An existing dock and approach were dismantled during this construction. It is a wood structure of pilings and cross-bracing, that supports a one lane wooden causeway of planks on stringers and beams with a raised bull-rail on the edge of the whole. A large pier at the end of the causeway supports a metal ramp leading to floats which are chained to the pilings during the summer months. Two vertical iron ladders provide access to the pier for boats tied to the pilings. A tank farm is located just beyond the land end of the causeway. From there, fill lines run along the outside of the east bull-rail of the dock, and angle beneath the platform at the pier end. Pedestrian turnouts are spaced along the western side of the causeway.

Improvements and fortification have been added to the dock over the years. Steel pilings have been added on the pier and a dolphin (an array of stand alone pilings to lie against while tied up) for barges; cross-bracing and planking have been replaced periodically, in 1972 all the deck planking a bullrails were replaced The face of the dock was modified and expanded in 1985. GCA and its committees have worked to provide upgrades to the dock and for the past 15 years attempted to get the dock replaced. Each state inspection of the facility results in reduction in the tonnage of vehicles allowed to use the dock, and in a statement that the dock is good for another 15 years. Once in line to secure funding for a dock replacement, a survey conducted by the state revealed that all the pilings would have to be extra long and probably of steel, and the added expense to the project resulted in the end of consideration for funding.

Several accidents over the years ended in successful rescues, but the present facility does not safely answer the needs of residents, tourists and visitors. The next attempt to secure a new dock was combined with a request for

ferry service and the Alaska Marine Highway has put Gustavus on its plan for a dock facility and occasional ferry service by 2009. This plan has not yet stood the test of administrative process along with the various political pressures and agendas.

This dock plan does not address the need for a deep-water harbor to shelter the loading and off-loading of passengers, freight, and fish, and to permit access to Icy Strait at every stage of the tides. Lack of protection at the dock impedes its use during rough weather and severely limits interest in attempting to use the facility for more than the briefest time necessary. There are no services on the dock such as telephone, fuel, water, electricity, and lighting. The one lane width of the causeway creates a jumble of vehicles and pedestrians accessing the dock at arrival and departure times of vessels. Parking provided at the end of dock road is not adequate for all users, and results in a vehicle jam of those dropping off or picking up passengers interspersed with wandering pedestrians and bicyclers. During the winter months when the floats are laid up, the only access to the pier for vessels is up and down the iron ladders. The Alaska Department of Transportation and Public Facilities snowplows dock road and the causeway and pier; and continues to provide maintenance such as it is.

Reference Note: The dock is the lifeline of the community of Gustavus. For additional and more specific information on Gustavus' dependence on, and essential use of the dock by user groups, please see the sections on Gustavus Fuels and Economic Overview (including transportation, construction, retail businesses, commercial fishing, lumber milling and sales, tourism, and other businesses).

Salmon River "Boat Harbor"

Gustavus's low-gradient beach and broad mudflats have made the construction of an all-tide boat harbor difficult and costly. For that reason, the estuary of the Salmon River has served for many years as a substitute. The river has kept up with land rise, allowing access for skiffs on about +8' tides. Boats must wait out the tide, both to go out and to get back in. Larger vessels can use the river only at high tide and must moor in the harbors of Bartlett Cove or Hoonah, or anchor against the north side of Pleasant Island.

The east bank of the river was a landing and staging area during construction of the airport during WW II; it is said that a lot of construction refuse was buried there during that time. During the airport construction period, an abutment jutting out into the river was constructed. That deteriorated and was replaced later with a log piling and crib abutment with sand infill behind it. Beginning in the 1970's, that structure has progressively deteriorated, until today only a few piles from its down-river face remain. For many decades, the sandy east shore of the river flanking the abutment has been used for skiff berthing, and the adjacent sloughs have accommodated larger vessels. Small docks and cribs have been built from time to time, several of which are in present use. About 15 years ago, a concrete launch ramp was laid down just downstream of the old abutment, but a combination of river action and heavy use have combined to make it nearly unserviceable.

The land occupied by the boat harbor is owned by the state of Alaska and managed by the Department of Natural Resources.

Gustavus Airport

The Gustavus Airport is a State owned facility with two asphalt runways serviced by Alaska Airlines jet transportation in the summer tourist season. It is generally understood that some visitors would not visit Gustavus without the option of jet service. The City of Gustavus derives no income from the airport or its users

as neither the state, nor the air transportation has been taxable. Four locally owned small airplane companies, as well as three based in Juneau and one in Skagway provide year round flight service in the area.

Built in 1941 by the Civil Aeronautics Authority, the Gustavus Airport was to provide military support during World War II as a hub on "the Great Circle Route" between the west coast of the United States and the Orient. Though the airport never saw frequent use by bombers, it has had a large civilian use and has since served in transportation and shipping for residents as well as providing accessibility to Glacier Bay National Park for tourists.

Gustavus Airport is now owned and operated by the State of Alaska under the direction of the Department of Transportation and Public Facilities. It is located at 58˚ 25' 5" North Latitude and 135˚ 42' 3" West Longitude, about 36 miles west of Juneau. The main runway, designated 11 – 29, is hard surfaced 150' wide by 6720' long. The cross runway, 02 – 20, is hard surfaced 60' wide by 3010' long. Navigational aids include a NDB (non-directional beacon) on airport and a VOR/DME (very high frequency omni-directional range / distance measuring equipment) located on Sisters Island. Runway 11 – 29 has VASI (visual approach slope indicator) approaches. Construction for runway lighting on 11 – 29 is scheduled to begin in 2005. The airport has a fueling concession on an on-call basis. Gustavus is served by Alaska Airlines during the summer months and several air taxis on a year round basis.

Airport Operational Statistics (FAA information effective 25 November, 2004)

Aircraft based on the field: 29
Single engine airplanes: 29
Aircraft operations: Average 110/week

43%	air taxi
35%	transient general aviation
14%	commuters
3%	local general aviation
3%	air carriers
<1%	military

State Roads

The state-maintained Gustavus road begins at the airport, through Four Corners and ends at the Glacier Bay National Park boundary, 5.5 miles, with a leg from Four Corners to the State owned dock at the end of Dock Road, 1.5 miles. This road was paved in 1995 and is maintained by the State of Alaska Department of Transportation and Public Facilities. DOT employs one full time and one part time employee with one snowplow to maintain the road and the airport runways. Rink Creek Road is on the State right of way but is not maintained by the State.

All Other Roads

All other roads in Gustavus are built from local sand and gravel and have been privately maintained by the householders who live along them. Several neighborhoods have organized road funds that collect a sufficient amount from residents to keep the arterial roads graded and plowed. Individual driveway maintenance is the responsibility of each homeowner in addition to snow removal on spur roads in neighborhoods. Extra funds are solicited from homeowners if it is deemed necessary to add gravel to a private road. Much of the time, the roads are in abominable condition with ruts deep and spreading across the entire roadway, filling with water. Drivers can be seen winding through the maze of divots in an attempt to spare their vehicles, but even so, the

roads claim various parts. Mufflers to batteries to pickup shells can be found on the side of Wilson-Rink Creek Road, Good River Road, Same Old Road, and Tong Road. The City of Gustavus has taken on the responsibility of maintaining about 26 miles of public roads and has established a Road Committee that has acquired State funding from Forest Service Receipts to maintain and upgrade roads. The City applied for STIP funding in October of 2004 to upgrade Wilson-Rink Creek road including raising the surface of the road and providing a good base, ditching the sides and placing sufficient culverts to prevent flooding.

Other Transportation

PRIVATE FACILITIES

Gustavus Electric Company

Gustavus Electric Company is a privately owned, State regulated company, purchased in 1983 by Richard Levitt. The company produces electricity by diesel generation and distributes underground throughout the community. The Federal Energy Regulatory Commission has recently approved a license for Gustavus Electric to build a hydroelectric plant at Falls Creek near Gustavus. If this project continues to move forward, construction could begin in late 2005, and future use of diesel for generation would be kept at a minimum.

The Falls Creek Hydroelectric Project

History

Falls Creek has been considered for decades as a possible hydro source, but the idea became legally possible when congress passed the Glacier Bay National Park Boundary Adjustment Act in 1998. This act gave Gustavus Electric Co. (GEC) the right to conduct studies in park land around Falls Creek and to submit a hydro license application to the Federal Energy Regulatory Commission. The act also made provision for a land trade if a license was granted, so that no net acreage or value would be lost by the National Park system. A license was granted to GEC in October, 2004. A later appeal of the license by the Sierra Club and nearby landowners was denied by FERC. Litigation is still a possibility.

Project Description

The license permits a diversion structure to capture water in a penstock (pipe) and conduct it from about 670 feet elevation down to a powerhouse near the falls on the lower creek. All water will be put back in the creek above the salmon spawning area. Peak generating capacity will be about 800 kilowatts. Diesel backup will supplement hydro when flow in the creek isn't enough to support community use. About 4 miles of new one-lane dirt road will be built to access the facilities and to allow pipeline construction. It will begin just west of the Bear Track Inn and proceed north through private land before turning east and into the project area. None of the road will come near the beach or creek mouth.

About 1100 acres of park land will be conveyed to the state. These lands are designated by the state for habitat protection and watershed management. Provision is made, however, for possible rock extraction for community use. Within these state lands, a 200 foot buffer around all facilities will be managed by GEC according to guidelines in the license. The guidelines stipulate, among many other things, that pedestrians but no private

vehicles (including ATV's) will be allowed on the roads, and that high aesthetic standards will be met. GEC must see that Rink Creek road is maintained and repaired adequately during the construction period.

Gustavus Fuels

The main fuels used in the community of Gustavus are gasoline, diesel, and propane.

Gustavus Dray, located at Four Corners, acquires all of the gasoline and diesel from fuel barges, with barge transfers totaling seven or eight per year. Fuel is pumped from the barge through pipelines on the dock to the tank farm at the south end of Dock Road, having a total capacity of 105,000 gallons.

Fuel is trucked from there to a smaller tank farm at the Dray Station, or directly to homes and businesses.

Products include: #2 diesel, Jet A Quality #1 diesel (for heating and aviation use), Av-gas, and unleaded gasoline. Total gallons received from barge transfers average around 450,000 per year.

All propane for the community is supplied by Gustavus Propane Co. It is purchased in bulk in 1200 gallon (8000 lb. tanks) and is delivered by Western Pioneer Shipping and is landed over the dock.

Gustavus Telecommunications

Alaska Communications System (ACS) is the provider of local telephone service in Gustavus. Planning, engineering and upgrade is performed as needed to accommodate growth or change in a specific area. Replacing the present structure housing the telephone equipment with a larger one and upgrading to a switch that will provide caller Id is in the planning stage.

AT&T Alascom is the long distance carrier in Gustavus. A tower by the telephone equipment building receives a signal from the long distance microwave link off Hoonah Mountain.

GUSTAVUS PARKS AND RECREATIONAL AREAS

Salmon River Park

The Salmon River Park is the only officially designated park in Gustavus. In the early 1980s a far-sighted group of Gustavus Community Association members started the application process with the Sate of Alaska to lease or manage the 23 acre parcel of land that is now Salmon River Park. Eventually an Interagency Land Management Agreement (ILMA) was enacted and this land was set up to accommodate community needs such as a community center, firehall, park and recreational area.

Today it is a popular area for many organized events, public and private, as well as a wonderful place to take energetic children to play. There is a picnic shelter, horseshoe pits, playground equipment, and adjacent ball field. The fire hall and City Hall are located here as originally planned. The most prominent event of the year staged at the park is the huge, annual, all-day 4th of July celebration attended by locals, tourists who happen to be here and other visitors who come just for the 4th. Major fundraising activities for community-based organizations occur at this event

The Gustavus Visitor's Association has tentative plans to be a part of improving Salmon River Park facilities using some of the bed tax revenue slated for marketing Gustavus as a tourist destination.

Gustavus Beach

Probably every Gustavus resident would agree that the jewel of all Gustavus is our beach. Accessible within a few minutes to everyone in the community, the beach means something different and special to each individual. It is highly utilized as a recreational area as well as by community, tourist-based businesses.

The main Gustavus Beach area is a relatively broad expanse of sand rising into beach rye and moss with an abundance of strawberry plants, further developing into an area of dense grasses and wildflowers. The band of thriving spruce that stretches in either direction in the moss and grass areas is evidence of the accreted land action that continues to occur in the Gustavus area. Gustavus Beach is the southern shore of the community of Gustavus bordering Icy Passage/Icy Strait. It stretches East to what is known as Glen's Ditch and West to the mouth of the Salmon River. Very few restrictions are evident on this State of Alaska owned land. Where the State Dock Road ends at the beach, the State owned, 1960's vintage, trestle-style, wooden dock extends out into Icy Passage (see Marine Facilities/ Transportation section).

GUSTAVUS CHURCHES

Located on Dock Road, the **Gustavus Chapel** was built in the early 1970s by many local residents including a large number of Parker family descendants, one of the original homestead families of Gustavus. Although the formal affiliation of Gustavus Chapel is with the **Assembly of God** denomination, all are welcome at the regular services and a community chapel environment is nurtured by the pastor. Interdenominational celebrations are held throughout the year with the other two organized church groups in Gustavus, the Catholic and Mormon Churches.

Saint Jacob's Chapel located on Wilson Road, is a family owned **Russian Orthodox Church**. Regular services are held and all are welcome.

The **Holy Family Catholic Church** is located on Venetta Road and meets every Sunday at 10:30 a.m. The church has a visiting priest.

There is a **Society of Friends (Quaker)** Meeting at Gustavus Gardens the 1st and 3rd Sundays of the month at 10 am. Mossy Mead plans to eventually build a small Meeting House on the site at ½ mile Glen's Ditch Rd., in the large spruce trees "sometime in the vague long range future".

The **Church of Jesus Christ of Latter Day Saints** Gustavus Branch, commonly known as the Mormons, grew from its early start at Glacier Bay National Park in the early 1960s. Today, additional families in Excursion Inlet, Hoonah, Pelican and Angoon meet via a 'getner' telephone bridge once per week with members and families in Gustavus with its present day population of as few as 6 families in the winter months and up to 60 people or larger with summer employees. They meet every Sunday for several hours including breaking up into groups by ages and sharing child care between the men and women. They have utilized various meeting places; for the past two winters the members have used the Eagles Nest Lodge for their Sunday services and rented the Gustavus School last summer. They hope to construct a building some day.

The **Gustavus Bible Fellowship Church** meets every Sunday at 10:30 followed by a pot- luck. This is a casual bible fellowship group They rotate the service among the homes of the fellowship and do not plan construction of a building. Five to six families attend in the winter months and the fellowship swells with tourists and summer visitors. All are welcome.

SUBSISTENCE

Several State and Federal government agencies report on subsistence use in Gustavus, listing species, percentages of harvest, describing areas of harvest, and in the case of fishing salmon and halibut the numbers of gatherers. However, those statistics do not portray the true extent of use or how these activities help to make up the life that is unique to Gustavus.

Necessary for one to participate in subsistence harvest are the knowledge of species, location and season as well as the tools, vehicles and machinery necessary for every phase of the production and the ability to repair them. Planning, gearing, travel, haul-time, preserving, and sharing are woven into the seasons and the fabric of subsistence harvest lifestyle.

Missing from government statistics are areas and details of vegetable harvest including herbaceous plants, trees, roots, berries, kelp, and mushrooms. In addition, subsistence harvest extends beyond food consumption to construction, arts and crafts, and clothing.

Gustavus is a community whose members often define themselves by what they can do, not what they can buy with the money they earn. Subsistence is an integral part of this definition.

DEMOGRAPHICS

Gustavus Census Counts with Projections (official census figures are only available from 1960 to the present)

The census population history provides the following statistics:

- 1960 107
- 1970 64
- 1980 98
- 1990 258
- 2000 429
- 2003 438 (State DOL Demographer projection)

A long time resident brings some perspective to these numbers. He feels that the 1960's population was possibly skewed because homesteading had been opened up again in 1958 and quite a few families moved to Gustavus during that time. By 1970 many of these same families had left because their homesteading endeavors had failed. The FAA also had a presence here during and after WWII and decided to close their facility. They began phasing out all personnel by the mid 60's. These two dynamics accounted for the drop in population from 1960 to 1970. The population grew in 1980 to 1990, from 98 to 258, for three reasons; the introduction of a centralized electric utility company, and phasing out of small, personal diesel generators, upturn in commercial fishing and the movement of Glacier Bay from monument status to National Park status.

Gustavus has shown steady growth since 1980 and this trend should continue, but will probably not be as dramatic as the 163 percent growth rate from 1980 to 1990. Two events that may influence growth are lower power rates for businesses due to the Falls Creek Hydro project and construction of a new dock for freight and Marine Highway Service. The limited amount of available land could be an impediment to growth. Large tracts of land are titled to the Land Legacy/Nature Conservancy and will be kept in the public domain and never developed. The 4038 acres in the Dude Creek Critical Habitat Area will also remain in the public domain. Other large land holders include the Mental Health Trust and Cook Inlet Regional Incorporated, a native corporation. These two entities could be selling part of their property for income.

The population of Gustavus has been projected using a series trend analysis. In the following chart the forecasted population for 2010 yields a low estimate of 443 people and a high estimate of 600, depending on the years used to calculate the trend. This chart includes the census of 1960, which a local resident feels was unusually high because of trends mentioned above.

Gustavus Census Counts with Projections for 2010 and 2020

Year	1960	1970	1980	1990	2000	2010	2020
Total	107	64	98	258	429	443	526
			98	258	429	593	758
				258	429	600	771

Dropping the 1960 count from the data series yields a much closer fit of projected population to those numbers obtained from the census count in 1990 and 2000. Using this closer fit as a guide, the projections for 2010 and 2020 in the table below may be more accurate.

Gustavus Census Counts with Projections for 2010 and 2020

Year	1960	1970	1980	1990	2000	2010	2020
Total		64	98	258	429	526	651.5
			98	258	429	593	758
				258	429	600	771

The static, 10 year census counts can mask potential large swings in annual population that occur within the ten years. Therefore, a 3 or 4 year slight trend in either direction can be full opposite of the final trend when calculated over the decade. This is why estimates in any one year may be wildly off the mark. If the closest years affect expectations (and it does) then mid-decade projections may easily tend to swing unduly low or high in predicting the ten year trend.

For example, the Department of Labor and Workforce Development projected a slight decline in Gustavus population for each of the two years following the 2000 census. In order for Gustavus to match its historical growth rates by 2010, population would have to significantly increase, in percentage terms, over the last half of the decade. The small base population against which the percentage is measured makes this task easier. Any large employment event in either the public or private sector could generate 10 to 20 new workers with families, pushing population counts 40 to 100 higher.

Gustavus Population and Income

				% of Statewide Average	
	2003	2000	1990	2000	1990
Population	438	429	258		
Per Capita Income	N/A	$21,089	$16,842	93%	96%
Median Household Income	N/A	$34,766	$41,538	67%	100%

Source: ADOL&WD, 2003, 2000, and 1999

ECONOMIC OVERVIEW

As the gateway to Glacier Bay National Park, the economy of Gustavus is highly dependent on tourism activities and employment, both full time and seasonal, at the Park.

Gustavus has 90 businesses registered within the City Limits, several of which have the same registered owner. Categories for these businesses include long term rentals and real estate sales, transportation, professional services, construction, auto repair, commercial fishing, lumber milling, independent artists, retail services, restaurants, health services and the many tourist related businesses.

According to the 2000 census, the per capita income of Gustavus is $21,089, the median household income is $34,766 and the median family income is $51,786. Sixty-two of the 429 residents live in poverty (14.6%). The total work force is estimated to be 348 with 190 persons employed. The figures show that Gustavus has 14% unemployment but 127 of the 348, or 36% of the possible work force, are considered to be not looking for employment. Forty-five percent of Gustavus households were surveyed and the State Community Database Online notes that current socio-economic measures could differ greatly from the above estimates.

The VISTA volunteer employee will be conducting a survey this winter and should supply a more accurate picture of local income levels. If the 2000 census was conducted during the months of April to September, it would also include the summer only residents, many of whom are retired or come to conduct summer tourist business activities.

Government Employment

The Federal government is the largest employer in Gustavus with the National Park Service employing 36 full time people and an additional 55 people during the tourist season. The U.S. Postal Service employs one full time and one part time person. The State of Alaska employs one full time person to maintain state roads and the airport with the assistance of a part time person during winter snows. The Gustavus School, under control of the Chatham Rural Education Attendance Area (the regional school district), employs four full time teachers and four part time people, including a principal, secretary and custodian. The newly formed City of Gustavus has one full time clerk and a full time VISTA volunteer, who is funded by a one year grant. The City also has two part time people staffing the land fill and one part time person working at the library. All City Council members, including the mayor, are volunteers.

Long Term Rental and Real Estate
Gustavus has six businesses that rent housing on a long term basis. Several of these have moved from accommodating the summer tourist to a long-term rental category partly because of the slow down in independent tourist travel after September 11th, 2004 and partly because long term renting is less labor intensive, has fewer vacancies and is still profitable.
Two local realtors also have businesses located here.

Transportation
The Gustavus airport, although inside City limits, is operated and maintained by the State. Therefore, the City does not receive any tax revenues from the transportation activities of the seven airlines operating there. Three of the airlines are owned by local residents. Jobs created are filled by local residents and include four full time and nine part time positions. Alaska Airlines supplies jet service from Juneau during the months of June to September, employing an additional 10 seasonal, part time persons, all Gustavus residents. The Transportation Safety Authority, (TSA), brings in five employees to provide mandated security for the summer jet. If TSA would train and use local people this would provide more summer jobs and save the Federal Government money because they would not have to rent housing for these employees.
The remaining airlines are small commuter planes that ferry passengers, a substantial amount of freight and mail between Gustavus and other regional towns, as well as provide some sightseeing trips during the summer.

Other transport endeavors include a car rental business, taxi or passenger service providers, a general trucking company and two water transport carriers. These companies employ a total of 8 part time and seasonal employees.

Construction
Gustavus has three general contractors, two equipment leasing companies and about eight special contractors. Some of these specialty areas include an electrician, carpentry, well drilling, plumbing and heating, excavation services and welding. Gustavus does not lack for heavy equipment or equipment operators. Two businesses supply concrete for various projects. Gustavus continues to grow, with numerous new homes and some new business buildings being constructed. With a continued offering of State and Federal projects, plus possible new City projects and the Falls Creek Hydro Project, the future does hold promise for construction work.

In a recent survey contractors mentioned some things the community of Gustavus could do to improve construction opportunities; these included providing a roll on/roll of freight facility, supporting the hydro project, and seeking funding for road improvement. They also felt the National Park Service could assist more by outsourcing more projects along with supporting local preference. Again, when asked about the most difficult problems they faced the twin challenges of high freight and electric rates led the list. Other concerns were the frequency of freight delivery and the lack of rock for construction projects.

Retail Business
Eight retail businesses have registered with the City. These include the grocery store, lumber and hardware store, specialty foods and fish packing store, propane sales and a gasoline service station. These companies employ about eight full time people. During the summer an additional three more full time and several part time people are employed. Most retail business owners mentioned their biggest challenges were dealing with high electric rates, high freight rates and infrequency of freight delivery. These owners expressed that dealing with these problems in the near future was essential to creating a healthy climate for retail business.

Commercial Fishing

Commercial fishing has a history in Gustavus. Power troll permits have increased from one in 1975 to a high of nine in 1997 declining to 7 in 2004. Salmon Hand Troll permits have been steady since 1985 ranging from 11 to 14 permits. The number of Dungeness Pot permits has declined from nine in 1997 to two in 2003, mainly because of the closure of Glacier Bay to commercial crabbing and the subsequent buy-out of fisherman. Longlining is a substantial additional fishery.

In 1990, the Alaska Wildlife Alliance and American Wildlands filed a lawsuit asserting that the NPS was improperly allowing commercial fishing to continue in Glacier Bay National Park. The courts ruled that, except for wilderness areas, the Park need not be closed to commercial fishing, but also ruled that the NPS could restrict such fishing and even prohibit it to protect Park values. The Park Service decided to immediately close fishing in some areas, phase out commercial fishing in others and continue to allow commercial fishing in the remaining areas.

Congress passed legislation for a buy out program to compensate those affected by the closure. Twenty three million in compensation was paid out to fisherman, crew, processors and workers, individual communities and others affected, such as the business community. Although Gustavus entities received more than three million in compensation, the buy out resulted in the loss of two small, locally owned processors and removed several fisherman, mainly crab fisherman, from the economy. The Dungeness buyout was a separate eight million dollar program.

One local fisherman still ships his product from Gustavus or sells locally to tourist related businesses. This trend of selling fish elsewhere is not likely to change as long as large fish buyers operate in nearby Excursion Inlet and Hoonah. High electricity rates in Gustavus could prevent any local processing business from operating economically. The poor condition of the present dock facility also deters creation of new processing businesses. This 1960 era dock is located in Icy Passage and its configuration and deterioration makes offloading fishing products difficult and unsafe. It also does not allow for any seafood products to be shipped via water from Gustavus. Alaska Airlines offers jet freight service to Juneau in the summer months but this transport method is more expensive and is limited in capacity.

Raw Lumber Milling and Sales

Gustavus presently has one business that is milling raw lumber. One of the major obstacles in milling is finding an adequate supply of logs. Major draw backs to expansion and profitability include high electricity rates and the poor dock/shipping opportunities that were mentioned above. The owner believes that the addition of a lumber drying facility would be feasible with lower power rates, or by utilizing wood heat using “slash wood” created in the milling process. Possible bright spots include the forest service timber sales at Pt. Couverdan aimed at supplying the small, independent mill operators and the possibility of retrieving logs from the road building phase of the proposed Falls Creek Hydro project. Another possible source of logs might be personal use timber permits that would allow residents to gain access to trees by utilizing local loggers and millers. This is already being done elsewhere on Prince of Wales Island where at least one lumber mill does all the cutting, clean up and milling for Alaska residents with personal use permits. One of the major needs for a lumber mill operation is a log transfer facility in the Salmon River. Two possible solutions exist; develop an arrangement with a nearby landowner to build a transfer facility or work with the City to provide a launch ramp to be used by this business and commercial landing crafts.

Tourism / Sport Fishing

Tourism is still the main engine that drives the Gustavus economy. Some tourist businesses have noted a down turn since Sept. 11, 2004. The recent change of concessionaires at Glacier Bay National Park also added some confusion which may have reduced tourist visits, but the new concessionaire has a ten year contract and a positive history of conducting business in the National Park system which makes the future of tourism look more promising. Also the Gustavus City Council has written an ordinance that awards one-half or (2%) of the bed tax collected for approved community marketing projects. This should give the Gustavus business and tourism community extra money to promote Gustavus.

Gustavus has eleven lodges, Inn's and B&B's which offer tourist accommodations. Employment in this sector is seasonal, creating about 40 full time seasonal and seven part time jobs. Many of these are filled by local residents. Although Glacier Bay Lodge, managed by Aramark, employees about 90 full time people during the season only about ten of these positions were filled by local residents in 2004, due in part to the entry level wage of most of these jobs.

Eleven sport fishing charters operate from the aging Icy Passage dock facility. This dock, constructed in 1962 for a few homesteading families, now services nearly 40 businesses from Gustavus and surrounding communities, not to mention commercial fisherman and local and visiting recreational users. On windy days, which occur during clear weather with prevailing westerlies, this facility is often unsafe for both boat operators and tourists. It has no breakwater protection, no legal fueling station, no water supply source or fish cleaning station. Investments in this critical infrastructure are required in order to continue the existence of the healthy, sport charter business.

Other tourist businesses operating in Gustavus include two providing kayak rentals, two offering kayak expeditions, a professional nine hole golf course and several sightseeing transport businesses.

Freight

Other Business

Gustavus has a robust group of about 24 independent artists and consultants, three art galleries, and four other businesses that have gift shops. Artistic interests include writing, poetry, painting and associated art forms, photography, knitting, weaving, glass blowing, wood carving, jewelry manufacturing and other varied artistic categories.

Gustavus has one health service business, the Gustavus Clinic. One newspaper is registered with the City but in recent years has not been regularly producing a monthly paper. We have two businesses offering tourist information. Four businesses are listed as manufacturing and consist of small cottage type industries, including soap making, pottery, and wood working items. We also have three businesses that do automotive repair.

Two businesses are registered as full service restaurants and the grocery store has a deli that is usually busy. The recently opened Homeshore Café has proved very popular. In surveying the local High School students, the Homeshore Café was one of the things they liked best about Gustavus and wanted to keep. Neither of the restaurants is open all day, nor are they open all winter. Wings Coffee Shop at the airport is another favorite with locals and does stay open all year. The food service sector may offer some business opportunities by either expanding present facilities or expanding hours of operation. Tourists who stay at places without food service

could use more dining choices. Lodging accommodations without food service could operate in the winter if more dining possibilities existed for visitors. Again, freight rates and high power costs are major concerns for restaurants owners.

Most businesses, particularly retailers and lodging accommodations, suffer from high power rates because they do not receive cost equalization assistance from the State. Therefore, the business community is paying 51 cents per kilowatt for electricity. This inhibits growth in this sector of the economy, and discourages the start up of any new business that is "power thirsty." The proposed Falls Creek Hydro Project should help businesses as their rate would drop from the current 51 cents to the present household rate when the hydro project begins supplying electricity. If public funding is secured for the project and if total power usage does increase when the new hydro project comes on line, the rate will fall for everyone, including the business community.

Another major impediment to business health and growth is the high cost of freight delivery and the inability to ship products such as fish and lumber from here. At present, no competition for freight delivery exists because only one company will come to our aging facility. This would change if the State or Federal government agrees to invest in a new causeway/Alaska Marine Highway facility.

BUSINESS CLIMATE

The Business Survey

During January 2005, surveys were sent out to all of the 94 businesses licensed by the City of Gustavus (households having more than one business were sent a single survey). Eighty-three surveys were sent out and forty were completed and returned. Full results are given in Appendix C. Numerical responses were analyzed by Nicole Grewe of the State Department of Commerce, Community and Economic Development; written responses were analyzed by the Strategic Planning Committee (Appendix C). Summary results from the survey are divided into three sections and presented below.

Description of Businesses and Owners

All but one of the 40 respondents is a full-time Gustavus resident. The sample of businesses represented here is heavily weighed toward the views of long-time, permanent residents; the considerable number of businesses owned by others are essentially unrepresented in the results. This must be remembered when interpreting the results presented here and in sections that follow.

Nearly half of respondents report **primary business activities** directly related to tourism (Table 1) Many other of the listed activities are secondarily dependent on tourism as well, illustrating the heavy dependence of the Gustavus economy on that sector. Retail sales and construction are the only other categories approaching tourism-related ones in numerical importance.

Table 1
Survey Question 1: Which of the Following Categories Best Describes your Primary Business?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Retail Sales	6	15.0	15.4	15.4
	Ground/Water Transportation	1	2.5	2.6	17.9
	Air Transportation	2	5.0	5.1	23.1
	Independent Artist or Writer	2	5.0	5.1	28.2
	Professional Services	2	5.0	5.1	33.3
	Tourist Accommodations	**6**	**15.0**	**15.4**	48.7
	Tourist Activities	**5**	**12.5**	**12.8**	61.5
	Construction	3	7.5	7.7	69.2
	Health Care	1	2.5	2.6	71.8
	Dining/Food Service	**1**	**2.5**	**2.6**	74.4
	Fuel Service	1	2.5	2.6	76.9
	Sport Fishing/Hunting Charter Service	**5**	**12.5**	**12.8**	89.7
	Mining	1	2.5	2.6	92.3
	Other	3	7.5	7.7	100.0
	Total	39	97.5	100.0	
Missing	System	1	2.5		
Total		40	100.0		

The 13 responses listed in Table 2, though far too few to be definitive (and are skewed by one quite large business), suggest that Gustavus businesses tend to hire far more part-time and seasonal employees than permanent employees, and that volunteers play a prominent business role. On the other hand, contractual "employment" may play a smaller role.

Table 2
Survey Question 4: How many does your business Employ?

		Primary Business Full Time Employees	Primary Business Full Time Seasonal Employees	Primary Business Part Time Employees	Primary Business Part Time Seasonal Employees	Primary Business Contract Labor	Primary Business Volunteers
N	Valid	13	15	8	6	5	2
	Missing	27	25	32	34	35	38
Mean		4.69	8.27	1.63	1.33	1.20	9.00

How Business Owners Characterize the Economy and Outlook

Survey Question 6: During the past five years, has your business grown, declined, or remained the same?

Of the respondents:

37.5% experienced growth

25% remained the same (interpreted as net income was the same i.e. growth kept up with increased overhead costs)

35% experienced decline

Survey Question 7: Over the next five years, do you expect your business to grow, decline, or stay the same?

Of the respondents:

65% expect their business to grow

20% expect their business to remain the same

0% expect their business to decline

Survey Question 8: Currently, how would you rate business opportunities for your particular business sector?

Of the respondents:

54% said very good or good (17.9/35.9)

31% said fair

15% said poor

Survey Question 10: Which of the following do you feel doesn't threaten, somewhat threatens, or severely threatens the future of the Gustavus business community? Responses by percent.

Threat	***Doesn't***	***Somewhat***	***Severely***	***Don't Know***
People moving in	82.5%	12.5%	0	2%
People moving out	32.5	30	32.5	2
No local leadership	36.1	36.1	16.7	4
No local jobs	18.4	36.8	42.1	1
Cruise ship industry	43.6	12.8	38.5	2
City land use regulations	37.8	27	16.2	7
Government regulation	22.5	32.5	27.5	7
Quality of labor force	39.5	36.8	15.8	3
Labor force availability	29.7	37.8	27	2
Sales tax	62.5	27.5	10	0
Room tax	68.4	26.3	5.3	0
Park Service	57.9	15.8	26.3	0
Inadequate dock	7.5	27.5	65	0
No ferry service	35	35	30	0
No jet service	32.5	42.5	25	0
High utility rates (fuel, electric, freight)	7.5	22.5	70	0
Freight delivery frequency	23.1	43.6	30.8	1
Real estate market	64.1	12.8	7.7	6
Local business competition	57.9	34.2	7.9	0

Survey Question 11: How would you rate the overall future of Gustavus' local businesses?

Of the respondents:
46% rated it good to very good (38.5/7.7)
40% rated it fair
5% rated it poor

Survey Question 12: In the next five years, will the following business sectors be very important, somewhat important, or of little to no importance to Gustavus' economy? Responses by percent.

Business Sector	Very	Somewhat	Little/no	??
Retail sales	43.2%	48.6%	8.1%	0
Ground/water transport (passenger, freight)	79.5	20.5	0	0
Air transportation (passenger, freight)	89.7	10.3	0	0
Independent artist/writer	18.4	47.4	28.9	5.3
Information technology	39.5	36.8	18.4	5.3
Professional services	18.4	52.6	26.3	2.6
Tourist accommodations	89.7	10.3	0	0
Tourist activities	87.2	12.8	0	0
Cottage industries	46.2	33.3	15.4	5.1
Commercial fishing	41	41	17.9	0
Construction	55.3	39.5	5.3	0
Timber industry	26.3	44.7	23.7	5.3
Real estate	26.3	50	18.4	5.3
Health care	60.5	36.8	2.6	0
Childcare	28.9	39.5	28.9	2.6
Dining/food service	48.7	46.2	5.1	0
Fuel service	89.7	10.3	0	0
Hunting/fishing/guiding	74.4	23.1	2.6	0
Mining	23.7	28.9	34.2	13.2

Survey Question 13: How would you rate the current condition of Gustavus' economy?

Of the respondents:
0% rated it very strong
20% rated it strong
45% rated it fair
33% rated it weak

Survey Question 14: During the past five years, has Gustavus' economy grown, declined, or remained the same?

Of the respondents:
52.5% thought it had grown or remained the same (32.5/20)
37.5% thought it had declined

Survey Question 15: During the next five years, do you expect the condition of the Gustavus economy to improve, remain the same, or worsen?

Of the respondents:
62.5% thought the economy would improve moderately to significantly (57.5/5)
12.5% thought the economy would remain the same
2.5% thought the economy would worsen moderately
0% thought the economy would worsen significantly
22.5% did not know

What Business Owners Identify as Key Challenges and Needs

The Business Survey provided two questions with narrative responses. The committee sifted through the responses and placed them in categories to provide a good representation of the material. These questions each asked for three responses. A full listing of the responses is located in Appendix C.

Survey Question 5: What are the three largest challenges to operating a business in Gustavus?

The most frequent response to this question, was **Freight Rates**, occurring in 24 times across the respondents' three responses. All comments referenced the "high cost of freight".

Second was the **Cost of Utilities** referencing the cost of "electricity, phone, internet, fuel and eventually water and sewer".

Running a close third was **Business/Economy**. These comments include the following samples: low population = small volume of sales for the infrastructure; limited opportunities—flat growth curve—NPS is primary employer; seasonal population—decreased winter income; limited labor pool; marketing Gustavus, getting recognized.

The **Dock** and **Transportation** were also frequently listed with the following sample of responses: poor dock—lack of choice in barge service and high costs; no fuel dock; no dock protection from bad weather; overuse of anchorage area off dock in Icy Passage; remoteness—transportation difficulties; reference to need for any tide launch ramp; dependable service and rates for Glacier Bay activities—for years, the rates are not set until just before the season—well after local agents have advertised and booked them.

Survey Question 9: What are the three most important activities the Gustavus community could do to increase economic opportunities for <u>your particular business sector?</u>

The most frequent response to this question was in the **business / economic growth and development** category, occurring 35 times across the respondents' three responses. Included were comments such as: support tourism; encourage local consumptive services; pressure Park Service to privatize more services; have construction projects; support Gustavus Visitors Assn.; economic diversification projects.

Comments about **Dock, Freight Costs and Ferry Service** ran second with 27 comments such as: work on getting new dock and ferry service to lower freight cost; develop better freight means; lower freight costs; build all year usable marina; replace current dock; build docks and harbors.

Utility Cost was the third most frequent category of responses with 8 comments. Examples include: Regulate electric costs; new power plant; Falls Creek hydropower project; work to lower power costs; buy electric company and let Park sell fuel at competing cost to Dray.

III. Values and Visions

VALUES AND VISIONS

Definition and Process

How do we develop a plan for Gustavus? How to we organize all the various wants and needs the community feels are important? A planning process is divided into stages that build on each other. A plan starts with the broadest ideas and ends with very specific tasks. Here is a description of the basic approach the committee used and includes identification of Values, Visions, Goals, and Projects.

Values

Values are things, tangible or intangible, that are important to us. Most of us live in Gustavus because it offers us a particular way of life. It offers tangible things like clean air, access to Glacier Bay National Park, or beautiful scenery. Intangible values include things like a close knit community, a sense of safety, or a slower life pace. All of us have unique personal values, but we also have many in common. The values identified by the community were grouped into 4 general categories and were re-stated as Visions.

Visions

Visions are descriptions of desired future conditions for Gustavus. They include things we want right now as well as over the long term. They are generally broad statements without much detail. If you think about the classic journalist's "checklist" used to write a good story, it includes the What, Where, How, Why, When, and Who about an event. Visions are the Whys…why are we planning anything for our city? Here are the Visions the committee refined from all the community's value statements:

We envision a distinctive community…

A…. that prospers while and by protecting its natural resources.

B. … with a sustainable economy and infrastructure that assures public health and safety and promotes personal development and initiative.

C. … where all members take social responsibility and actively participate in decisions affecting growth, development, regulation and enforcement.

D. … in which people can retain a closeness with, and caring for, each other individually and collectively, and work together to accomplish community goals while preserving community traditions.

How the Value and Vision Statements Were Developed

The committee held a public meeting to compile a preliminary list of common community values (attributes of Gustavus that we held dear and wanted to keep into the future). This list was sent out to all residents in the Gustavus Electric power bill for their comment; responses were received, and the original list was amended accordingly. Like items on the amended list were then grouped and placed under four headings, roughly corresponding to Freedom, Health & Safety, Beauty & Nature, and Kinship & Community.

From this list, four Value statements were drafted by the committee that attempted to encompass the flavor of all items on the list. Taking the values into consideration, the committee then drafted a set of four Vision statements intended to summarize the community's hopes for what Gustavus would be like in the future.

The draft value and vision statements were then put out on the community website for comment, and a public meeting was held to review the drafts. Much subsequent discussion resulted in substantial redrafting. The committee then considered the redrafted statements in a committee workshop, and produced the final statements.

	Value Statements	***Vision Statements***
	The Citizens of Gustavus Value:	**We envision a distinctive community:**
Beauty	• Our pristine, wild environment and its wildlife;	• That prospers while and by, protecting its natural resources;
Safety	• A safe and healthy place in which to live, work, recreate, and utilize our natural resources;	• With a sustainable economy and infrastructure that assures public health and safety and promotes personal development and initiative;
Freedom	• Our freedom, independence, self-reliance, privacy and individuality;	• where all members take social responsibility and actively participate in decision making affecting growth, development, regulation and enforcement;
Community	• Cooperation, trust, respect and caring for neighbors, tolerance, spirit of volunteerism, talents, creativity and hard work;	• In which people retain a closeness with and caring for each other individually and collectively and work together to accomplish community goals and preserve community traditions.

IV. Goals and Projects

GOALS AND PROJECTS

Definition and Process

Goals

Visions are broad and general, so the next step is to identify more specifically "What" we need to achieve. Most likely we have not reached all aspects of our Visions, and there are specific things we need to do to realize them. These are our Goals; often stated as "where the rubber meets the sky."

Projects

Once Goals are identified, it becomes easier to determine what specific steps are needed to accomplish them. Each Goal may have many projects under it. Projects are the How, the Who, and the When statements. They are also described as "where the rubber meets the road." Projects end up being specific tasks, which combined together achieve a goal.

Here's an example of moving from a vision to a goal to a project:

Under the vision, "We envision a distinctive community that prospers while and by protecting its natural resources," we have a Goal, "to assure clean air and water for Gustavus". A specific project that will help us achieve this goal would be to establish a Community Watershed Council or to supply residents with water quality testing kits.

Stages in planning have different life spans. Values people have do not change very quickly or often during their life times and this is true of the values identified for Gustavus. The Visions created out of our collective value statements will also not change very often, and may take many years to realize. Goals are intended to be accomplished, so they may be met over a specific time. New goals may arise in future as earlier ones finish. Goals will change more often than Visions. Specific projects, often grouped under a goal, will change fairly often either because they are completed or deferred. If the values and community visions are identified accurately, the plan we write today may be revised many times and still be effective in helping us achieve what we all want for Gustavus.

The projects identified by the community as high priority come as no surprise. These are projects that the Gustavus Community Association had attempted to implement for the last 15 years.

How the Goals and Projects Were Developed

Once the four Vision statements were finalized, the committee drafted a set of goals for each. The draft goals were presented at a public meeting and many suggestions were received; the committee then finalized the goals, using the meeting attendees' suggestions and their own sense of the general views of the community.

Draft project ideas were first generated by the committee, then modified in a community meeting, and finalized by the committee. This draft was presented in a community-wide survey for their additions and views on relative importance. Projects from the survey were listed under the goals by the committee. This process of listing resulted in minor final alterations to the goals in order to properly accommodate all the projects. Project possibilities that were presented after the survey went out and therefore not included in the community survey, were not ranked under goals. They are presented in unanalyzed form in Appendix B of this plan.

Questions 5 and 9 from the business survey (see appendix) were designed to poll the business community on the principle challenges to business and the most important activities the Gustavus community could do to increase economic opportunities. The response to these questions resulted in identification of high freight rates, costs of utilities, and inadequate dock and transportation infrastructure as the business community's top priorities. These correspond closely with the top priorities of the community at large.

The following pages show a ranking of project by their average positive ratings.

Capital and Physical Infrastructure

Projects Ranked by average positive ratings

PROJECT	Average of positive ratings *	# 5's /total respondents **	# No's/ total respondents ***	# 5's/# No's ****
Replace dock with freight/ferry facility	**3.85**	**.57**	**.11**	**5.2**
Replace Salmon River boat launch ramp	**3.75**	**.41**	**0**	**Very Large**
Upgrade Wilson Rink Creek Road	3.01	.19	.05	3.8
Build an all-tide boat harbor/marina	3.01	**.31**	**.18**	1.7
GCN- upgrade to broadband internet access	2.95	.21	.05	**4.2**
Multipurpose community building (preschool, city hall offices, community activities, restrooms)	2.39	.12	.14	0.8
Upgrade other arterial city roads	2.36	.06	.06	1.0
Build conveniently located public restrooms	2.24	.07	.11	0.6
Build a Rink Creek fire substation	2.17	.07	.15	0.5
Develop a community cemetery	1.89	.03	.08	0.4

Key

* Measures relative intensity of positive feelings toward project. (*Measured by multiplying the number of respondents choosing a given positive ranking (1-5) times that ranking, then summing all the products and dividing them by total respondents.)*

** Measures the proportion of respondents who ranked the project as 5 "very important, needed within 2-3 years".

*** Measures the proportion of respondents who "oppose" the project.

**** Balances vehemently positive against vehemently negative opinions. *(a rating of greater than 1 means more 5's than no's)*

Comments (See bolded items)

- Dock and boat ramp stand out clearly from the rest
- Boat harbor elicits strong positive and negative feelings
- GCN upgrade gets strong positive vs. negative rating

Health, Social, Cultural

Projects Ranked by Average Positive Ratings

PROJECT	Average of positive ratings *	# 5's /total respondents **	# No's/ total Respondents ***	# 5's/# No's ****
Community clinic - find funding for operating expenses & salaries	**4.28**	**.53**	**.001**	**53.0**
Basic equipment for clinic operation (microscope, lab equipment, autoclave/ sterilizer)	**3.70**	**.35**	**.001**	**35.0**
Digital X-ray facility & expansion of clinic for this unit	3.07	.17	.06	2.8
Hospice/eldercare programs	2.99	.12	.03	**4.0**
Substance abuse education and prevention	2.97	.17	.04	**4.3**
Mental health counseling	2.90	.17	.05	3.4
Mentoring programs for all ages	2.87	.17	.05	3.4
Suicide prevention	2.80	.15	.06	2.5
Sexually transmitted diseases education	2.73	.15	.06	2.5
Metabolic syndrome (reaching epidemic proportions)	2.62	.12	.06	2.0
Salmon River park remodel/new playground equipment	2.06	.05	.07	0.7
Build bike and foot trails	2.01	.13	.13	0.5
Part-time Fire Department employee to support volunteers	1.61	.06	.09	0.7
Identify and map landmarks/ landacapes/trees/historical buildings/habitat	1.84	.02	.11	0.18
Build a rifle/archery range	1.70	.03	.17	0.18
Create a public campground	1.50	.02	.28	0.07

Key

* Measures relative intensity of positive feelings toward project. (Measured by multiplying the number of respondents choosing a given positive ranking (1-5) times that ranking, then summing all the products and dividing them by total respondents.)

** Measures the proportion of respondents who ranked the project as 5 "very important, needed within 2-3 years".

*** Measures the proportion of respondents who "oppose" the project.

**** Balances vehemently positive against vehemently negative opinions. (a rating of greater than 1 means more 5's than no's)

Comments (See bolded items)

- Clinic needs stand out clearly from the rest
- Hospice and substance abuse programs get strong positive vs. negative ratings

Economic Projects

Projects Ranked by Average Positive Ratings

PROJECT	Average of positive ratings *	# 5's /total respondents **	# No's/ total respondents ***	# 5's/# No's ****
Work on ways to reduce power & freight rates	**4.07**	**.49**	**.05**	**9.8**
Encourage small timber sales/ local milling	3.14	.18	.05	3.6
City of Gustavus explore purchasing Electric Company if it comes up for sale	3.05	.23	.05	**4.6**
Explore ways to keep big, outside businesses from displacing small, local ones	2.98	.29	.11	2.6
Salmon River barge/landing craft facility separate from recreational launch ramp	2.86	.18	.10	1.8
Support expansion of cottage industry type business	2.78	.12	.05	2.4
Work to find funding for Falls Creek hydro project	2.74	.26	.13	2.0
Search for revenue sources to support economic diversification	2.74	.17	.10	1.7
Support community IFQ (halibut quota) program	2.42	.12	.12	1.0
Dry dock and boat repair facility	2.20	.08	.16	0.5
Explore potential for mining (gravel and quarry type)	1.97	.06	.21	0.03
Service center for small cruise ships (water, fuel, sewage, berthing)	1.54	.08	.37	0.02

Key

* Measures relative intensity of positive feelings toward project. (Measured by multiplying the number of respondents choosing a given positive ranking (1-5) times that ranking, then summing all the products and dividing them by total respondents.)

** Measures the proportion of respondents who ranked the project as 5 "very important, needed within 2-3 years".

*** Measures the proportion of respondents who "oppose" the project.

**** Balances vehemently positive against vehemently negative opinions. (a rating of greater than 1 means more 5's than no's)

Comments (See bolded items)

- Reducing utility rates stands out from rest of projects
- Support of small timber enterprise gets strong positive vs. negative rating

Environmental Projects

Projects Ranked by Average Positive Ratings

PROJECTS	Average of positive ratings *	# 5's /total respondents **	# No's/ total respondents ***	# 5's/# No's ****
Have a water testing program for safe drinking water	3.29	.26	.05	5.2
Clean up small boat harbor	3.15	.21	.02	**10.5**
Relocate landfill-include sewage disposal/hazardous waste/scrap metal storage and transfer options	3.15	.28	.11	2.5
Facility for used oil storage/ disposal	3.08	.19	.04	**4.8**
Create a watershed quality council (to assess threats to water quality and freshwater habitat)	2.78	.16	.09	1.8
Public restrooms somewhere near beach	2.60	.15	.10	1.5
ID potential contaminated sites that have not been cleaned up	2.55	.09	.11	0.8
Add trained volunteers for fuel spill prevention	2.53	.06	.06	1.0
Program for prevention of fuel spills from small home tanks	2.44	.06	.08	0.8

Key

* Measures relative intensity of positive feelings toward project. (Measured by multiplying the number of respondents choosing a given positive ranking (1-5) times that ranking, then summing all the products and dividing them by total respondents.)

** Measures the proportion of respondents who ranked the project as 5 "very important, needed within 2-3 years".

*** Measures the proportion of respondents who "oppose" the project.

**** Balances vehemently positive against vehemently negative opinions. (a rating of greater than 1 means more 5's than no's)

Comments (See bolded items)

- No project stands out strongly from the rest in terms of average positive ratings
- Boat harbor cleanup and facility for waste oil get strong positive vs. negative ratings

Value to Vision to Goals to Projects

All projects from the Community Needs Survey are presented below, under the goals to which they apply. Projects are listed in the order of their rating by the community. Please see the previous section for a summary of project ranking, or refer to Appendix B for complete data.

Value A: The Citizens of Gustavus value our pristine, wild environment and its wildlife.

Vision A: We envision a distinctive community that prospers while, and by, protecting its natural resources.

Goal 1: Assure clean air and water

Projects:

a. Have a water testing program for safe drinking water
b. Clean up small boat harbor
c. Relocate landfill-include sewage disposal/hazardous waste/scrap metal storage and transfer options
d. Facility for used oil storage/disposal
e. Create a watershed quality council (to assess threats to water quality and freshwater habitat)
f. Work to find funding for Falls Creek hydro project
g. Public restrooms somewhere near the beach
h. ID potential contaminated sites that have not been cleaned up
i. Add trained volunteers for fuel spill prevention
j. Program for prevention of fuel spills from small home tanks
k. Service center for small cruise ships (water, fuel. sewage, berthing)

Goal 2: Maintain abundant fish and wildlife populations and their habitats, including those important to subsistence

Projects:

a. Clean up small boat harbor
b. Facility for used oil storage/disposal
c. Create a watershed quality council (to assess threats to water quality and freshwater habitat)
d. Add trained volunteers for fuel spill prevention
e. Program for prevention of fuel spills from small home tanks

Goal 3: Maintain healthy botanical resources, including timber, mushrooms, berries and edible plants

Projects:

a. Facility for used oil storage/disposal
b. Program for prevention of fuel spills from small home tanks

Goal 4: Promote key aesthetic values, such as the presence of wildlife; cleanness and beauty of beaches, roadsides and facilities; views of the night sky; and quiet

Projects:

a. Clean up small boat harbor
b. Relocate landfill-include sewage disposal/hazardous waste/scrap metal storage and transfer options
c. Build an all-tide boat harbor/marina
d. Create a watershed quality counsel (to assess threats to water

quality and freshwater habitat)

e. Public restrooms somewhere near the beach
f. Add trained volunteers for fuel spill prevention
g. Build conveniently located public restrooms
h. Create a public campground

Goal 5: Reduce Gustavus' negative impacts on the regional and global ecosystem and climate

Projects:

a. Create a watershed quality counsel (to assess threats to water quality and freshwater habitat)
b. Work to find funding for Falls Creek hydro project
c. Add trained volunteers for fuel spill prevention
d. Build conveniently located public restrooms
e. Service center for small cruise ships (water, fuel sewage, berthing)

Value B: The Citizens of Gustavus value a safe and healthy place in which to live, work, recreate, and utilize our natural resources.

Vision B: We envision a distinctive community with a sustainable economy and infrastructure that assures public health and safety and promotes personal development and initiative.

Goal 1: Promote economic well-being for everyone

Projects:

a. Work on ways to reduce power and freight rates
b. Replace dock with freight/ferry facility
c. Encourage small timber sales/local milling
d. City of Gustavus explore purchasing Electric Company if it comes up for sale
e. Explore ways to keep big, outside businesses from displacing small, local ones
f. GCN- upgrade to broadband internet access
g. Salmon River barge/landing craft facility separate from recreational one
h. Support expansion of cottage industry type business
i. Work to find funding for Falls Creek hydro project
j. Search for revenues sources to support economic diversification
k. Support community IFQ (halibut quota) program

Goal 2: Provide well-planned and necessary infrastructure that balances needs of businesses and neighborhoods

Projects:

a. Replace dock with freight/ferry facility
b. Replace Salmon River boat launch ramp
c. Upgrade Wilson/Rink Creek Road
d. Build an all-tide boat harbor/marina
e. GCN- upgrade to broadband internet access
f. Salmon river barge/landing craft facility separate from recreational launch ramp
g. Work to find funding for Falls Creek hydro project
h. Multi-purpose community building (pre-school, city hall offices, community activities, restrooms)
i. Upgrade other arterial roads

j. Dry dock and boat repair facility
k. Build a Rink Creek fire station
l. Explore potential for mining (gravel and quarry type)
m. Service center for small cruise ships (water, fuel, sewage, berthing)

Goal 3: Provide a level of medical care appropriate for a healthy lifestyle in a remote community

Projects:

a. Community clinic – find funding for operating expenses and salaries
b. Basic equipment for clinic operation (microscope, lab equipment, autoclave/sterilizer)
c. Have a water testing program for safe drinking water
d. Digital X-ray facility and expansion of clinic for this unit
e. Hospice/eldercare programs
f. Substance abuse education and prevention
g. Mental health counseling
h. Mentoring programs for all ages
i. Suicide prevention
j. Sexually transmitted diseases education
k. Metabolic syndrome education and prevention
l. Part-time Fire Department employee to support volunteers

Goal 4: Support quality community educational programs that promote physical and mental health and safety of all citizens

Projects:

a. Community clinic - find funding for operating expenses and salaries
b. Basic equipment for clinic operation (microscope, lab equipment, autoclave/sterilize
c. Digital X-ray facility and expansion of clinic for this unit
d. Hospice/eldercare programs
e. Substance abuse education and prevention
f. Mental health counseling
g. Mentoring programs
h. Suicide prevention
i. Sexually transmitted diseases education
j. Metabolic syndrome education and prevention

Goal 5: Support quality schooling for youth that develops excellent thinking and social skills

Projects:

a. GCN - upgrade to broadband internet access

Goal 6: Provide opportunities and activities that prepare youth for life outside of Gustavus while encouraging appreciation of the natural and social environment here

Projects:

a. Substance abuse education and prevention
b. Mental Health counseling
c. Mentoring programs for all ages
d. Suicide prevention
e. Sexually transmitted diseases education
f. Salmon River Park remodel/new playground equipment

g. Build bike and foot trails

Goal 7: Support the volunteer organizations that provide needed community Services

Projects:

a. Multi-purpose community building (pre-school, city hall offices, community activities, restrooms)
b. Build a Rink Creek fire substation
c. Part-time Fire Department employee to support volunteers

Goal 8: Support infrastructure and training necessary to provide an appropriate level of safety for citizens and protection of facilities

Projects:

a. Relocate landfill-including sewage disposal/hazardous waste/scrap metal storage and transfer options
b. Add trained volunteers for fuel spill prevention
c. Build a Rink Creek fire substation

Goal 9: Promote safe hunting practices and hunt regulations within the city of Gusatvus

Projects:

a. Build a rifle/archery range

Goal 10: Maintain subsistence as an important component of our economy and Lifestyle

Projects:

a. Replace dock with freight/ferry facility
b. Replace Salmon River boat launch ramp
c. Build an all-tide boat harbor/marina

Value C: The Citizens of Gustavus value our freedom, independence, self-reliance, privacy and individuality.

Vision C: We envision a distinctive community where all members take social responsibility and actively participate in decisions affecting growth, development, regulation and enforcement.

Goal 1: Seek diversity in the membership of City committees

Goal 2: Provide for a public planning process for all the city departments that provide public service

Goal 3: Develop procedures, in consultation with the City Council, to provide full and timely communication between the Council, its committees, the school and Gustavus

Goal 4: Encourage individual responsibility and consideration for neighbors so that City action and law enforcement are not necessary

Goal 5: Promote communication and cooperation between Gustavus and other communities in the region

Value D: The Citizens of Gustavus value cooperation, trust, respect and caring for neighbors; tolerance; spirit of volunteerism; talents; creativity and hard work.

Vision D: We envision a distinctive community in which people can retain a closeness with, and caring for, each other individually and collectively, and work together to accomplish community goals while preserving community traditions.

Goal 1: Foster appreciation for the history, traditions and heritage of Gustavus as it exists within the greater Icy Strait area

Projects:

a. Develop a community cemetery
b. Identify and map landmarks/landscapes/trees historical Buildings / habitat

Goal 2: Promote and encourage volunteerism to sustain all aspects of community services, events, education, the arts

Goal 3: Support and honor traditional community celebrations and events, and develop opportunities for interaction with neighboring communities

Projects:

a. Search for revenue sources to support economic diversification
b. Salmon River Park remodel/new playground equipment
c. Identify and map landmarks/landscapes/trees/historical buildings / habitat

Goal 4: Support social, educational and recreational events and activities for the entire community

Projects:

a. Public restrooms somewhere near the beach
b. Multi-purpose community building (preschool, city hall offices, community activities, restrooms)
c. Salmon River Park remodel/new playground equipment
d. Build bike and foot trails
e. Create a public campground

V. Procedures for Changing This Plan

PROCEDURES FOR CHANGING THIS PLAN

Draft Amendment Procedures

This Action Plan is not an overall comprehensive plan for the City of Gustavus. And even within its scope, the plan offers an analysis of project ideas put before the community in February, 2005, leaving other ideas unanalyzed. Thus by its very nature, this plan will be incomplete and somewhat out of date almost as soon as it is printed. For this reason, there needs to be clear protocols for dealing with future iterations of, or additions to, the present plan. This is the Committee's suggestion to the City Council.

The City Planning Committee will accumulate a list of potential plan alterations submitted by the public, the various City committees and the Council, and from time to time advise the City Council on the advisability of action to open the present plan to reconsideration. The City Council will review this advice and direct the Committee appropriately. If the decision is to open the plan, the Council will direct the Committee to do so under one of three scenarios, depending on the magnitude of proposed changes.

1. **Amendment:** For minor proposed changes that, in aggregate, do not significantly alter the plan's intent, scope or priorities.

Proposed amendments will be reviewed by the Committee. The Committee's draft review will be presented at a general meeting and on the City website for public comment. Then the Committee will make a presentation to the Council for their consideration and action.

2. **Revision:** For major proposed changes that, in aggregate: a) alter, restrict or broaden plan goals; b) significantly shift plan priorities; &/or c) require consideration of major projects not evaluated within the scope of the present plan.

Proposed revisions will be presented at a general meeting. Resulting advice will be reviewed by the committee and then presented to the public in the form of a written community survey. Results of the survey will be evaluated by the Committee and presented to the Council for their consideration and action.

3. **Comprehensive Planning:** For changes so broad (for instance, the need for land use ordinances or zoning) that an entirely new planning process is called for.

If the Council decides that the Action Plan is insufficient to encompass additional major planning needs, it will direct the Committee to initiate a full planning process involving public input at numerous stages.

Other Projects Not Considered In This Plan

A number of potential projects have been proposed outside the committee process that were not included in the community survey, and thus have not been put before the citizenry in any formal fashion. They are listed here without priortization or elaboration for possible consideration in any amending or revision of this plan.

Other Project Proposed by City Committees

Fire Department

- Bathroom for the Firehall
- Water cistern system as reservoirs for recharging firetrucks
- Large diameter hose for linking the cistern system to firetrucks at fire sites
- Employee training

Library

- Automated circulation and online catalog system
- Firm source of funding for summer reading program
- Museum/archive adjunct to library

Disposal and Recycling Center

- Toilet for DRC
- Employee training
- Improvements to DRC water system
- Increased and upgraded storage capacity

Written Project Suggestions from the Community Survey

Economic

- Establish economic development committee to promote business
- Explore non-City ownership model for electric utility
- Explore alternative energy generating possibilities
- Increase vocational education for locals
- Pressure the park to privatize functions such as maintenance
- Work with ACS to eliminate long-distance toll to Juneau
- Community-wide cell phone service

Capital Infrastructure

- Build a breakwater for harbor, with narrow exit for electricity generation
- Build a bike lane separate from main road
- Fence beach to keep cars off

Health, Cultural, Social

- Trails up the ridge; cabin on top
- Group health care
- Mandatory urinalysis for all City employees
- Emergency evacuation aircraft approved by Medicaid and state insurance
- Supplemental funding for school
- Make gym available for community multi-use and teen center

- Community Gym classes
- Provide swimming pool, tennis court and other rec facilities for youth
- Pass ordinance to prohibit motorhomes from disembarking ferries in Gustavus
- Require ORV's to have mufflers and prohibitions on drivers under 16 years old

Environmental

- Control of pollution due to refuse burning
- Pass ordinance to stop trash burying and vehicle/boat abandonment
- Develop a system for pumping and disposing of septic tank effluent
- Work with NPS to use their sewage treatment for our septage
- Provide for fish & wildlife monitoring/education/awareness-raising
- Create habitat monitoring council
- Provide environmental education for summer people
- Establish a City planner position
- Remove abandoned vehicles
- Provide garbage cans at the beach
- Provide clean water at a central point for visitor use

<u>Other Comments Received by Committee Members</u>

- Education on sustaining fisheries (i.e. exploring reduction of excessive frozen fish (more than one fish box/person) taken out of Gustavus by individuals.

VI. Appendices

APPENDIX A: Values Survey

VALUES SURVEY COVER LETTER

The Gustavus City Council has created a special committee called the Strategic Planning Committee tasked with collecting community input, gathering information and assembling a comprehensive plan for Gustavus. This plan will be used to coordinate future community development, preservation and service delivery. Most grants also require a community plan as part of the application process.

Strategic Planning is a multi-part process. The first step is determining what common values we share as a community. To this end, the committee held public meeting on Nov. 4th. Forty-six residents attended and responded to the following questions:

- What do you like about this community? (i.e. strengths and assets)
- What don't you like about this community? (i.e. weaknesses)
- What about this community do you want to keep?
- What about your community makes you proud?
- Why do you stay here?
- What do you worry about? (threats)

The committee listed the responses gathered at the public meeting under several categories in an attempt to organize them into similar ideas. Please take a look at the enclosed material and see if we have captured what you consider the common values of the community. We welcome your further comments or suggestions. Comment collection boxes will be placed at The Dray and Bear Track Mercantile or you may send responses to Strategic Planning Committee, c/o City of Gustavus, Box 1, Gustavus, Ak. 99826 or send an e-mail to dkklawunder@gustavus.ak.us. Please get your suggestions to us by Dec. 2nd.

Later in this planning process we will develop a vision statement for Gustavus based on the information we have collected here. We will later also be asking you to list your needs and wants, but right now we need help in determining the values we share. I will continue to post announcements for future public meetings. I encourage you all to attend and help us plan for the future of Gustavus.

Thanks in advance for your comments. Diane Klawunder, Chairperson, Strategic Planning Committee

(Answers we heard at Nov. 4th public meeting.)

Freedom: This set of value statements has to do with individual freedoms and lifestyle choices that are possible in Gustavus

Positive value statements	**Negative value statements**
1. Privacy, remote/lack of access, small size community, Wide-open spaces, elbow room, large lot size, small winding roads& trails to other neighborhoods, can pee off back porch 2. Freedom & opportunity to do your own thing, subsistence life-style (natural resources from which to provide for ourselves), Least amount of government possible(no permits/No license plates/ no law enforcement) 3. Unique lifestyle, no traffic gridlock, visiting along the highway, no mass commercialization, unique (adventurous) daily life, Unique community, our assets are things we don't have(we view our assets not in terms of material possessions) 4. Access(closeness) to Glacier Bay, Land Legacy lands, recreational opportunities, biking, walking, living with the wildlife, Connection to the land, sea and community. 5. People have independent mind set, are hearty and self-reliant	1. Isolation from other communities/no marine highway service 2. Economic dependence on GBNP/tourism 3. Growing too big/becoming like other places 4. Lack of control over our school. 5. Unable to enjoy recreational opportunities of Icy Strait because of inadequate marine facilities (i.e. launch ramp)

Place of beauty: these value statements pertain to natural beauty of the Gustavus setting as well as the beauty we create and share

Positive value statements	**Negative value statements**
1. Pristine environment/beauty, clean & clear air, a dark night sky, unobstructed beaches with the beach and the river as they are (Land Legacy lands and access to GBNP) 2. Quietness---able to hear wolves, coyotes, cranes, wildlife 3. Art & music—creativity of the people 4. Underground utilities, clean roadsides, little litter	1. Junk boats at harbor, junk cars in various locations/difficulty in getting junk out of here 2. Glacier Bay viewed as economic resource rather than source of healing, Political pressure that may open up Bartlett Cove to more industrialization, inappropriate activities 3. ATV's marring landscape 4. Not caring for the land/those who come here and view land as just a commodity 5. Growing too big/becoming like everyplace else 6. More conveniences attract more people who demand more conveniences

Kinship: this set of value statements has to do with the sense of community, the closeness of the people to one another, their respect and caring for each other, and the bonds that have been built over time.

Positive value statements	**Negative value statements**
1. People take care of each other, respect and care for elders, interconnectedness, the Gustavus wave, friendly people, familiar faces 2. Volunteerism—everyone pitching in to create the things we need or want, our history of working together, our secondhand store, library, GER 3. Desire to maintain the environmental values while building an economy 4. Tolerance of others---associate with same people on different planes, everyone invited to the party/gathering 5. Good school, good library with a summer reading program created by volunteers	1. Non-participation of many residents in controlling and running the community 2. Lack of opportunity for teen/fear that they may want to leave because of lack of activities 3. Isolation from other communities/improved relationships with Hoonah and other communities 4. Meddling & gossip (beyond control of the City) 5. Little ethnic diversity(beyond City control) 6. Summer busyness takes away from the community (on the other hand we need summer tourism to have a healthy economy) 7.Becoming more like everyplace else/Growing too big

Safety: This set of value statements has to do with a community environment that is a safe and healthy place to live

Positive Value statements	**Negative value statements**
1. Great landfill, recycling center & community attitude to assist 2. Year round clinic and emergency services 3. Airport which gives us access, especially during the winter 4. Clean air and clean water 5. Personal safety---little crime, good place to raise kids, leave keys in the ignition, sense of home, rooted feeling, peace among ourselves(we get along, prevention---don't need law enforcement.)	1. No sewage disposal plan(i.e. facility to pump septic systems) 2. Difficulty in moving unwanted junk out of Gustavus/people unwilling to pay for service to do so 3. Poor marine access/dock, harbor 7 launch ramp 4. A dock with a breakwater or harbor with access at all tides will make us grow too much 5. Need rudimentary land use planning---could also go along with concern for water quality and no sewage disposal (City would need to write an ordinance taking on responsibility of planning& zoning before this becomes planning issue) 6. concern about water quality 7. Economics of affording to live here (goes with expensive electric & freight rates) 8. Expensive electricity & freight rates 9. Drug & alcohol use & abuse 10. Occasional crime & intolerance (no City control without law enforcement) 11. Hunters not familiar with the area endangering other. 12. Medical emergency response year round/need more people for GER(EMT & fire response) 13. Year round staffing of Clinic 14. Threat of burnout of GER volunteers

Statements that did not fit in the below categories or were outside the authority of the City government or will be useful in some other part of the plan

Positive statements	**Negative statements**
1. Keep & increase the diversity of economy 2. 4th of July/summer picnics in the park 3. The school children/volleyball team (community pride) 4. Desire of residents to maintain the environmental values while building an economy	1. Moose overpopulation, trapping, bear shooting 2. Growing tourism &sport fishing/over use of icy Strait 3. Economic polarization(wealthy & poor) 4. Lack on anonymity 5. Noise pollution from low flying aircraft/barking dogs

VALUES SURVEY INSTRUMENT

Following are six questions. List the number of people in the household giving answers. (Example: if you have 2 respondents in the household you could give up to 4 answers to each question.)

How many people will be responding to the questions? _____
Is Gustavus your primary residence? _____yes _____no
How many months a year do you live in Gustavus? _____

1. What do you like about the community of Gustavus? (i.e. strengths and assets)

2. What don't you like about this community? (i.e. weaknesses)

3. What about this community do you want to keep?

4. What about your community makes you proud?

5. Why do you stay here?

6. What do you worry about? (i.e. threats)

Again, we'd appreciate receiving your answers before Dec. 1st.

VALUES SURVEY DATA

Freedom: Has to do with individual freedoms and lifestyle choices that are possible in Gustavus

Positive value statements	**Negative value statements**
Small town atmosphere 7	Lack of marine highway system/ 4 connection to other towns
Minimal government 9	Lack of reasonable cost freight 3
Access to outdoor activities at our doorstep	Dependence on National Park for economic viability 2
Open spaces/Land Legacy lands 6	Lack of adequate marine facilities to handle tourists, freight and recreation/ including boat harbor 10
Freedom to do what we want to do with our land (no permits/regulations) 2	Worry about government expansion
Subsistence lifestyle	Pace of growth—feel we are growing to fast with no plan or controls in place-- 2
Inexpensive place to live	Lack of easy (inexpensive) access to Juneau
No property tax	People coming here thinking that change would make it "better"
Self reliance 3	no real master plan so we have no indication where community is headed and how to deal with land use and future growth
Entrepreneurial spirit of many people willing to work hard in trying private enterprises	A conservative posture that keeps important issues on the back burner. It is criminal to live in a community that is a waterfront location with the worst dock, harbor & ramp facilities in the State.
somewhat secluded, yet connected/remoteness 2	The mentality of relying and looking to grants &- 3 government help as opposed to self reliance & accepting the assets as well as limitations that remote living brings. The snowball effect of government control and influence killing the Spirit of Gustavus of a tough, pioneering people willing to make sacrifices and work together to solve problems
	The desire by so many for growth, development, bigger, fancier houses, easy access to Icy Strait- 2
	Intelligent planning that has gone on thus far, including acquiring public lands via the Nature Conservancy
	State ferry stopping here and offloading vehicles and RV's—don't want visitors to bring vehicles here
	Property taxes, and their potential effect of a dramatic increase in small lots for sale
	New City government. We've survived here on our own for almost 100 years, have always pulled together and don't need a select few to govern for everyone else
	Remaining concern or distrust of a large part of the community toward government & the limitation that places, both financially & politically, on the ability of government to solve community problems and improve the quality of life here.

Safety: has to do with a community environment that is a safe and healthy place to live (includes healthy business climate)

Positive value statements	Negative value statements
Feel safe, not need for law enforcement 13	Lack of medical care at lower rates and transportation to medical facilities in winter
being able to "agree to disagree" without consequences	Not being able to get to needed services not available in Gustavus because of cost
Convenience of airport 2	Rink Creek's road—poor & dangerous 3
Clinic, GER,	Rapidly deteriorating dock 5
Great Landfill	Deteriorating boat ramp 4
It is not too late to assure that people have the opportunities for prospering in a community that also protects its environment & quality of life.	availability of illicit drug 2
	Economic failure due to high costs 2
	Lack of economic opportunities/few jobs during the winter 2
	Alcohol abuse problems/drunk drivers 2
	Unsafe water as a result of substandard septic systems, overcrowding of the land 3
	Need an economic base for community income to provide for necessary services such as GER, public dock sewer
	Lack of places to meet tourist needs ie diners, museum
	want to maintain small community "feel" of Gustavus while still providing economic opportunities for residents.
	The ability to keep the business we have healthy i.e I would hope to see the B&B's and lodges at full capacity throughout the season.
	The moose hunt situation
	Lack of college classes, workshops, visiting artists
	worry about the dock, "what will it take?"

Place of beauty: These value statements pertain to natural beauty as well as the beauty we create and share

Positive value statement	**Negative value statements**
Clean beaches and beautiful wildlife, nature and pristine environment 13 Access Icy Strait and Glacier Bay for fishing/ boating/whale watching recycling program is excellent 6 clean air 2 peacefulness, quiet, slow pace 4 Remoteness—lack of RV's, crowds that other National Parks have Quiet & privacy/large lots	Worry that more old hulks will be floated in to further destroy the view within the small boat harbor Hard to remove large "junk" items from Gustavus The lack of courtesy extended to others by some in the community who are neighbors i.e 1)junk vehicles, 2)the salmon river boat Harbor is a dump, 3)people's property are a hazardous waste site. ATV's destroying beach and taking away the quietude, often done by underage summer residents 3 Gustavus becoming a "moose farm" in which artificially high numbers of moose are maintained at the expense of other plant species 2 Garbage burning by neighbors

Kinship: these statements have to do with the sense of community, the closeness of the people to one another, their respect and caring for each other, and the bonds that have built over time.

Positive statement	Negative statements
Community cares about each other/respect for one another 13 Caring people who volunteer (library, community chest, fireman etc) 15 Friendliness 8 People work together well	Lack of community involvement in education and public safety organizations Lack of parental concern for their children Losing our sense of community as it grows Same people volunteer for everything, others not at all.

Statements that did not fit in above categories or are outside authority of the City Government

Positive statement	Negative Statement
We are kind of funky in our own way keep the City with it's hardworking council and representative form of government	Don't want traffic, stoplight (becoming like Juneau) Not being able to get to needed services, because of cost (may belong in safety) * I do not like mind sets that are afraid of any improvement because it might mean someone new someone new will come. What selfish, narrow narrow minded thinking! "We don't want to make our community too nice—someone else might come and enjoy it—How dumb Morman religious influence People who come for the summer, take profits-- 2 leave a toxic mess & don't add to the community Worried about the direction of Gustavus and what perceive as a developing climate of entitlement and the Park & Community rising animosity and lack of neighborly alliance Animosity between GBPS (and in many cases downright harassment) and some residents of Gustavus "Control Freak" employees of the PS that treat Gustavus residents as people that need to be monitored and watching instead of law abiding citizens welcome in the Park trapping

*****referring to statement from public meeting " a dock with a breakwater or harbor with access at all tides will make us grow too much."

APPENDIX B: Community Needs Survey

COMMUNITY NEEDS SURVEY COVER LETTER

Hello everyone,
Here's a quick look at what is going on with the Planning Committee.

The Committee (Carol Dejka, Carolyn Edelman, Diane Klawunder, Tomie Lee, Lois Nixon, Greg Streveler, Joe Vanderzanden, and Aimee Youmans) was set up by the City Council in November. The Committee's task is to put together a draft ***action plan*** for the City Council to consider. The plan has these purposes:

- to tabulate citizens' priorities and report them to the City Council; and
- to give the Council a document that explains those priorities to potential funding sources.

This won't be an overall master plan. The City Council has requested that we begin with a shorter planning document called "an ***action*** plan." This plan will identify the most pressing needs and begin the process of finding solutions. After the ***action*** plan is completed we can begin developing a more ***comprehensive*** or long term plan that looks 10 to 20 years in the future.

The plan will have a narrative that describes Gustavus' history and present existence, but its guts will consist of a series of increasingly specific sections. It will start with a statement of ***community values*** and a ***vision*** of what we would like our community to be like in the future. You will find these statements included in this letter. To write these generalized statements, we distilled information from the public meeting and the responses to the questionnaire from the community. Each of the value statements leads to a vision statement, and from these vision statements, goals will be developed. The attached survey will give us the information we need to write these goals. We're going to give you a brief update on recent happenings to assist you in making informed responses on the survey. The survey lists many possible projects and needs, with a way for you to prioritize them and add to the list. Note that we have not included any specifics about these projects. You will first tell us if there is a ***need.*** The next step is to decide what the project will look like. You will have an opportunity to participate in shaping the projects. ***Please send this survey back to us by January 30th*** so we can keep the ball rolling.

This is ***your*** plan, so you will be asked several times through the process to give your opinion on what we are doing. The committee will draft things up and keep the process moving, but the substance is up to you. The City Council wants us to have a final draft to them by late winter. You'll be hearing more from us as we get farther down the pike.

Thanks for your interest and help! The Planning Committee

Value Statements

The Citizens of Gustavus Value:

- *Our pristine, wild environment and its wildlife;*
- *A safe and healthy place in which to live, work, recreate, and utilize our natural resources;*
- *Our freedom, independence, self-reliance, privacy and individuality;*
- *Cooperation, trust, respect and caring for neighbors, tolerance, spirit of volunteerism, talents, creativity and hard work;*

Vision Statements

We envision a distinctive community:

- *That prospers while and by, protecting its natural resources;*
- *With a sustainable economy and infrastructure that assures public health and safety and promotes personal development and initiative;*
- *where all members take social responsibility and actively participate in decision making affecting growth, development, regulation and enforcement;*
- *In which people retain a closeness with and caring for each other individually and collectively and work together to accomplish community goals and preserve community traditions.*

The Community Clinic: The Community Clinic still has some monies left from a grant allowing the clinic to continue operation this winter. Unless the Clinic Board can find funding for operating expenses, which includes salaries, the clinic may not remain open next winter. Most grants do not fund operating expenses. The Board has been committed to hiring a mid-level nurse practitioner or a physicians' assistant. This provides staff to respond adequately to emergencies and write prescriptions. The clinic also needs some basic laboratory equipment. At present they can only do urinalysis and hemoglobins, and their equipment sterilizer, needs replacing. A couple of small automated lab machines would allow complete blood counts and cholesterol profiles to be done in Gustavus. Because of our remoteness and the lack of X-ray capability anyone with a suspected fracture has to fly to Juneau for diagnosis. If the Clinic had a digital X-ray machine the health provider could read an X-ray here and also send it electronically to Juneau for analysis.

The Land Selection Committee: The Land Selection Committee will give the City Council recommendations on the selection of 10 % of the State Land within the City of Gustavus, approximately 28 acres. A portion of the present Gravel Pit may be selected for City ownership and would provide another income source for the City. After the original 28 acres are selected, the City of Gustavus may ask for the conveyance of some State of Alaska lands for public use for the future. These lands include the present Salmon River Boat Harbor and Landfill area, Salmon River Park, City Hall and Fire Dept., and three other pieces of land. Two are located across from the school and another along Wilson Road on the west side of the airport alternate runway. The lands that may be conveyed amount to 155 acres.

Community Quota Entity (CQE): The National Marine Fisheries recently made revisions to the existing IFQ program allowing a new group of non-profit entities to hold halibut and sablefish quota shares (QS) on behalf of residents of specific rural communities. Gustavus qualifies for this program and now has a non-profit organization called the Fairweather Fisheries Development Council. This Council has begun searching for funding sources to purchase QS. The community will own the QS outright and they will be leased to local fisherman. The City Council has shown its support for the creation of a non-profit Community Quota Entity (CQE) through resolution.

Marine Facilities Committee (MFC): The ever-worsening condition of the dock has rallied a group of people to move forward with a plan that may involve several stages for construction. Formerly known as the Dock Committee, the group developed a resolution that was passed during a recent city council meeting, widening its focus and renaming this standing committee the Marine Facilities Committee (MFC). John Scott drew up a basic plan for a proposed structure. At the last committee meeting, the MFC came up with a list for a "dream" dock. User groups include local use, freight, fuel, charter and commercial fishing, kayaking, whale watching tours. The list includes many "bells and whistles" which may or may not be applicable or feasible for new construction. The MFC is applying for grant monies from the Denali Commission to hire an engineering firm to conceptualize a draft plan showing what can be done. That plan will be brought to the community for comment and when the City Council has given the MFC the go-ahead on the revised plan, we can start looking for funding sources for our community dock. We have received invaluable support from the National Park Service, the Conference of Mayors, the Southeast Conference and the Department of Community and Regional Affairs. We hare hoping that with partial funding in hand, the Alaska Department of Transportation will choose to be a more active participant in our plans.

The Couverden Timber Sale: A couple of years ago, the Forest Service proposed another big logging plan for the area north of Point Couverden, similar to the ones that left the clearcuts you see when flying over from Juneau. Those earlier sales did Gustavus no good at all, mainly because they were too big to be used by local sawmills and we just ended up with the eyesore. Several Gustavus people made a proposal this time around to offer the timber in a series of small sales configured to what could actually be used by local mills in Gustavus. This could be done using the present road system; at the cutting rate of a half million board feet a year, could be done forever; and would leave the country pretty much intact. Couverden would become a well-managed Icy Strait woodlot. To our surprise, a senior Forest Service official and the District Ranger came to Gustavus a few weeks ago and pretty much agreed (verbally; we haven't seen it in writing yet) to go along with our idea. They said that the plan would be to offer small sales so long as someone bid on them and actually used the timber. So it seems like, if we keep letting the Forest Service know we want small sales, and actually use them, we may get some value out of the Couverden timber instead of just the impacts.

The Falls Creek Hydro Project: A license was granted to Gustavus Electric in October to build and operate a 800 KW hydro project on Falls Creek, which means that unless it is stopped by a lawsuit, construction may start as soon as next fall. The license permits diverting water at about 670 feet, piping it down to a turbine, and then putting the water back just downstream of the lower falls. Diesel backup will supplement hydro during low flow periods. About 4 miles of new one-lane dirt road will be built uphill from the end of Rink Creek road to service the installation. Gustavus Electric must help maintain Rink Creek road during the construction and operation period. If fully privately funded, the project may not lower customer rates at least initially. Some public grant and low interest loan money has been promised. The larger the share of construction costs that are paid for with public money, the greater the chances for substantial rate reduction.

Landfill Relocation: In some ways, the present landfill site is ideal: convenient location, location downstream of everyone's water supply, and a long history of use. However, as it gets busier and as development increases around it, conflicts are beginning to arise. Since the landfill's state lease is up for renewal soon, and since the City is in the process of deciding which state lands to select for municipal ownership, it is a good time to consider relocation options. Given the FAA-required 10,000 foot setback from the airport, very few sites are really feasible. A first look at options has pointed to lands owned by the Cook Inlet Regional Corporation up by "the Towers" site, and to agricultural allotments north of the Gustavus Country Inn. Both have their problems and would be costly. It is important to find out what priority people put on this move before going much further in deciding what to do.

COMMUNITY NEEDS SURVEY INSTRUMENT

The Strategic Planning Committee would appreciate your time in filling out this form. The information we gather will be used to help determine the priorities and finalize a needs list for inclusion in the plan. ***This survey is completely confidential***. There is no need to sign your name. Please mail the completed survey to **Gustavus Community Strategic Planning Committee,** c/o City of Gustavus, P.O. Box 1, drop it off at City Hall, or place it in one of the survey boxes containers at either The Dray or Bear Track Mercantile. ***Please return by January 30th, 2005.***

Feel free to write additional comments as needed. Thank you for your participation.

On a scale of 1 to 5, with 1 as not at all important and 5 as very important and needed within the next 2-3 years, please indicate how important it is for the Gustavus community to invest in developing or improving the following:

Capital or Physical infrastructure	Undecided / Don't know	Oppose	Not at all Important. **1**	**2**	**3**	Very Important **4**	Very Important and Needed Within 2-3 Years **5**
Replace Dock with freight /ferry facility			1	2	3	4	5
City Roads – Upgrade Wilson Rink Creek.			1	2	3	4	5
Upgrade other arterial city roads			1	2	3	4	5
Gustavus Fire Department – build Rink Creek Substation. (lowers insurance rates & expedites arrival)			1	2	3	4	5
Build conveniently located public restrooms.			1	2	3	4	5
Develop a community cemetery.			1	2	3	4	5
Build all tide boat harbor/marina			1	2	3	4	5
Gustavus Community Network – upgrade to broadband Internet access.			1	2	3	4	5
Multipurpose community bldg: preschool, teen activities, City Hall offices, community activities, public restrooms			1	2	3	4	5
Replace Salmon River boat launch ramp.			1	2	3	4	5
Other (please specify):			1	2	3	4	5
Other (please specify):			1	2	3	4	5

Additional Comments:

Health, Social, Cultural	Undecided / Don't know	Oppose	Not at all Important. **1**	**2**	**3**	Very Important **4**	Very Important and Needed Within 2-3 Years **5**
Community Clinic—find funding for operating expense and salaries			1	2	3	4	5
Digital X-ray facility & expansion of clinic for this unit (have no X-ray capability at present time)			1	2	3	4	5
Part-time Gustavus Volunteer Fire department employee to offer support duties to volunteers			1	2	3	4	5
Salmon River Park remodel/new play equipment			1	2	3	4	5
Create a public campground			1	2	3	4	5
build a rifle range/archery range			1	2	3	4	5
Identify and map landmarks / landscapes / trees / historical buildings / habitat			1	2	3	4	5
Build bike trails & foot trails			1	2	3	4	5

The following 7 lines deal with grant programs available to communities for prevention, awareness, education. Again please rate their importance to the community.							
Hospice/elder care programs (someone would be trained to assist in care)			1	2	3	4	5
Metabolic Syndrome (diabetes, high blood pressure and elevated blood cholesterol reaching epidemic proportions)			1	2	3	4	5
STD education (sexually transmitted diseases)			1	2	3	4	5
Suicide prevention			1	2	3	4	5
Substance abuse education & prevention			1	2	3	4	5
Mentoring programs for all ages			1	2	3	4	5
Mental Health counseling			1	2	3	4	5
Other (please specify):							
Other (please Specify):							

Additional Comments:

Economic	Undecided / Don't know	Oppose	Not at all Important. **1**	**2**	**3**	Very Important **4**	Very Important and Needed Within 2-3 Years **5**
Support federal funding for Falls Creek Hydro Project			1	2	3	4	5
explore public ownership model for Electric Company if it comes up for sale			1	2	3	4	5
Work on ways to reduce power & freight rates			1	2	3	4	5
Search for revenue sources to support economic diversification			1	2	3	4	5

The following possibilities have been mentioned as suggestions for economic diversification. Please rank these as to feasibility and desirability							
Encourage Small timber sales/local milling			1	2	3	4	5
Support Community IFQ (halibut quota) program			1	2	3	4	5
Support expansion of cottage industry type business			1	2	3	4	5
Explore the potential for mining (gravel and quarry type)			1	2	3	4	5
Dry Dock & boat repair facility			1	2	3	4	5
Service center fortour boats/small cruise ships (water, fuel, sewage, berthing)			1	2	3	4	5
Salmon River barge/landing craft facility separate from recreational launch ramp			1	2	3	4	5
Explore ways to keep big, outside businesses from displacing small, local ones			1	2	3	4	5
Other (please specify):			1	2	3	4	5
Other (please specify):			1	2	3	4	5
Other (please specify):							

Additional Comments:

Environmental	Undecided / Don't know	Oppose	Not at all Important. **1**	**2**	**3**	Very Important **4**	Very Important and Needed Within 2-3 Years **5**
Relocation of landfill/include a sewage disposal site/hazardous waste/scrap metal storage and transfer options			1	2	3	4	5
identify potential contaminated sites that have not been cleaned up			1	2	3	4	5
Facility for used oil storage / disposal			1	2	3	4	5
Public restrooms somewhere near the beach			1	2	3	4	5
have a water testing program/safe drinking water			1	2	3	4	5
Create Watershed Quality Council (to assess & evaluate threats to water quality & freshwater habitat)			1	2	3	4	5
Expand / add trained volunteers for fuel spill prevention			1	2	3	4	5
Program for prevention of fuel spills for small home tanks			1	2	3	4	5
Clean up small boat harbor			1	2	3	4	5
Other (please specify):			1	2	3	4	5
Other (please specify):			1	2	3	4	5

Additional comments:

Are you a Gustavus resident?

- ❑ Yes
- ❑ No

Thanks for taking time to fill this out. Remember we are planning for the short term (***most immediate needs),*** but we are also tasked with creating a plan that looks 10 to 20 years in the future. So those items that do not seem important now may be viewed differently at a later date. This survey will help us see what you view as ***most important and least important.***

Frequencies – Is Gustavus your Primary Residence?

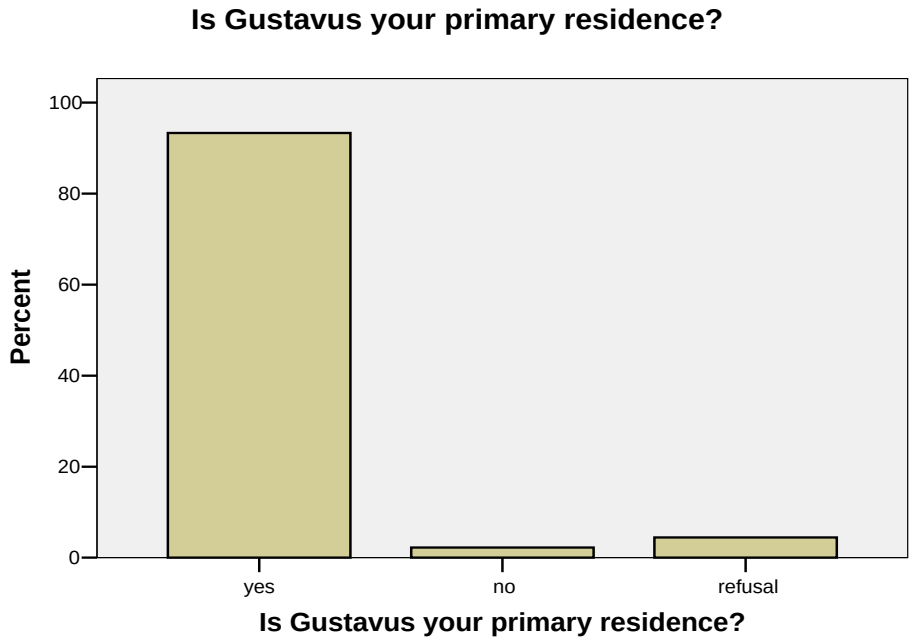
Statistics

Is Gustavus your primary residence?

N	Valid	180
	Missing	0

Is Gustavus your primary residence?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	168	93.3	93.3	93.3
	no	4	2.2	2.2	95.6
	refusal	8	4.4	4.4	100.0
	Total	180	100.0	100.0	



Frequencies: Student Surveys (included in all analyses)

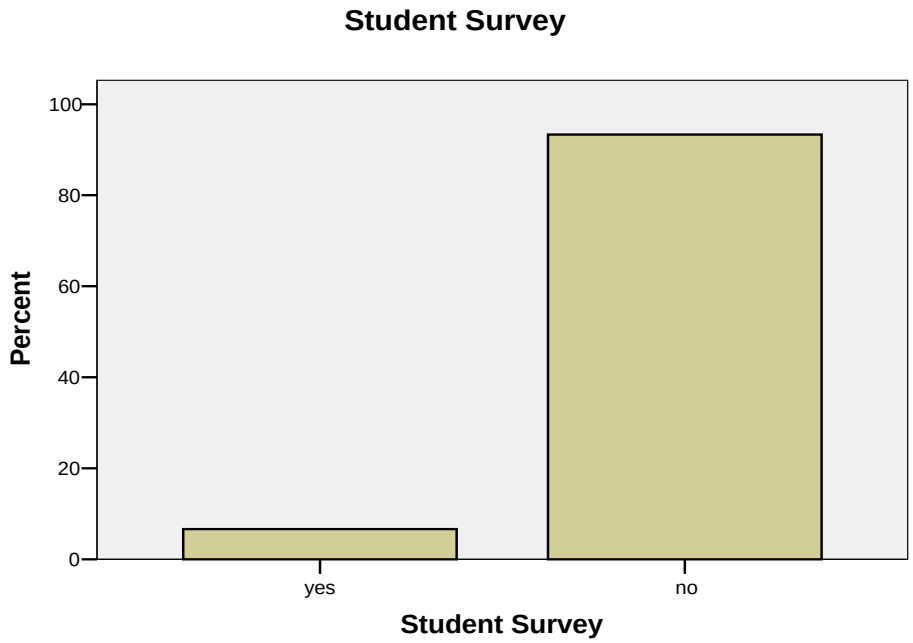
Statistics

Student Survey

N	Valid	180
	Missing	0

Student Survey

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	12	6.7	6.7	6.7
	no	168	93.3	93.3	100.0
	Total	180	100.0	100.0	



Frequencies: Capital or Physical Infrastructure Section

Replace dock with freight/ferry facility.

Statistics

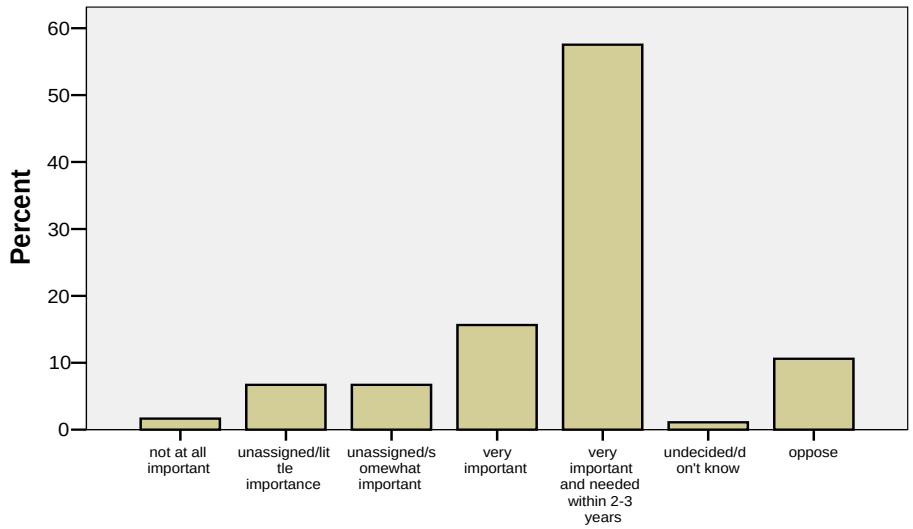
Replace dock with freight/ferry facility.

N	Valid	179
	Missing	1

Replace dock with freight/ferry facility.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	not at all important	3	1.7	1.7	1.7
	unassigned/little importance	12	6.7	6.7	8.4
	unassigned/somewhat important	12	6.7	6.7	15.1
	very important	28	15.6	15.6	30.7
	very important and needed within 2-3 years	103	57.2	57.5	88.3
	undecided/don't know	2	1.1	1.1	89.4
	oppose	19	10.6	10.6	100.0
	Total	179	99.4	100.0	
Missing	System	1	.6		
Total		180	100.0		

Replace dock with freight/ferry facility.



Replace dock with freight/ferry facility.

City Roads - Upgrade Wilson Rink Creek.

Statistics

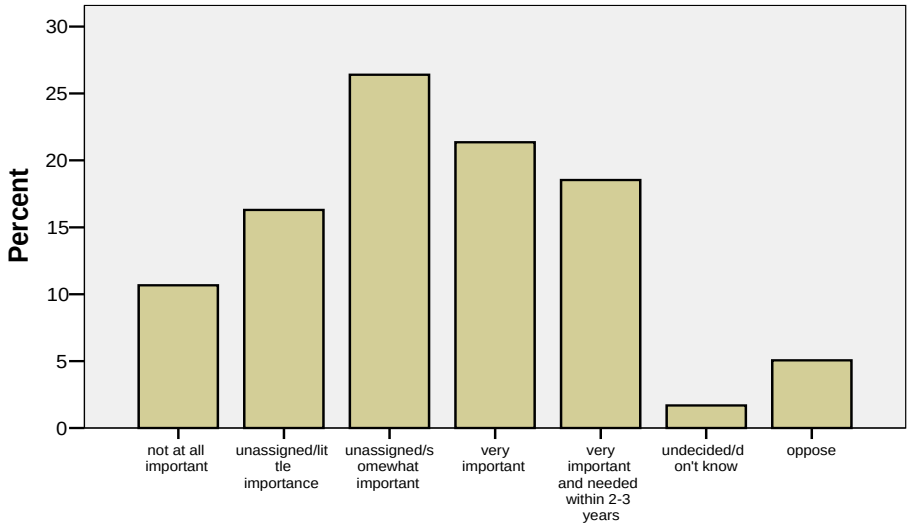
City Roads - Upgrade Wilson Rink Creek.

N	Valid	178
	Missing	2

City Roads - Upgrade Wilson Rink Creek.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	not at all important	19	10.6	10.7	10.7
	unassigned/little importance	29	16.1	16.3	27.0
	unassigned/somewhat important	47	26.1	26.4	53.4
	very important	38	21.1	21.3	74.7
	very important and needed within 2-3 years	33	18.3	18.5	93.3
	undecided/don't know	3	1.7	1.7	94.9
	oppose	9	5.0	5.1	100.0
	Total	178	98.9	100.0	
Missing	System	2	1.1		
Total		180	100.0		

City Roads - Upgrade Wilson Rink Creek.



City Roads - Upgrade Wilson Rink Creek.

Upgrade other arterial city roads.

Statistics

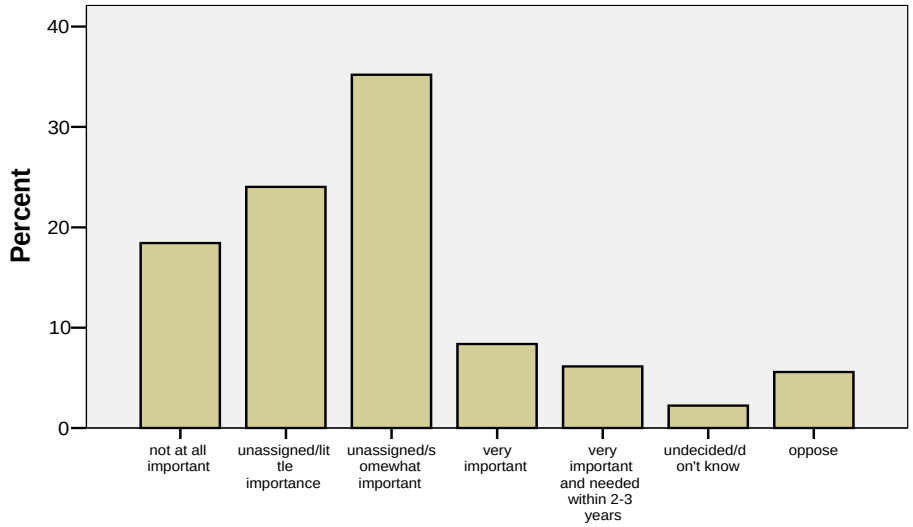
Upgrade other arterial city roads.

N	Valid	179
	Missing	1

Upgrade other arterial city roads.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	not at all important	33	18.3	18.4	18.4
	unassigned/little importance	43	23.9	24.0	42.5
	unassigned/somewhat important	63	35.0	35.2	77.7
	very important	15	8.3	8.4	86.0
	very important and needed within 2-3 years	11	6.1	6.1	92.2
	undecided/don't know	4	2.2	2.2	94.4
	oppose	10	5.6	5.6	100.0
	Total	179	99.4	100.0	
Missing	System	1	.6		
Total		180	100.0		

Upgrade other arterial city roads.



Upgrade other arterial city roads.

Gustavus Fire Department - Build Rink Creek Fire Department Substation.

Statistics

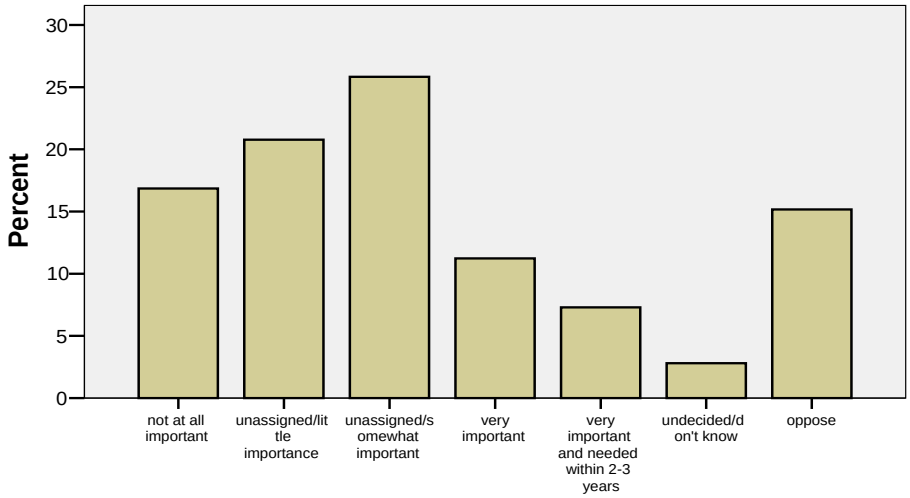
Gustavus Fire Department - Build Rink Creek Fire Department Substation.

N	Valid	178
	Missing	2

Gustavus Fire Department - Build Rink Creek Fire Department Substation.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	not at all important	30	16.7	16.9	16.9
	unassigned/little importance	37	20.6	20.8	37.6
	unassigned/somewhat important	46	25.6	25.8	63.5
	very important	20	11.1	11.2	74.7
	very important and needed within 2-3 years	13	7.2	7.3	82.0
	undecided/don't know	5	2.8	2.8	84.8
	oppose	27	15.0	15.2	100.0
	Total	178	98.9	100.0	
Missing	System	2	1.1		
Total		180	100.0		

Gustavus Fire Department - Build Rink Creek Fire Department Substation.



Gustavus Fire Department - Build Rink Creek Fire Department Substation.

Build conveniently located public restrooms.

Statistics

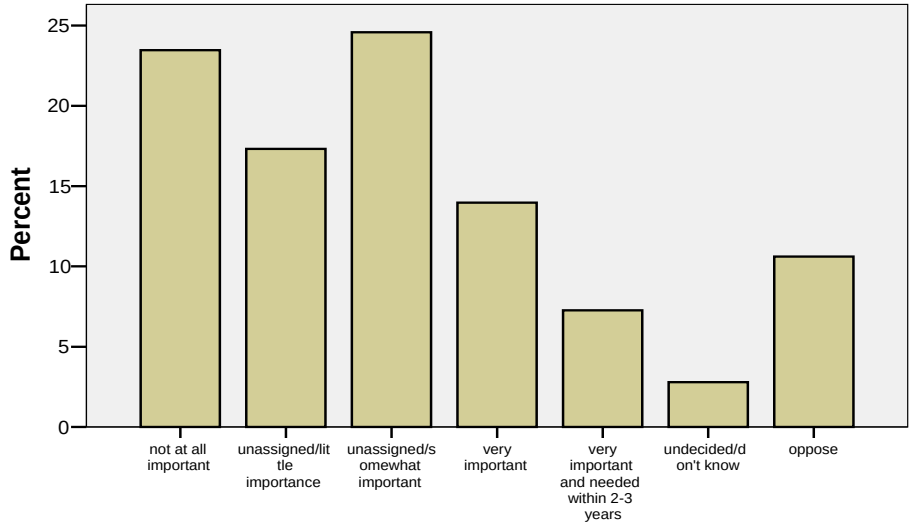
Build conveniently located public restrooms.

N	Valid	179
	Missing	1

Build conveniently located public restrooms.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	not at all important	42	23.3	23.5	23.5
	unassigned/little importance	31	17.2	17.3	40.8
	unassigned/somewhat important	44	24.4	24.6	65.4
	very important	25	13.9	14.0	79.3
	very important and needed within 2-3 years	13	7.2	7.3	86.6
	undecided/don't know	5	2.8	2.8	89.4
	oppose	19	10.6	10.6	100.0
	Total	179	99.4	100.0	
Missing	System	1	.6		
Total		180	100.0		

Build conveniently located public restrooms.



Build conveniently located public restrooms.

Develop a community cemetery.

Statistics

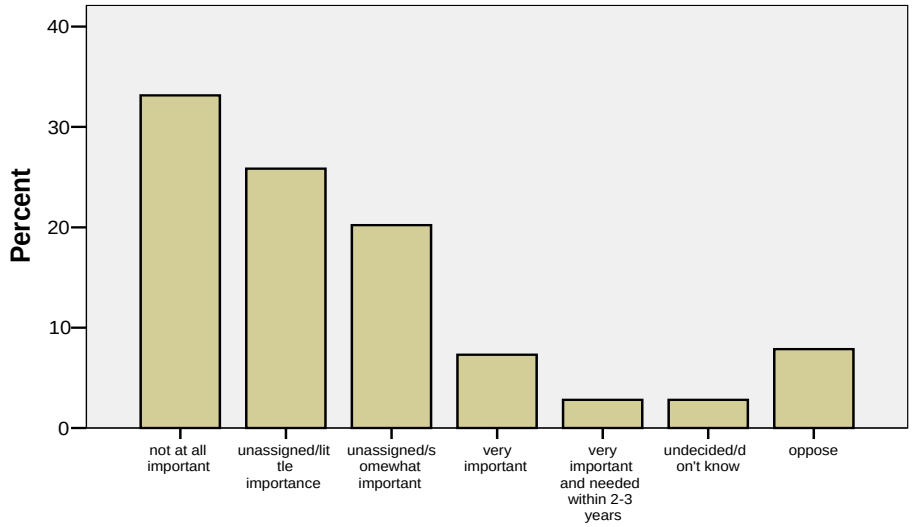
Develop a community cemetery.

N	Valid	178
	Missing	2

Develop a community cemetery.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	not at all important	59	32.8	33.1	33.1
	unassigned/little importance	46	25.6	25.8	59.0
	unassigned/somewhat important	36	20.0	20.2	79.2
	very important	13	7.2	7.3	86.5
	very important and needed within 2-3 years	5	2.8	2.8	89.3
	undecided/don't know	5	2.8	2.8	92.1
	oppose	14	7.8	7.9	100.0
	Total	178	98.9	100.0	
Missing	System	2	1.1		
Total		180	100.0		

Develop a community cemetery.



Develop a community cemetery.

Build all tide boat harbor/marina.

Statistics

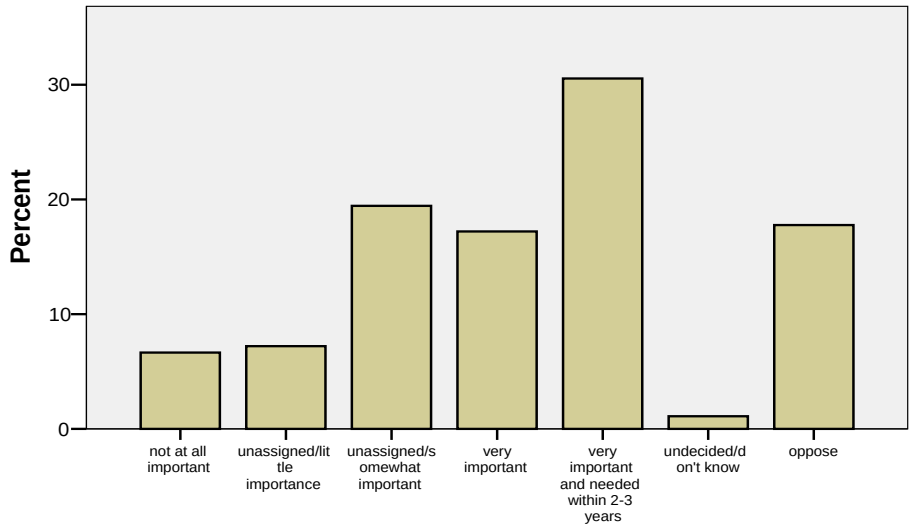
Build all tide boat harbor/marina.

N	Valid	180
	Missing	0

Build all tide boat harbor/marina.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	not at all important	12	6.7	6.7	6.7
	unassigned/little importance	13	7.2	7.2	13.9
	unassigned/somewhat important	35	19.4	19.4	33.3
	very important	31	17.2	17.2	50.6
	very important and needed within 2-3 years	55	30.6	30.6	81.1
	undecided/don't know	2	1.1	1.1	82.2
	oppose	32	17.8	17.8	100.0
	Total	180	100.0	100.0	

Build all tide boat harbor/marina.



Build all tide boat harbor/marina.

Gustavus Community Network - Upgrade to broadband Internet access.

Statistics

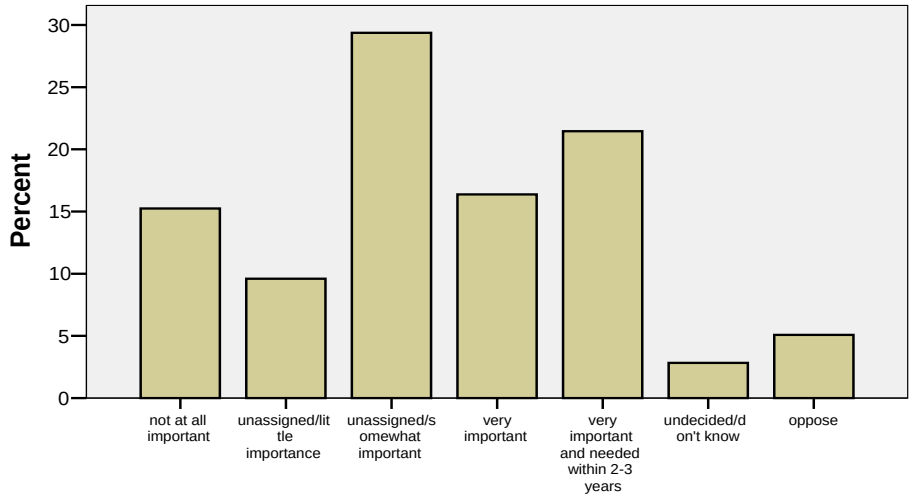
Gustavus Community Netowrk - Upgrade to broadband Internet access.

N	Valid	177
	Missing	3

Gustavus Community Netowrk - Upgrade to broadband Internet access.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	not at all important	27	15.0	15.3	15.3
	unassigned/little importance	17	9.4	9.6	24.9
	unassigned/somewhat important	52	28.9	29.4	54.2
	very important	29	16.1	16.4	70.6
	very important and needed within 2-3 years	38	21.1	21.5	92.1
	undecided/don't know	5	2.8	2.8	94.9
	oppose	9	5.0	5.1	100.0
	Total	177	98.3	100.0	
Missing	System	3	1.7		
Total		180	100.0		

Gustavus Community Netowrk - Upgrade to broadband Internet access.



Gustavus Community Netowrk - Upgrade to broadband Internet access.

Multipurpose community building - preschool, teen activities, city hall offices,

community activities, public restrooms.

Statistics

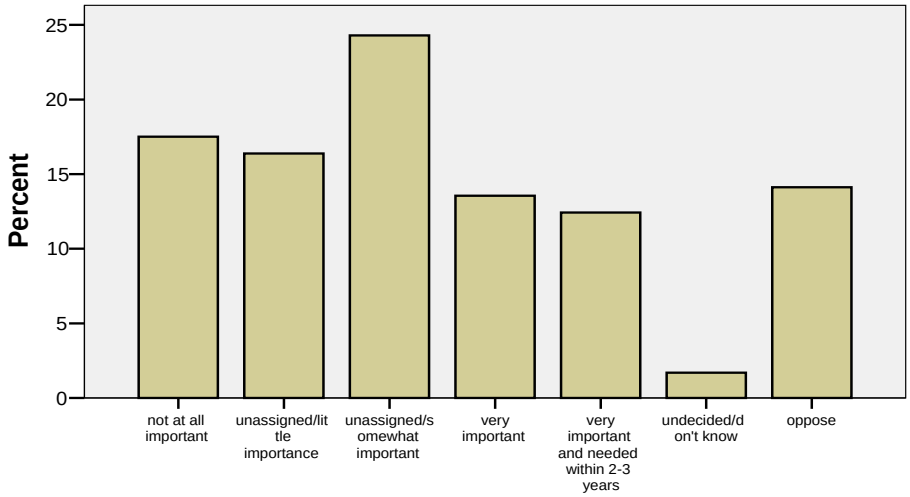
Multipurpose community building - preschool, teen activities, city hall offices, community activities, public restrooms.

N	Valid	177
	Missing	3

Multipurpose community building - preschool, teen activities, city hall offices, community activities, public restrooms.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	not at all important	31	17.2	17.5	17.5
	unassigned/little importance	29	16.1	16.4	33.9
	unassigned/somewhat important	43	23.9	24.3	58.2
	very important	24	13.3	13.6	71.8
	very important and needed within 2-3 years	22	12.2	12.4	84.2
	undecided/don't know	3	1.7	1.7	85.9
	oppose	25	13.9	14.1	100.0
	Total	177	98.3	100.0	
Missing	System	3	1.7		
Total		180	100.0		

Multipurpose community building - preschool, teen activities, city hall offices, community activities, public restrooms.



Multipurpose community building - preschool, teen activities, city hall offices, community activities, public restrooms.

Replace Salmon River boat launch ramp.

Statistics

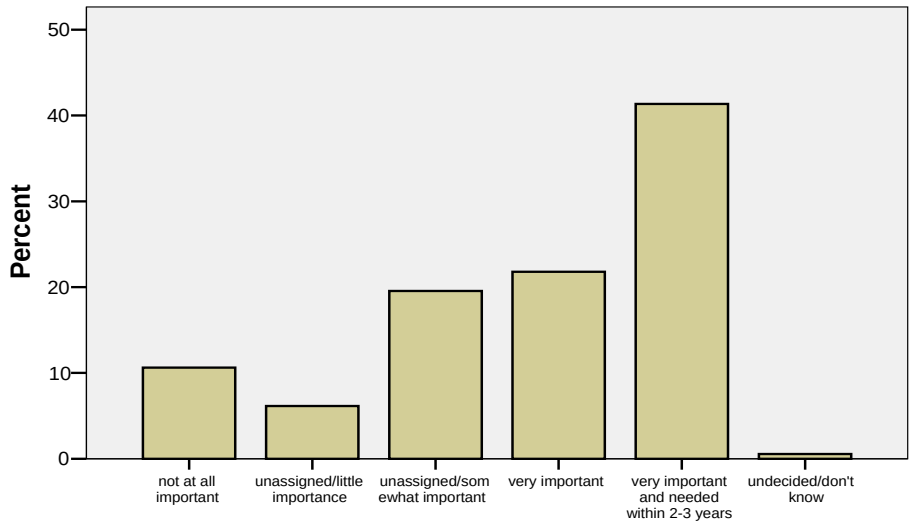
Replace Salmon River boat launch ramp.

N	Valid	179
	Missing	1

Replace Salmon River boat launch ramp.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	not at all important	19	10.6	10.6	10.6
	unassigned/little importance	11	6.1	6.1	16.8
	unassigned/somewhat important	35	19.4	19.6	36.3
	very important	39	21.7	21.8	58.1
	very important and needed within 2-3 years	74	41.1	41.3	99.4
	undecided/don't know	1	.6	.6	100.0
	Total	179	99.4	100.0	
Missing	System	1	.6		
Total		180	100.0		

Replace Salmon River boat launch ramp.



Replace Salmon River boat launch ramp.

Capital or Physical Infrastructure - Other1 (please specify):

Yes = respondent provided a response. Responses are provided in "Resident Needs Survey – Qualitative Results" Word Document.

No = respondent did not provide a response

Statistics

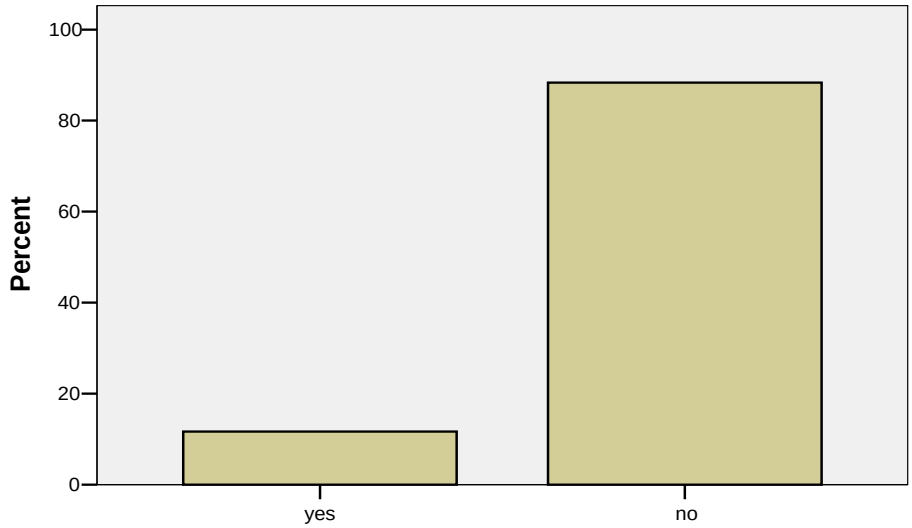
Capital or Physical Infrastructure - Other1 (please specify):

N	Valid	180
	Missing	0

Capital or Physical Infrastructure - Other1 (please specify):

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	21	11.7	11.7	11.7
	no	159	88.3	88.3	100.0
	Total	180	100.0	100.0	

Capital or Physical Infrastructure - Other1 (please specify):



Capital or Physical Infrastructure - Other1 (please specify):

Capital or Physical Infrastructure - Other2 (please specify):

Yes = respondent provided a response. Responses are provided in "Resident Needs Survey – Qualitative Results" Word Document.

No = respondent did not provide a response

Statistics

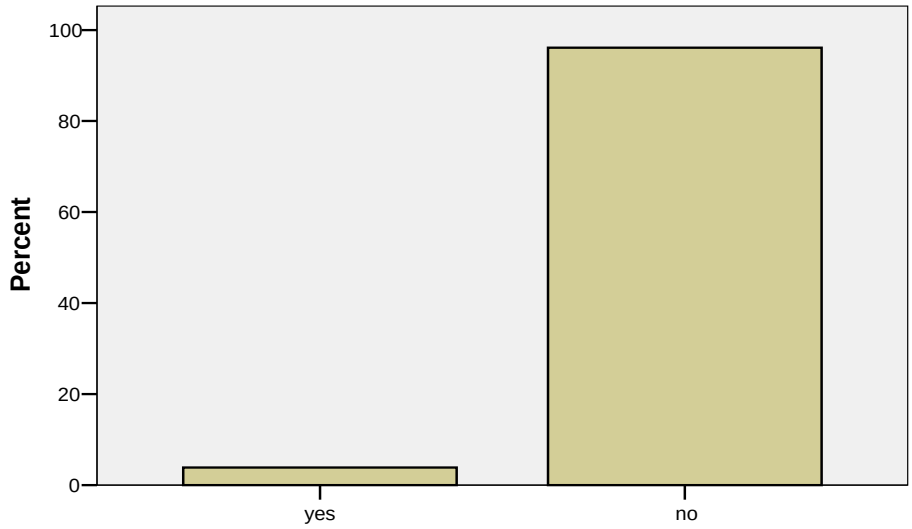
Capital or Physical Infrastructure - Other2 (please specify):

N	Valid	180
	Missing	0

Capital or Physical Infrastructure - Other2 (please specify):

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	7	3.9	3.9	3.9
	no	173	96.1	96.1	100.0
	Total	180	100.0	100.0	

Capital or Physical Infrastructure - Other2 (please specify):



Capital or Physical Infrastructure - Other2 (please specify):

Capital or Physical Infrastructure - Additional Comments:

Yes = respondent provided a response. Responses are provided in "Resident Needs Survey – Qualitative Results" Word Document.

No = respondent did not provide a response

Statistics

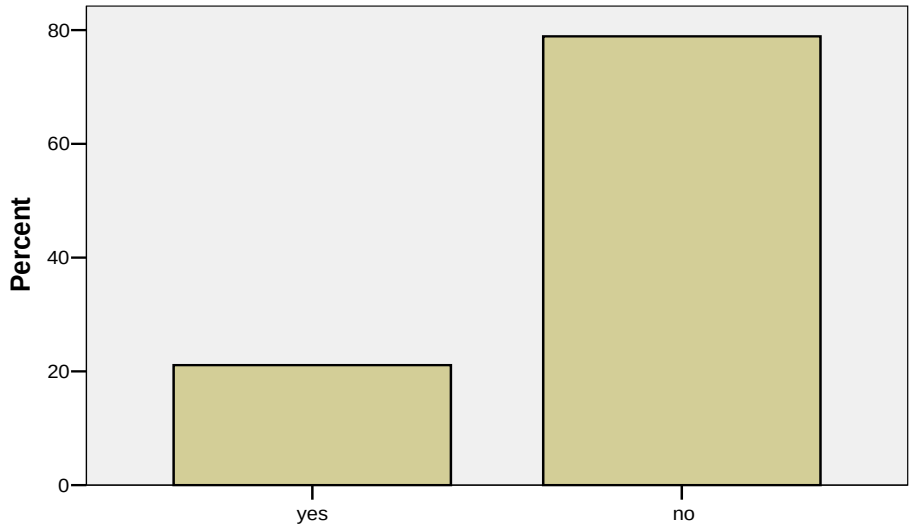
Capital or Physical Infrastructure - Additional Comments:

N	Valid	180
	Missing	0

Capital or Physical Infrastructure - Additional Comments:

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	38	21.1	21.1	21.1
	no	142	78.9	78.9	100.0
	Total	180	100.0	100.0	

Capital or Physical Infrastructure - Additional Comments:



Capital or Physical Infrastructure - Additional Comments:

Frequencies: Health, Social, Cultural Section

Find funding for operating expenses and salaries.

Statistics

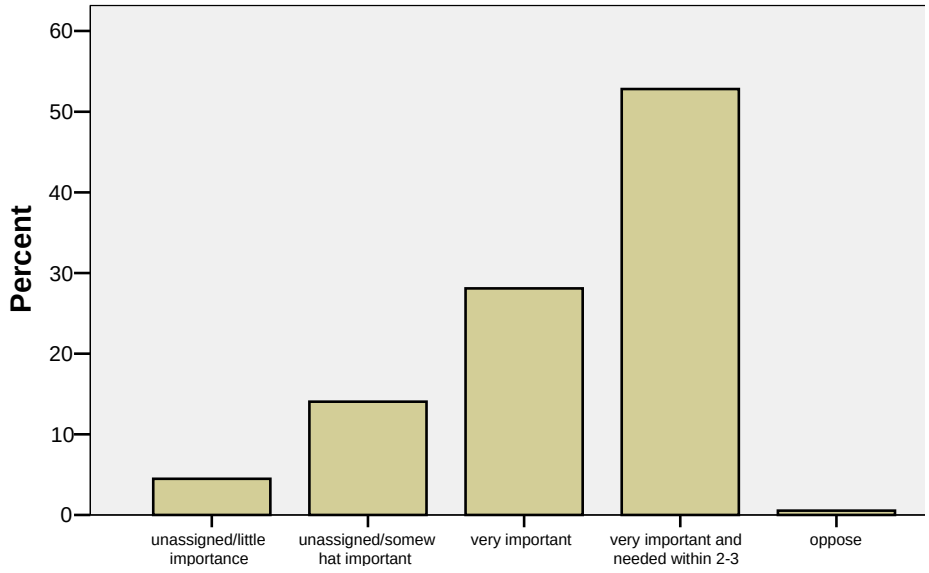
Find funding for operating expenses and salaries.

N	Valid	178
	Missing	2

Find funding for operating expenses and salaries.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	unassigned/little importance	8	4.4	4.5	4.5
	unassigned/somewhat important	25	13.9	14.0	18.5
	very important	50	27.8	28.1	46.6
	very important and needed within 2-3 years	94	52.2	52.8	99.4
	oppose	1	.6	.6	100.0
	Total	178	98.9	100.0	
Missing	System	2	1.1		
Total		180	100.0		

Find funding for operating expenses and salaries.



Digital xray facility and expansion of clinic for this unit (have no x-ray capability at present time).

Statistics

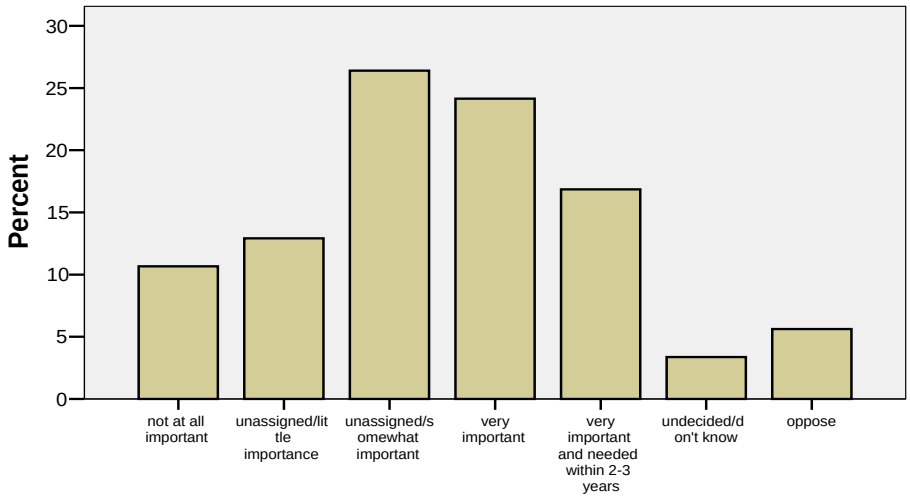
Digital xray facility and expansion of clinic for this unit (have no x-ray capability at present time).

N	Valid	178
	Missing	2

Digital xray facility and expansion of clinic for this unit (have no x-ray capability at present time).

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	not at all important	19	10.6	10.7	10.7
	unassigned/little importance	23	12.8	12.9	23.6
	unassigned/somewhat important	47	26.1	26.4	50.0
	very important	43	23.9	24.2	74.2
	very important and needed within 2-3 years	30	16.7	16.9	91.0
	undecided/don't know	6	3.3	3.4	94.4
	oppose	10	5.6	5.6	100.0
	Total	178	98.9	100.0	
Missing	System	2	1.1		
Total		180	100.0		

Digital xray facility and expansion of clinic for this unit (have no x-ray capability at present time).



Digital xray facility and expansion of clinic for this unit (have no x-ray capability at present time).

Basic equipment for clinic operation (microscope, lab equipment, autoclave/equipment sterilizer).

Statistics

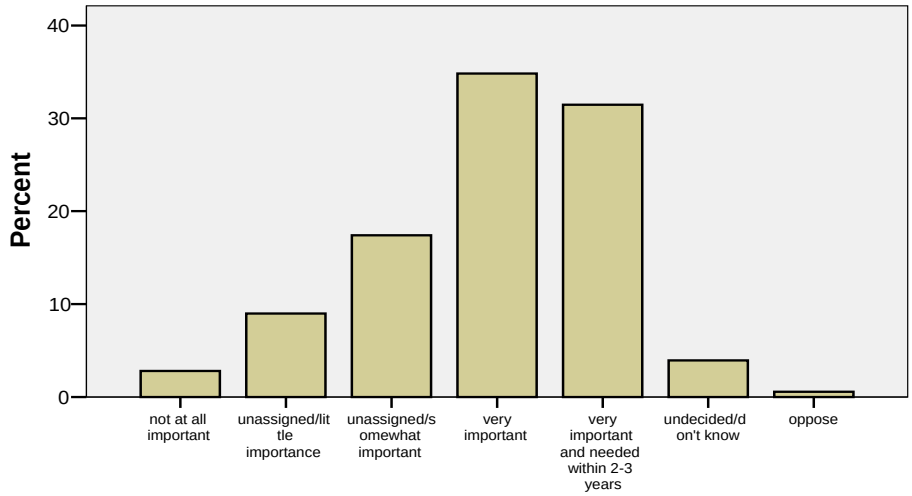
Basic equipment for clinic operation (microscope, lab equipment, autoclave/equipment sterilizer).

N	Valid	178
	Missing	2

Basic equipment for clinic operation (microscope, lab equipment, autoclave/equipment sterilizer).

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	not at all important	5	2.8	2.8	2.8
	unassigned/little importance	16	8.9	9.0	11.8
	unassigned/somewhat important	31	17.2	17.4	29.2
	very important	62	34.4	34.8	64.0
	very important and needed within 2-3 years	56	31.1	31.5	95.5
	undecided/don't know	7	3.9	3.9	99.4
	oppose	1	.6	.6	100.0
	Total	178	98.9	100.0	
Missing	System	2	1.1		
Total		180	100.0		

Basic equipment for clinic operation (microscope, lab equipment, autoclave/equipment sterilizer).



Basic equipment for clinic operation (microscope, lab equipment, autoclave/equipment sterilizer).

Part-time Gustavus Volunteer Fire Department employee to offer support duties

to volunteers.

Statistics

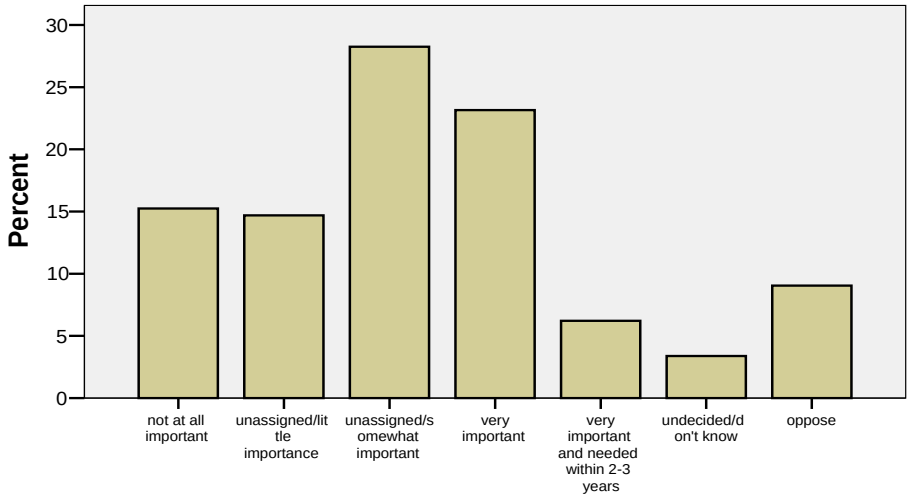
Part-time Gustavus Volunteer Fire Department employee to offer support duties to volunteers.

N	Valid	177
	Missing	3

Part-time Gustavus Volunteer Fire Department employee to offer support duties to volunteers.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	not at all important	27	15.0	15.3	15.3
	unassigned/little importance	26	14.4	14.7	29.9
	unassigned/somewhat important	50	27.8	28.2	58.2
	very important	41	22.8	23.2	81.4
	very important and needed within 2-3 years	11	6.1	6.2	87.6
	undecided/don't know	6	3.3	3.4	91.0
	oppose	16	8.9	9.0	100.0
	Total	177	98.3	100.0	
Missing	System	3	1.7		
Total		180	100.0		

Part-time Gustavus Volunteer Fire Department employee to offer support duties to volunteers.



Part-time Gustavus Volunteer Fire Department employee to offer support duties to volunteers.

Salmon River Park remodel/new play equipment.

Statistics

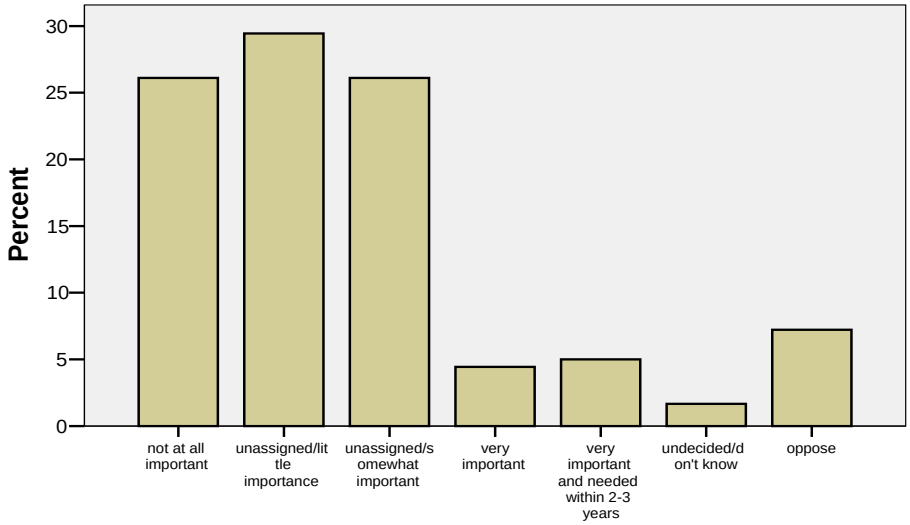
Salmon River Park remodel/new play equipment.

N	Valid	180
	Missing	0

Salmon River Park remodel/new play equipment.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	not at all important	47	26.1	26.1	26.1
	unassigned/little importance	53	29.4	29.4	55.6
	unassigned/somewhat important	47	26.1	26.1	81.7
	very important	8	4.4	4.4	86.1
	very important and needed within 2-3 years	9	5.0	5.0	91.1
	undecided/don't know	3	1.7	1.7	92.8
	oppose	13	7.2	7.2	100.0
	Total	180	100.0	100.0	

Salmon River Park remodel/new play equipment.



Salmon River Park remodel/new play equipment.

Create a public campground.

Statistics

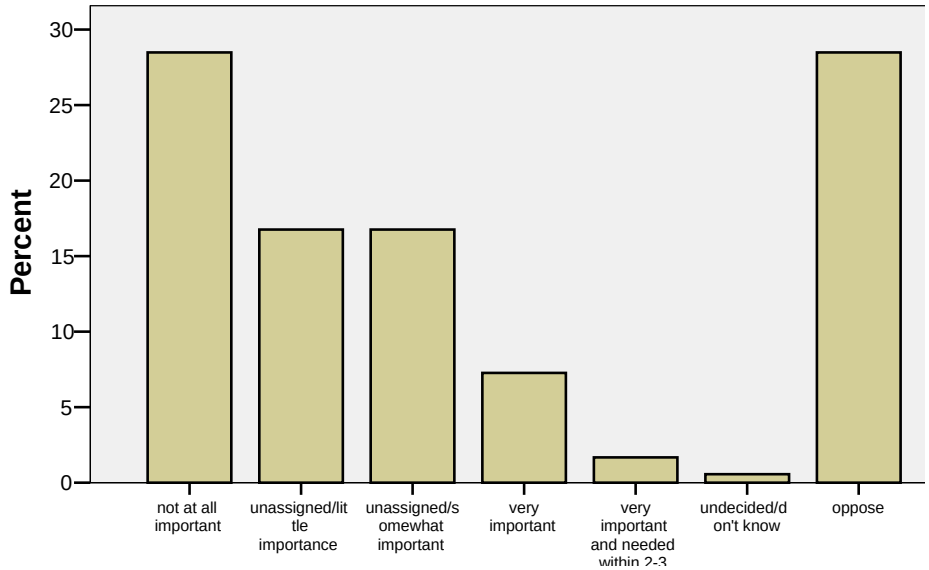
Create a public campground.

N	Valid	179
	Missing	1

Create a public campground.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	not at all important	51	28.3	28.5	28.5
	unassigned/little importance	30	16.7	16.8	45.3
	unassigned/somewhat important	30	16.7	16.8	62.0
	very important	13	7.2	7.3	69.3
	very important and needed within 2-3 years	3	1.7	1.7	70.9
	undecided/don't know	1	.6	.6	71.5
	oppose	51	28.3	28.5	100.0
	Total	179	99.4	100.0	
Missing	System	1	.6		
Total		180	100.0		

Create a public campground.



Build a rifle range/archery range.

Statistics

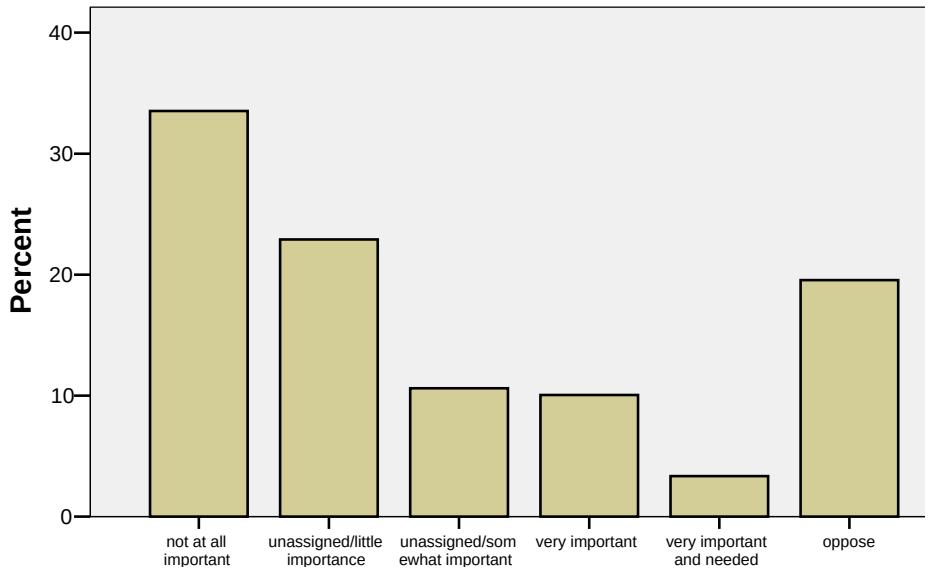
Build a rifle range/archery range.

N	Valid	179
	Missing	1

Build a rifle range/archery range.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	not at all important	60	33.3	33.5	33.5
	unassigned/little importance	41	22.8	22.9	56.4
	unassigned/somewhat important	19	10.6	10.6	67.0
	very important	18	10.0	10.1	77.1
	very important and needed within 2-3 years	6	3.3	3.4	80.4
	oppose	35	19.4	19.6	100.0
	Total	179	99.4	100.0	
Missing	System	1	.6		
Total		180	100.0		

Build a rifle range/archery range.



Identify and map landmarks/landscapes/trees/historical buildings/habitat.

Statistics

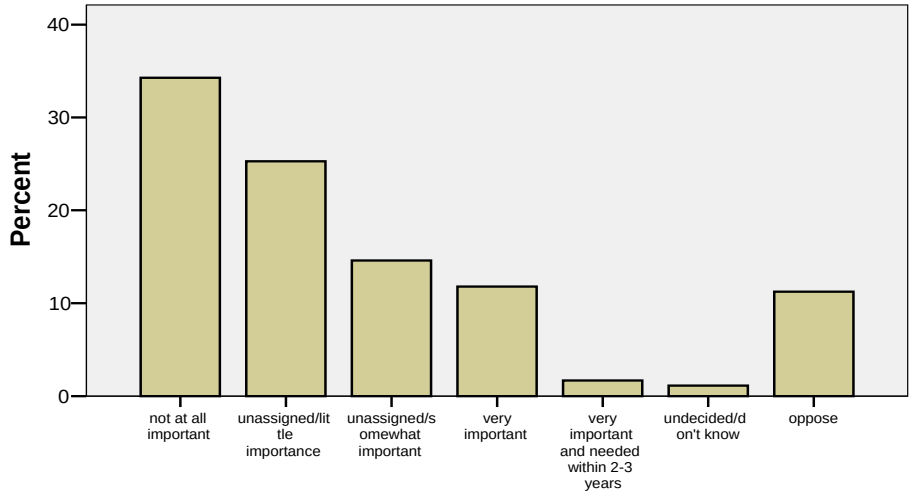
Identify and map landmarks/landscapes/trees/historical buildings/habitat.

N	Valid	178
	Missing	2

Identify and map landmarks/landscapes/trees/historical buildings/habitat.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	not at all important	61	33.9	34.3	34.3
	unassigned/little importance	45	25.0	25.3	59.6
	unassigned/somewhat important	26	14.4	14.6	74.2
	very important	21	11.7	11.8	86.0
	very important and needed within 2-3 years	3	1.7	1.7	87.6
	undecided/don't know	2	1.1	1.1	88.8
	oppose	20	11.1	11.2	100.0
	Total	178	98.9	100.0	
Missing	System	2	1.1		
Total		180	100.0		

Identify and map landmarks/landscapes/trees/historical buildings/habitat.



Identify and map landmarks/landscapes/trees/historical buildings/habitat.

Build bike trails and foot trails.

Statistics

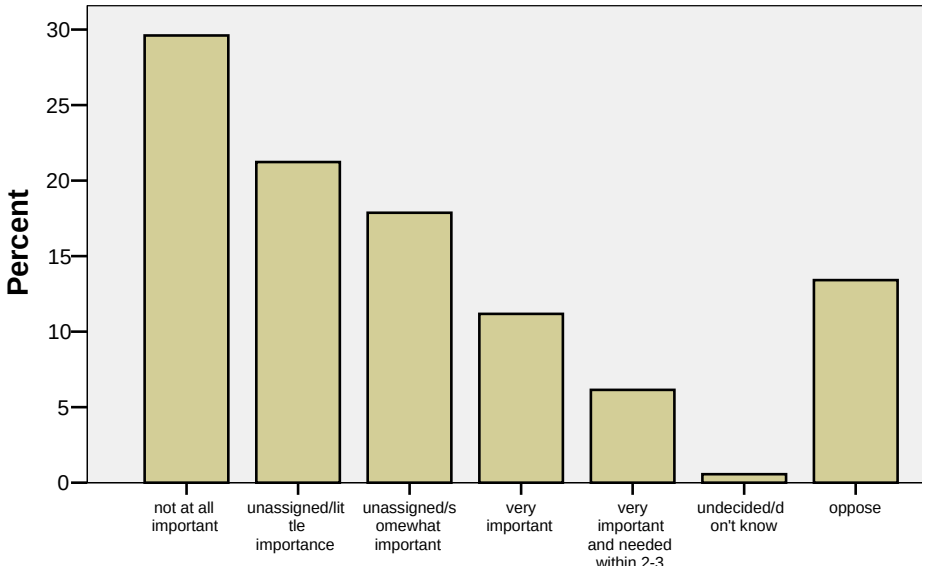
Build bike trails and foot trails.

N	Valid	179
	Missing	1

Build bike trails and foot trails.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	not at all important	53	29.4	29.6	29.6
	unassigned/little importance	38	21.1	21.2	50.8
	unassigned/somewhat important	32	17.8	17.9	68.7
	very important	20	11.1	11.2	79.9
	very important and needed within 2-3 years	11	6.1	6.1	86.0
	undecided/don't know	1	.6	.6	86.6
	oppose	24	13.3	13.4	100.0
	Total	179	99.4	100.0	
Missing	System	1	.6		
Total		180	100.0		

Build bike trails and foot trails.



Hospice/Elder care programs (someone would be trained to assist in care).

Statistics

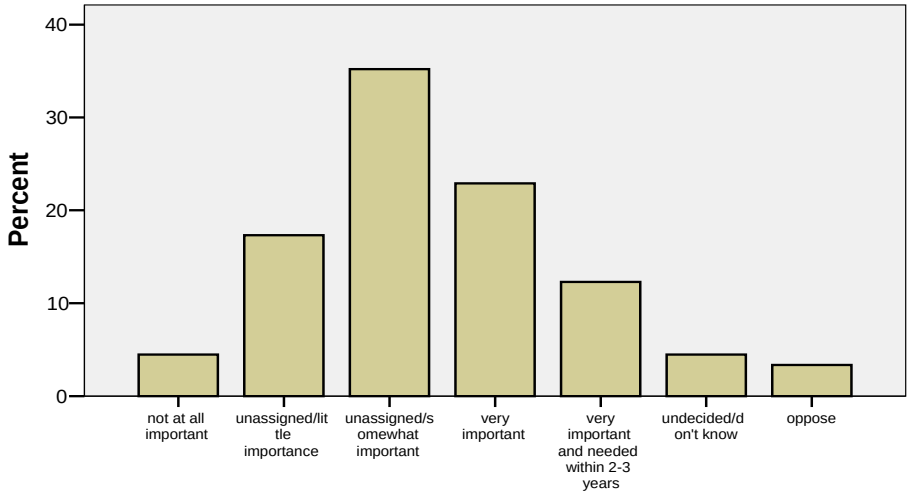
Hospice/Elder care programs (someone would be trained to assist in care).

N	Valid	179
	Missing	1

Hospice/Elder care programs (someone would be trained to assist in care).

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	not at all important	8	4.4	4.5	4.5
	unassigned/little importance	31	17.2	17.3	21.8
	unassigned/somewhat important	63	35.0	35.2	57.0
	very important	41	22.8	22.9	79.9
	very important and needed within 2-3 years	22	12.2	12.3	92.2
	undecided/don't know	8	4.4	4.5	96.6
	oppose	6	3.3	3.4	100.0
	Total	179	99.4	100.0	
Missing	System	1	.6		
Total		180	100.0		

Hospice/Elder care programs (someone would be trained to assist in care).



Hospice/Elder care programs (someone would be trained to assist in care).

Metabolic Syndrome (diabetes, high blood pressure, and elevated blood cholesterol reaching epidemic proportions).

Statistics

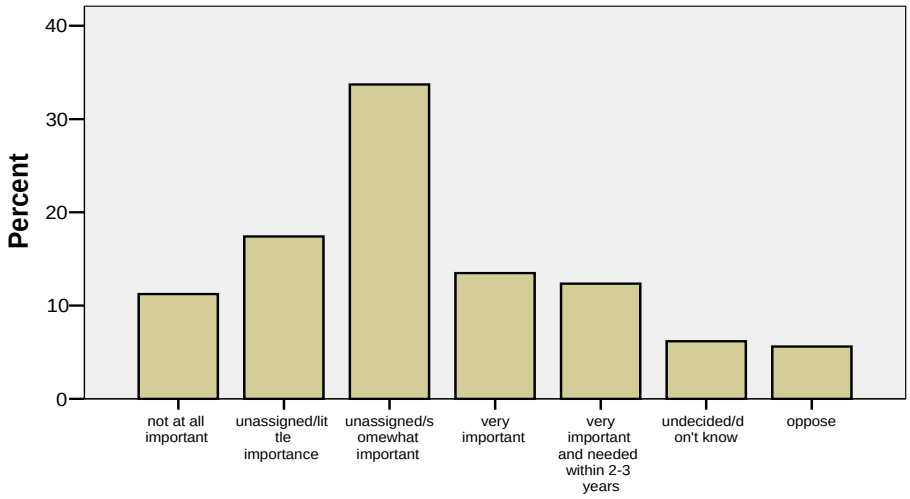
Metabolic Syndrome (diabetes, high blood pressure, and elevated blood cholesterol reaching epidemic proportions).

N	Valid	178
	Missing	2

Metabolic Syndrome (diabetes, high blood pressure, and elevated blood cholesterol reaching epidemic proportions).

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	not at all important	20	11.1	11.2	11.2
	unassigned/little importance	31	17.2	17.4	28.7
	unassigned/somewhat important	60	33.3	33.7	62.4
	very important	24	13.3	13.5	75.8
	very important and needed within 2-3 years	22	12.2	12.4	88.2
	undecided/don't know	11	6.1	6.2	94.4
	oppose	10	5.6	5.6	100.0
	Total	178	98.9	100.0	
Missing	System	2	1.1		
Total		180	100.0		

Metabolic Syndrome (diabetes, high blood pressure, and elevated blood cholesterol reaching epidemic proportions).



Metabolic Syndrome (diabetes, high blood pressure, and elevated blood cholesterol reaching epidemic proportions).

Sexually transmitted disease education.

Statistics

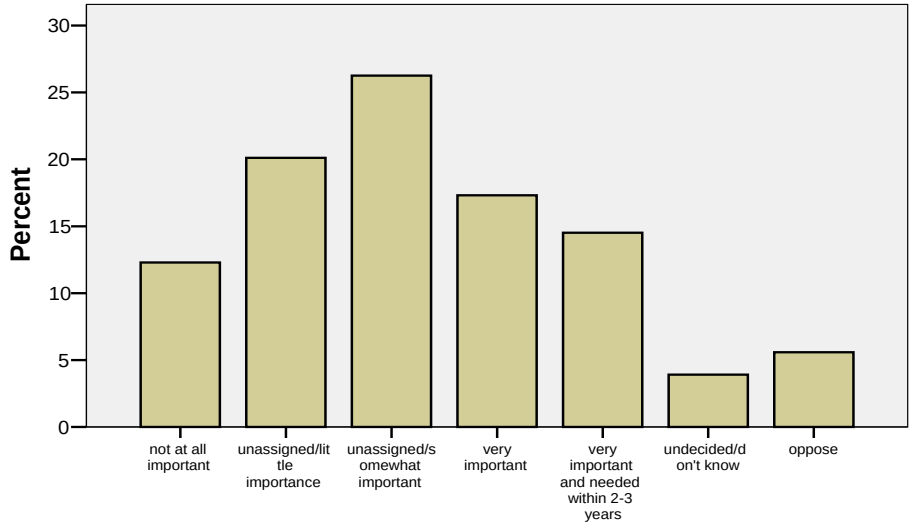
Sexually transmitted disease education.

N	Valid	179
	Missing	1

Sexually transmitted disease education.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	not at all important	22	12.2	12.3	12.3
	unassigned/little importance	36	20.0	20.1	32.4
	unassigned/somewhat important	47	26.1	26.3	58.7
	very important	31	17.2	17.3	76.0
	very important and needed within 2-3 years	26	14.4	14.5	90.5
	undecided/don't know	7	3.9	3.9	94.4
	oppose	10	5.6	5.6	100.0
	Total	179	99.4	100.0	
Missing	System	1	.6		
Total		180	100.0		

Sexually transmitted disease education.



Sexually transmitted disease education.

Suicide prevention.

Statistics

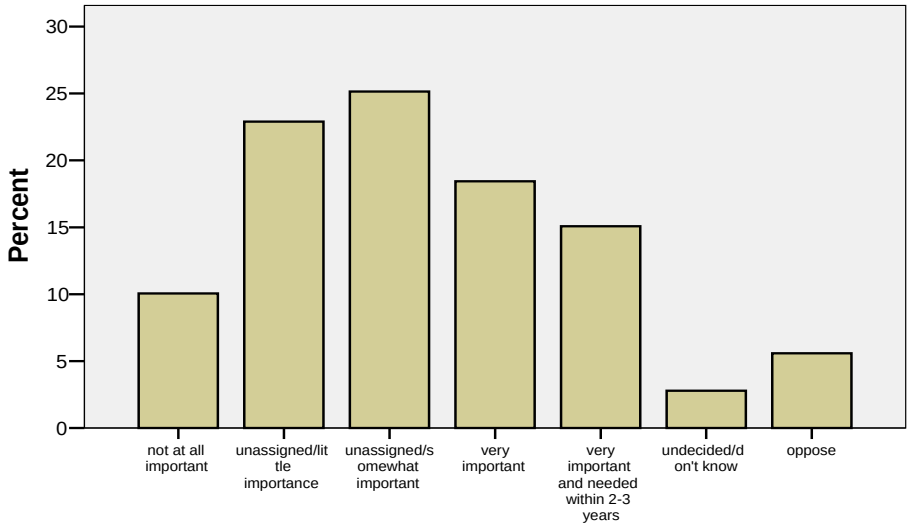
Suicide prevention.

N	Valid	179
	Missing	1

Suicide prevention.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	not at all important	18	10.0	10.1	10.1
	unassigned/little importance	41	22.8	22.9	33.0
	unassigned/somewhat important	45	25.0	25.1	58.1
	very important	33	18.3	18.4	76.5
	very important and needed within 2-3 years	27	15.0	15.1	91.6
	undecided/don't know	5	2.8	2.8	94.4
	oppose	10	5.6	5.6	100.0
	Total	179	99.4	100.0	
Missing	System	1	.6		
Total		180	100.0		

Suicide prevention.



Suicide prevention.

Substance abuse education and prevention.

Statistics

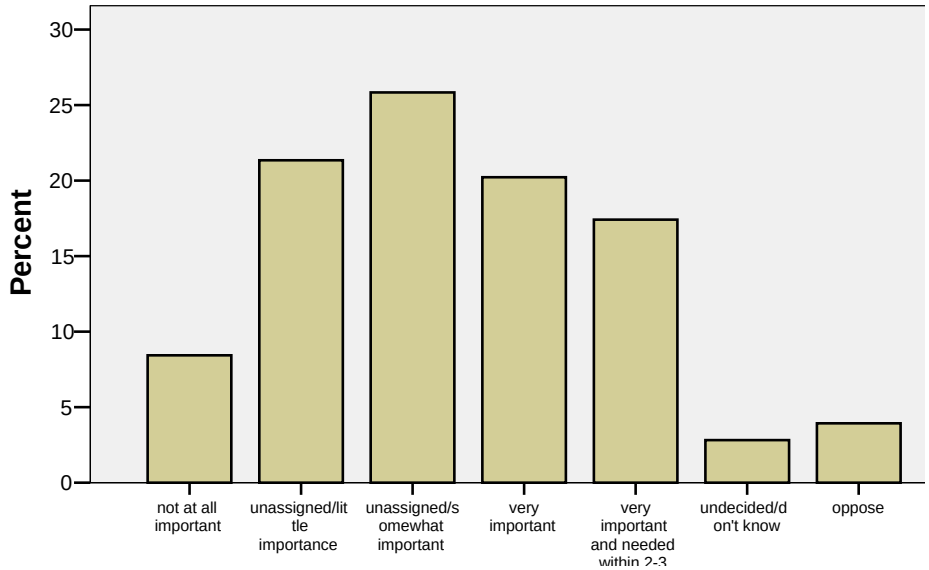
Substance abuse education and prevention.

N	Valid	178
	Missing	2

Substance abuse education and prevention.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	not at all important	15	8.3	8.4	8.4
	unassigned/little importance	38	21.1	21.3	29.8
	unassigned/somewhat important	46	25.6	25.8	55.6
	very important	36	20.0	20.2	75.8
	very important and needed within 2-3 years	31	17.2	17.4	93.3
	undecided/don't know	5	2.8	2.8	96.1
	oppose	7	3.9	3.9	100.0
	Total	178	98.9	100.0	
Missing	System	2	1.1		
Total		180	100.0		

Substance abuse eduction and prevention.



Mentoring programs for all ages.

Statistics

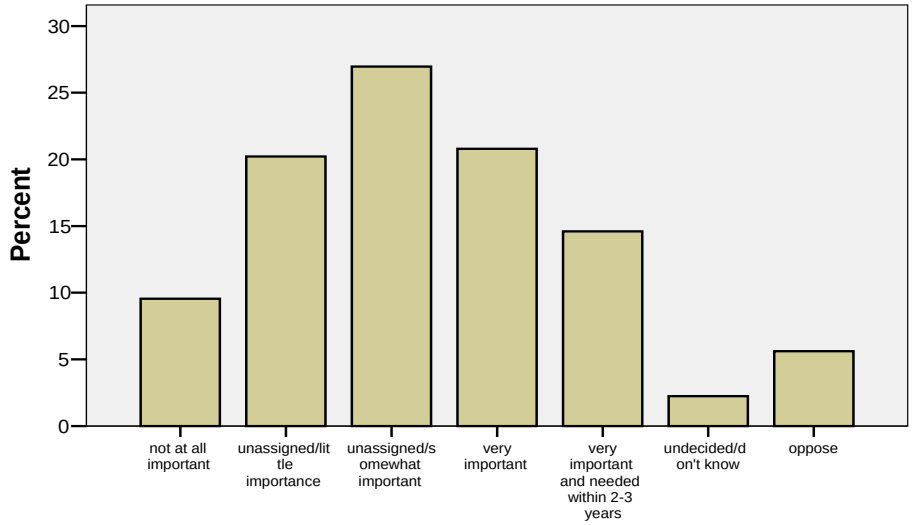
Mentoring programs for all ages.

N	Valid	178
	Missing	2

Mentoring programs for all ages.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	not at all important	17	9.4	9.6	9.6
	unassigned/little importance	36	20.0	20.2	29.8
	unassigned/somewhat important	48	26.7	27.0	56.7
	very important	37	20.6	20.8	77.5
	very important and needed within 2-3 years	26	14.4	14.6	92.1
	undecided/don't know	4	2.2	2.2	94.4
	oppose	10	5.6	5.6	100.0
	Total	178	98.9	100.0	
Missing	System	2	1.1		
Total		180	100.0		

Mentoring programs for all ages.



Mentoring programs for all ages.

Mental health counseling.

Statistics

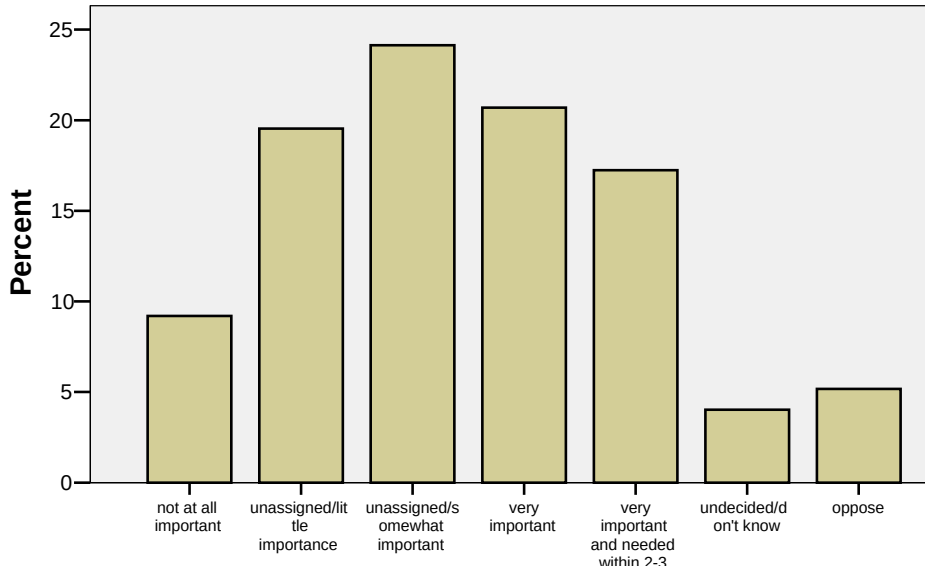
Mental health counseling.

N	Valid	174
	Missing	6

Mental health counseling.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	not at all important	16	8.9	9.2	9.2
	unassigned/little importance	34	18.9	19.5	28.7
	unassigned/somewhat important	42	23.3	24.1	52.9
	very important	36	20.0	20.7	73.6
	very important and needed within 2-3 years	30	16.7	17.2	90.8
	undecided/don't know	7	3.9	4.0	94.8
	oppose	9	5.0	5.2	100.0
	Total	174	96.7	100.0	
Missing	System	6	3.3		
Total		180	100.0		

Mental health counseling.



Health, Social, Cultural - Other1 (please specify):

Yes = respondent provided a response. Responses are provided in "Resident Needs Survey – Qualitative Results" Word Document.

No = respondent did not provide a response

Statistics

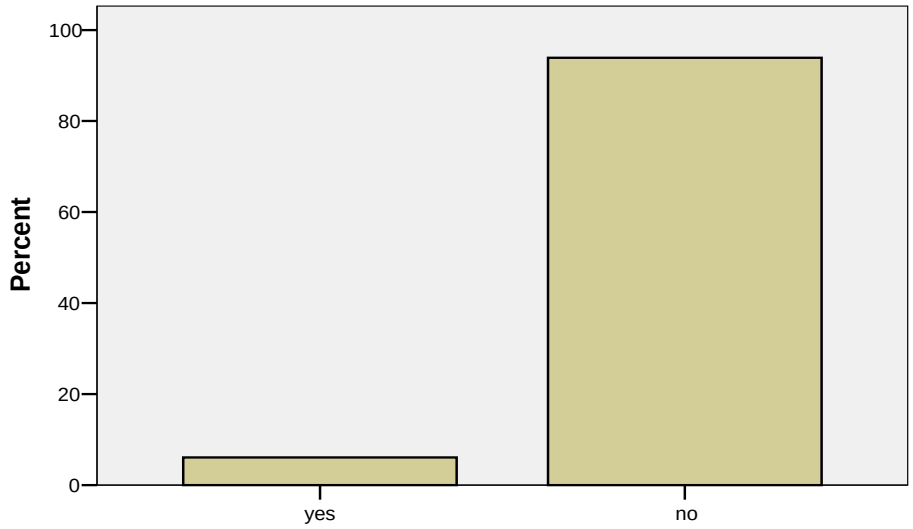
Health, Social, Cultural - Other1 (please specify):

N	Valid	180
	Missing	0

Health, Social, Cultural - Other1 (please specify):

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	11	6.1	6.1	6.1
	no	169	93.9	93.9	100.0
	Total	180	100.0	100.0	

Health, Social, Cultural - Other1 (please specify):



Health, Social, Cultural - Other1 (please specify):

Health, Social, Cultural - Other2 (please specify):

Yes = respondent provided a response. Responses are provided in "Resident Needs Survey – Qualitative Results" Word Document.

No = respondent did not provide a response

Statistics

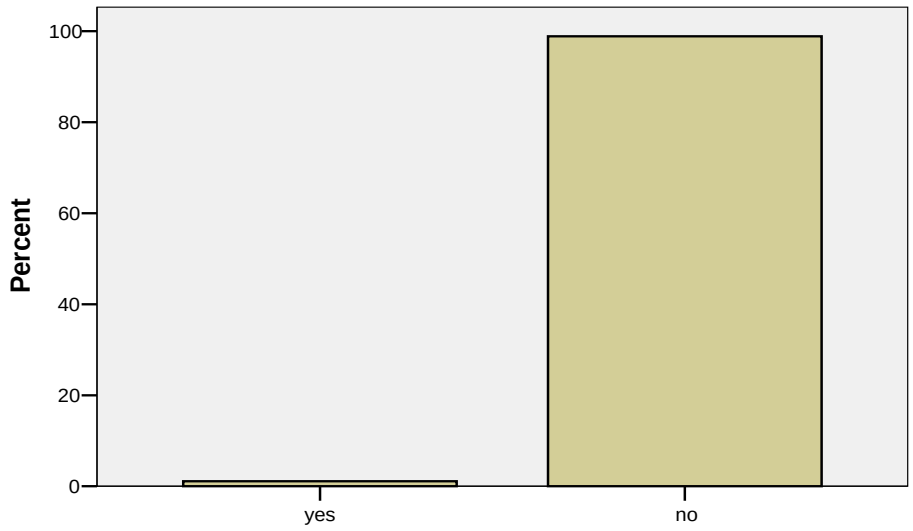
Health, Social, Cultural - Other2 (please specify):

N	Valid	180
	Missing	0

Health, Social, Cultural - Other2 (please specify):

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	2	1.1	1.1	1.1
	no	178	98.9	98.9	100.0
	Total	180	100.0	100.0	

Health, Social, Cultural - Other2 (please specify):



Health, Social, Cultural - Other2 (please specify):

Health, Social, Cultural - Additional Comments:

Yes = respondent provided a response. Responses are provided in "Resident Needs Survey – Qualitative Results" Word Document.

No = respondent did not provide a response

Statistics

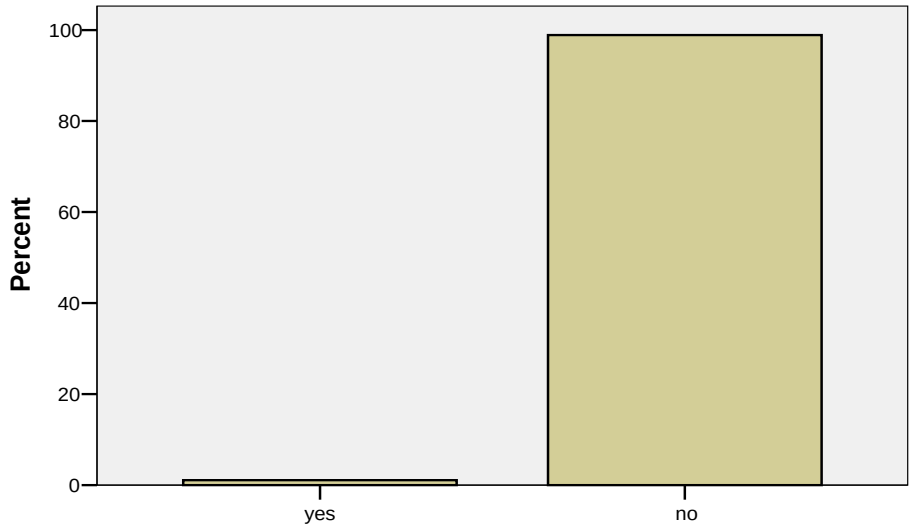
Health, Social, Cultural - Additional Comments:

N	Valid	180
	Missing	0

Health, Social, Cultural - Additional Comments:

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	2	1.1	1.1	1.1
	no	178	98.9	98.9	100.0
	Total	180	100.0	100.0	

Health, Social, Cultural - Additional Comments:



Health, Social, Cultural - Additional Comments:

Frequencies: Economic Section

Work to find public funding for Falls Creek Hydro Project.

Statistics

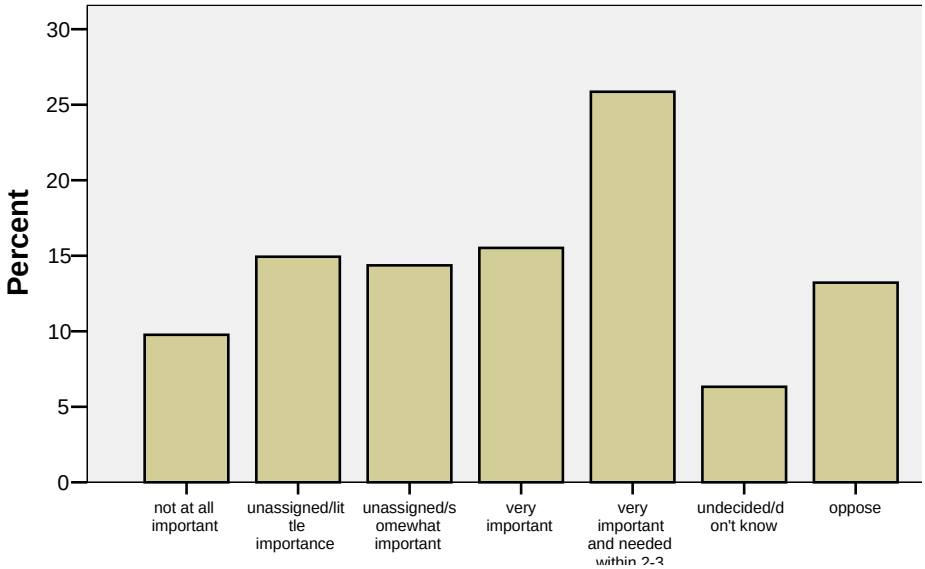
Work to find public funding for Falls Creek Hydro Project.

N	Valid	174
	Missing	6

Work to find public funding for Falls Creek Hydro Project.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	not at all important	17	9.4	9.8	9.8
	unassigned/little importance	26	14.4	14.9	24.7
	unassigned/somewhat important	25	13.9	14.4	39.1
	very important	27	15.0	15.5	54.6
	very important and needed within 2-3 years	45	25.0	25.9	80.5
	undecided/don't know	11	6.1	6.3	86.8
	oppose	23	12.8	13.2	100.0
	Total	174	96.7	100.0	
Missing	System	6	3.3		
Total		180	100.0		

Work to find public funding for Falls Creek Hydro Project.



Explore public ownership model for Electric Company if it comes up for sale.

Statistics

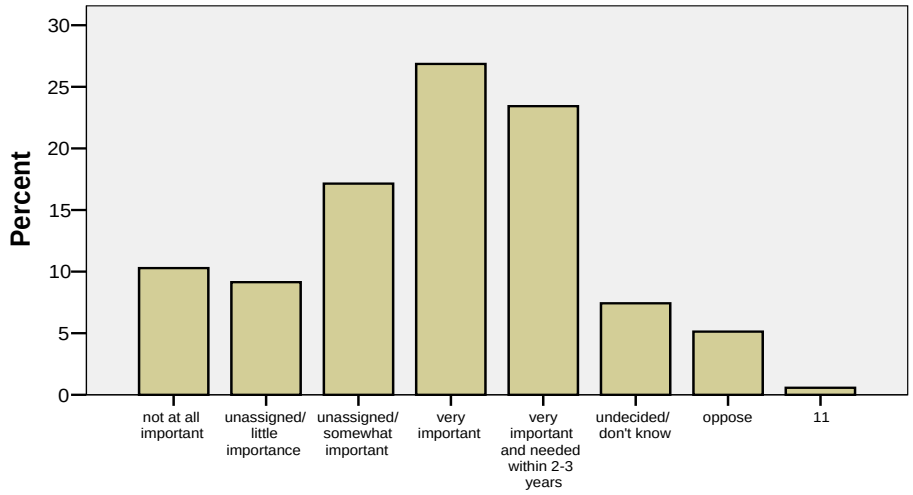
Explore public ownership model for Electric Company if it comes up for sale.

N	Valid	175
	Missing	5

Explore public ownership model for Electric Company if it comes up for sale.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	not at all important	18	10.0	10.3	10.3
	unassigned/little importance	16	8.9	9.1	19.4
	unassigned/somewhat important	30	16.7	17.1	36.6
	very important	47	26.1	26.9	63.4
	very important and needed within 2-3 years	41	22.8	23.4	86.9
	undecided/don't know	13	7.2	7.4	94.3
	oppose	9	5.0	5.1	99.4
	11	1	.6	.6	100.0
	Total	175	97.2	100.0	
Missing	System	5	2.8		
Total		180	100.0		

Explore public ownership model for Electric Company if it comes up for sale.



Explore public ownership model for Electric Company if it comes up for sale.

Work on ways to reduce power and freight rates.

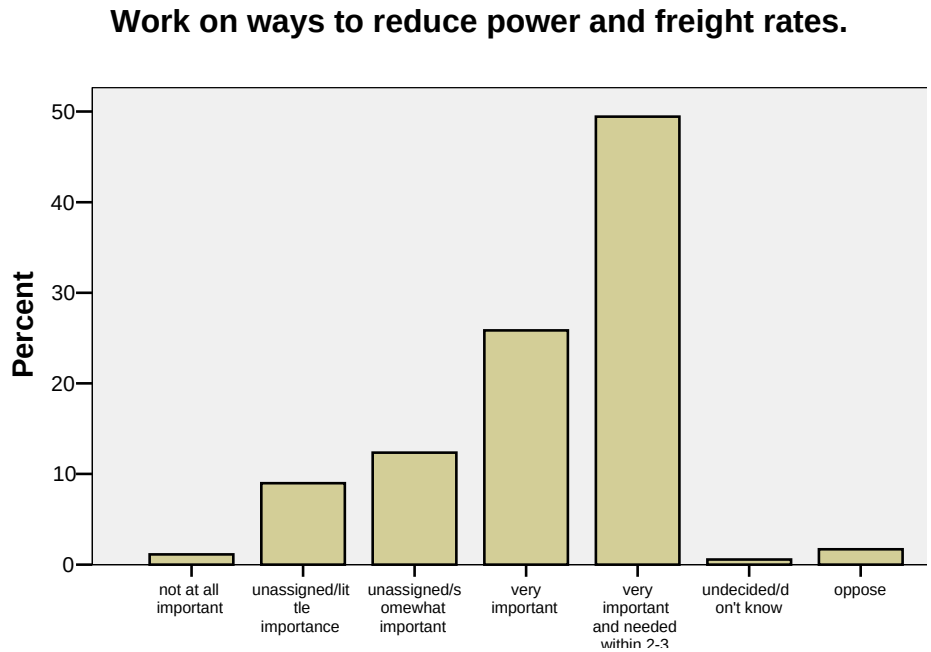
Statistics

Work on ways to reduce power and freight rates.

N	Valid	178
	Missing	2

Work on ways to reduce power and freight rates.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	not at all important	2	1.1	1.1	1.1
	unassigned/little importance	16	8.9	9.0	10.1
	unassigned/somewhat important	22	12.2	12.4	22.5
	very important	46	25.6	25.8	48.3
	very important and needed within 2-3 years	88	48.9	49.4	97.8
	undecided/don't know	1	.6	.6	98.3
	oppose	3	1.7	1.7	100.0
	Total	178	98.9	100.0	
Missing	System	2	1.1		
Total		180	100.0		



Search for revenue sources to support economic diversification.

Statistics

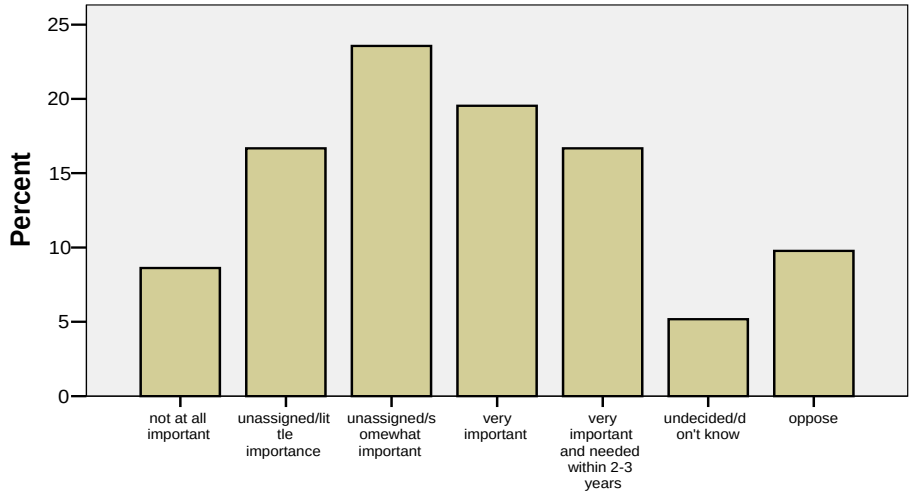
Search for revenue sources to support economic diversification.

N	Valid	174
	Missing	6

Search for revenue sources to support economic diversification.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	not at all important	15	8.3	8.6	8.6
	unassigned/little importance	29	16.1	16.7	25.3
	unassigned/somewhat important	41	22.8	23.6	48.9
	very important	34	18.9	19.5	68.4
	very important and needed within 2-3 years	29	16.1	16.7	85.1
	undecided/don't know	9	5.0	5.2	90.2
	oppose	17	9.4	9.8	100.0
	Total	174	96.7	100.0	
Missing	System	6	3.3		
Total		180	100.0		

Search for revenue sources to support economic diversification.



Search for revenue sources to support economic diversification.

Encourage small timber sales and local milling.

Statistics

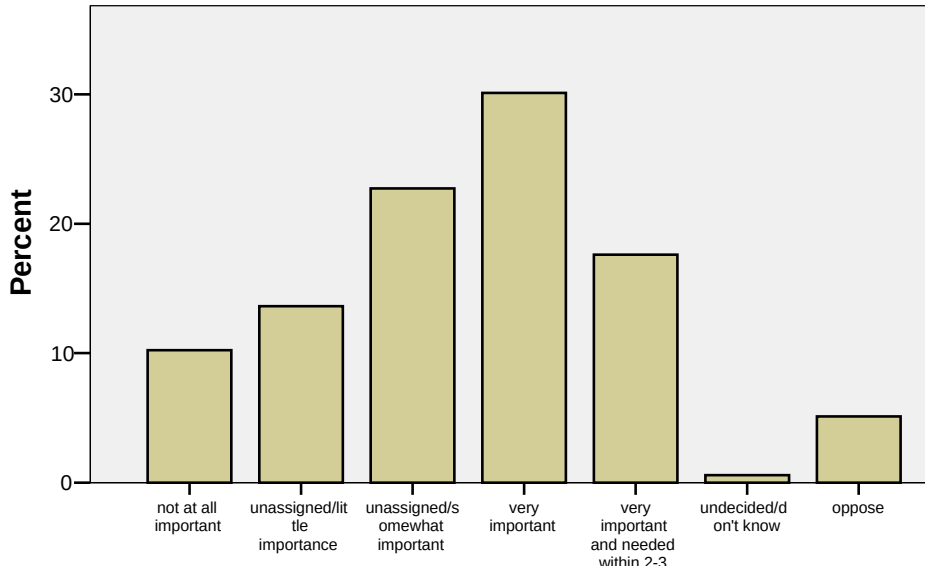
Encourage small timber sales and local milling.

N	Valid	176
	Missing	4

Encourage small timber sales and local milling.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	not at all important	18	10.0	10.2	10.2
	unassigned/little importance	24	13.3	13.6	23.9
	unassigned/somewhat important	40	22.2	22.7	46.6
	very important	53	29.4	30.1	76.7
	very important and needed within 2-3 years	31	17.2	17.6	94.3
	undecided/don't know	1	.6	.6	94.9
	oppose	9	5.0	5.1	100.0
	Total	176	97.8	100.0	
Missing	System	4	2.2		
Total		180	100.0		

Encourage small timber sales and local milling.



Support Community Quota Entity Program (CQE) for halibut and black cod.

Statistics

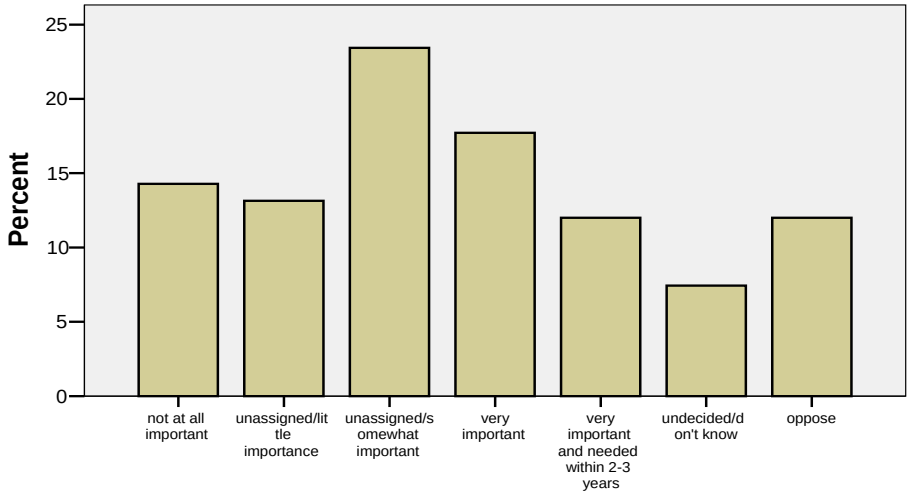
Support Community Quota Entity Program (CQE) for halibut and black cod.

N	Valid	175
	Missing	5

Support Community Quota Entity Program (CQE) for halibut and black cod.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	not at all important	25	13.9	14.3	14.3
	unassigned/little importance	23	12.8	13.1	27.4
	unassigned/somewhat important	41	22.8	23.4	50.9
	very important	31	17.2	17.7	68.6
	very important and needed within 2-3 years	21	11.7	12.0	80.6
	undecided/don't know	13	7.2	7.4	88.0
	oppose	21	11.7	12.0	100.0
	Total	175	97.2	100.0	
Missing	System	5	2.8		
Total		180	100.0		

Support Community Quota Entity Program (CQE) for halibut and black cod.



Support Community Quota Entity Program (CQE) for halibut and black cod.

Support expansion of cottage industry type business.

Statistics

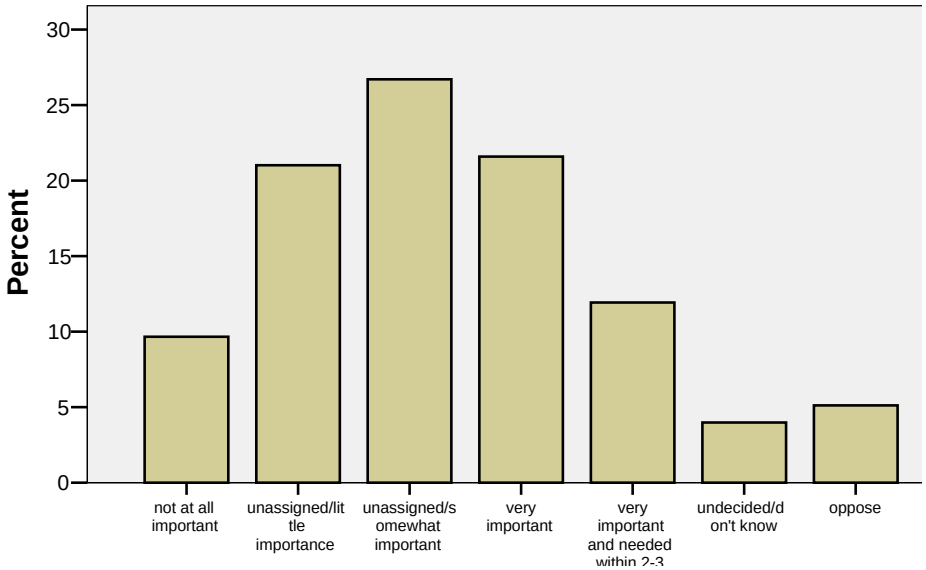
Support expansion of cottage industry type business.

N	Valid	176
	Missing	4

Support expansion of cottage industry type business.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	not at all important	17	9.4	9.7	9.7
	unassigned/little importance	37	20.6	21.0	30.7
	unassigned/somewhat important	47	26.1	26.7	57.4
	very important	38	21.1	21.6	79.0
	very important and needed within 2-3 years	21	11.7	11.9	90.9
	undecided/don't know	7	3.9	4.0	94.9
	oppose	9	5.0	5.1	100.0
	Total	176	97.8	100.0	
Missing	System	4	2.2		
Total		180	100.0		

Support expansion of cottage industry type business.



Explore the potential for mining (gravel and quarry type).

Statistics

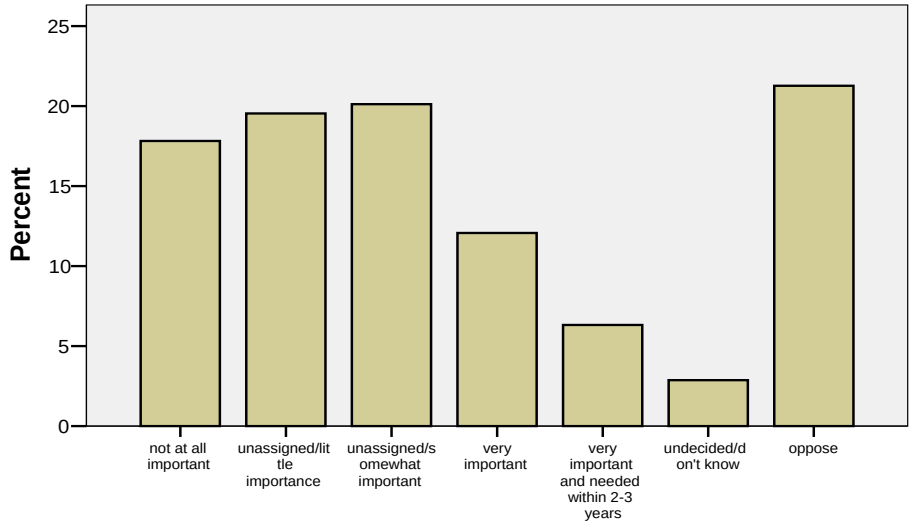
Explore the potential for mining (gravel and quarry type).

N	Valid	174
	Missing	6

Explore the potential for mining (gravel and quarry type).

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	not at all important	31	17.2	17.8	17.8
	unassigned/little importance	34	18.9	19.5	37.4
	unassigned/somewhat important	35	19.4	20.1	57.5
	very important	21	11.7	12.1	69.5
	very important and needed within 2-3 years	11	6.1	6.3	75.9
	undecided/don't know	5	2.8	2.9	78.7
	oppose	37	20.6	21.3	100.0
	Total	174	96.7	100.0	
Missing	System	6	3.3		
Total		180	100.0		

Expore the potential for mining (gravel and quarry type).



Expore the potential for mining (gravel and quarry type).

Dry dock and boat repair facility.

Statistics

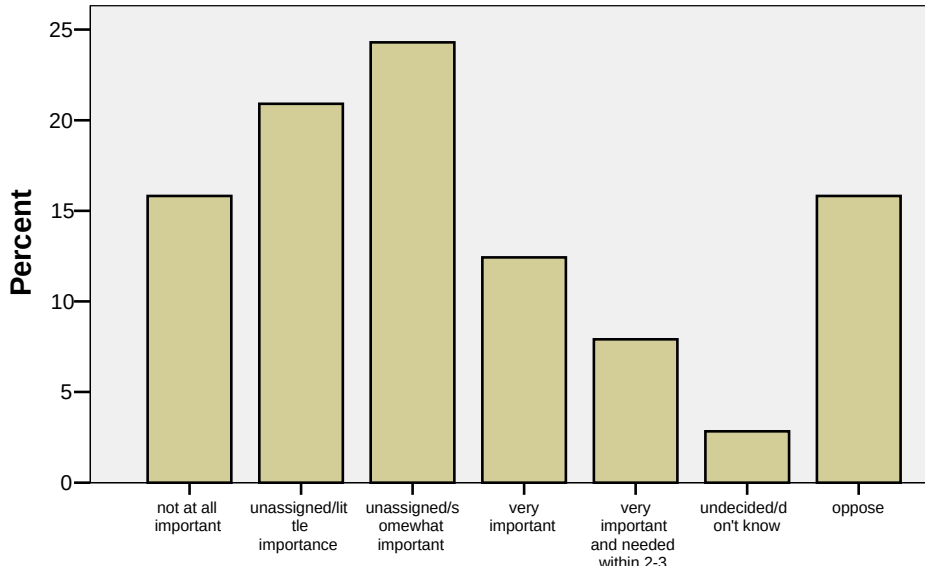
Dry dock and boat repair facility.

N	Valid	177
	Missing	3

Dry dock and boat repair facility.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	not at all important	28	15.6	15.8	15.8
	unassigned/little importance	37	20.6	20.9	36.7
	unassigned/somewhat important	43	23.9	24.3	61.0
	very important	22	12.2	12.4	73.4
	very important and needed within 2-3 years	14	7.8	7.9	81.4
	undecided/don't know	5	2.8	2.8	84.2
	oppose	28	15.6	15.8	100.0
	Total	177	98.3	100.0	
Missing	System	3	1.7		
Total		180	100.0		

Dry dock and boat repair facility.



Service center for tour boats/small cruise ships (water, fuel, sewage, berthing).

Statistics

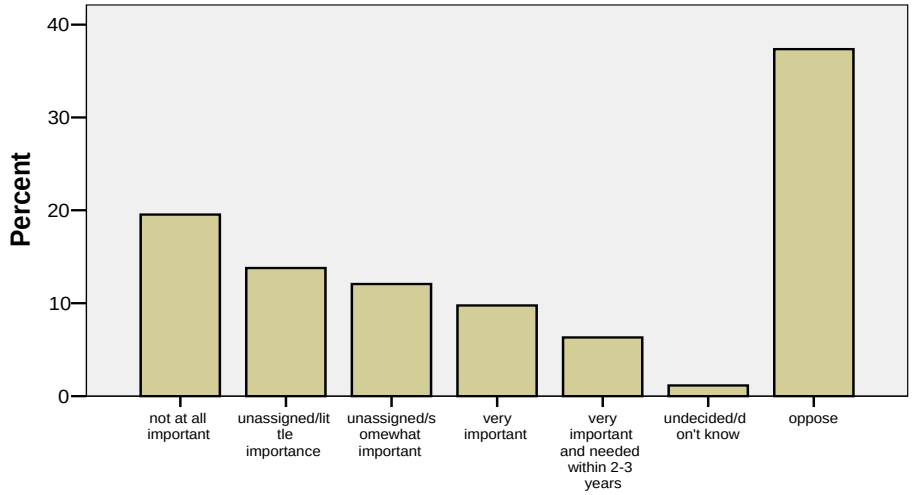
Service center for tour boats/small cruise ships (water, fuel, sewage, berthing).

N	Valid	174
	Missing	6

Service center for tour boats/small cruise ships (water, fuel, sewage, berthing).

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	not at all important	34	18.9	19.5	19.5
	unassigned/little importance	24	13.3	13.8	33.3
	unassigned/somewhat important	21	11.7	12.1	45.4
	very important	17	9.4	9.8	55.2
	very important and needed within 2-3 years	11	6.1	6.3	61.5
	undecided/don't know	2	1.1	1.1	62.6
	oppose	65	36.1	37.4	100.0
	Total	174	96.7	100.0	
Missing	System	6	3.3		
Total		180	100.0		

Service center for tour boats/small cruise ships (water, fuel, sewage, berthing).



Service center for tour boats/small cruise ships (water, fuel, sewage, berthing).

Salmon River barge/landing craft facility separate from recreational launch ramp.

Statistics

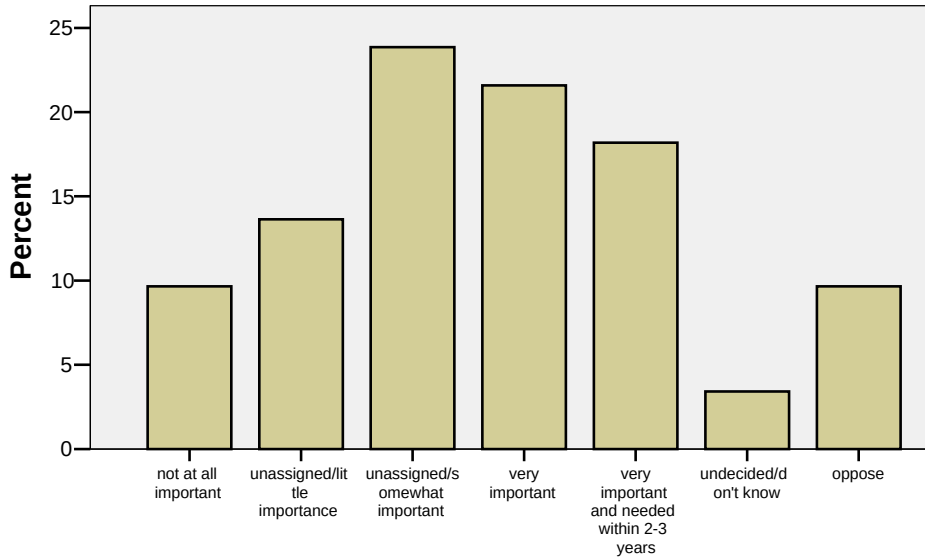
Salmon River barge/landing craft facility separate from recreational launch ramp.

N	Valid	176
	Missing	4

Salmon River barge/landing craft facility separate from recreational launch ramp.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	not at all important	17	9.4	9.7	9.7
	unassigned/little importance	24	13.3	13.6	23.3
	unassigned/somewhat important	42	23.3	23.9	47.2
	very important	38	21.1	21.6	68.8
	very important and needed within 2-3 years	32	17.8	18.2	86.9
	undecided/don't know	6	3.3	3.4	90.3
	oppose	17	9.4	9.7	100.0
	Total	176	97.8	100.0	
Missing	System	4	2.2		
Total		180	100.0		

Salmon River barge/landing craft facility separate from recreational launch ramp.



Explore ways to keep big, outside businesses from displacing small, local ones.

Statistics

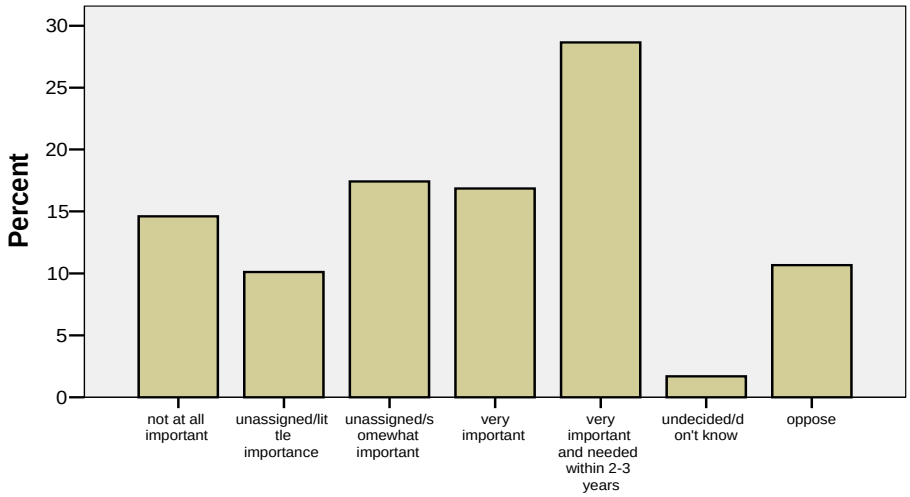
Explore ways to keep big, outside businesses from displacing small, local ones.

N	Valid	178
	Missing	2

Explore ways to keep big, outside businesses from displacing small, local ones.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	not at all important	26	14.4	14.6	14.6
	unassigned/little importance	18	10.0	10.1	24.7
	unassigned/somewhat important	31	17.2	17.4	42.1
	very important	30	16.7	16.9	59.0
	very important and needed within 2-3 years	51	28.3	28.7	87.6
	undecided/don't know	3	1.7	1.7	89.3
	oppose	19	10.6	10.7	100.0
	Total	178	98.9	100.0	
Missing	System	2	1.1		
Total		180	100.0		

Explore ways to keep big, outside busineses from displacing small, local ones.



Explore ways to keep big, outside busineses from displacing small, local ones.

Economic - Other1 (please specify):

Yes = respondent provided a response. Responses are provided in "Resident Needs Survey – Qualitative Results" Word Document.

No = respondent did not provide a response

Statistics

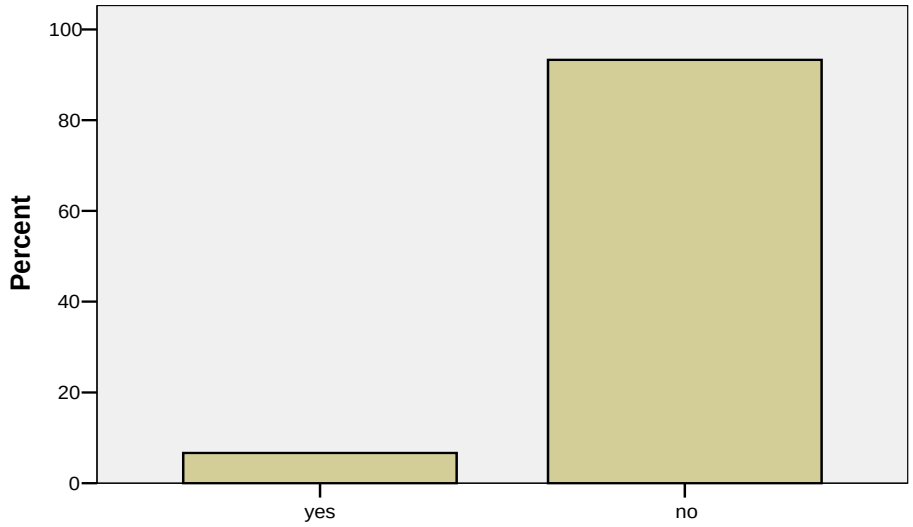
Economic - Other1 (please specify):

N	Valid	180
	Missing	0

Economic - Other1 (please specify):

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	12	6.7	6.7	6.7
	no	168	93.3	93.3	100.0
	Total	180	100.0	100.0	

Economic - Other1 (please specify):



Economic - Other2 (please specify):

Yes = respondent provided a response. Responses are provided in "Resident Needs Survey – Qualitative Results" Word Document.

No = respondent did not provide a response

Statistics

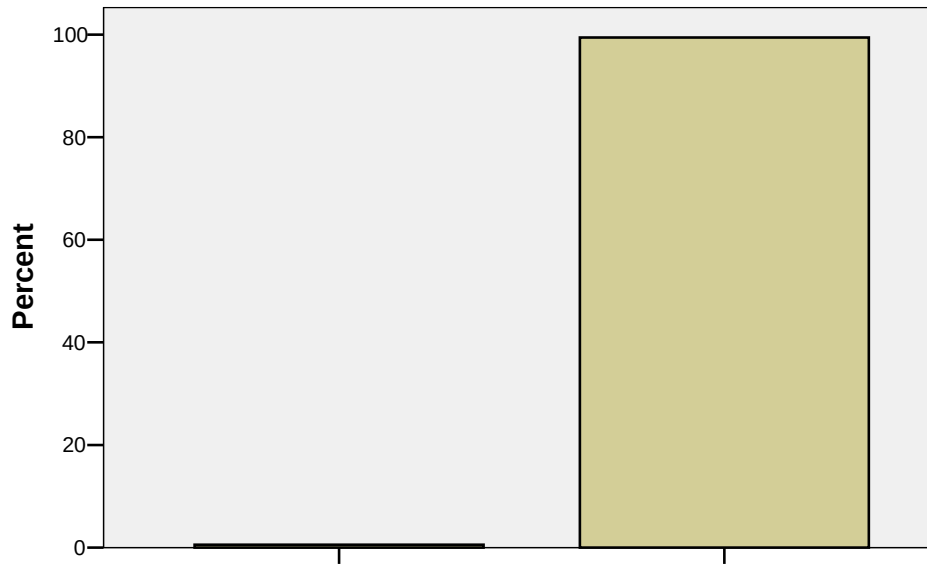
Economic - Other2 (please specify):

N	Valid	180
	Missing	0

Economic - Other2 (please specify):

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	1	.6	.6	.6
	no	179	99.4	99.4	100.0
	Total	180	100.0	100.0	

Economic - Other2 (please specify):



Economic - Additional Comments:

Yes = respondent provided a response. Responses are provided in "Resident Needs Survey – Qualitative Results" Word Document.

No = respondent did not provide a response

Statistics

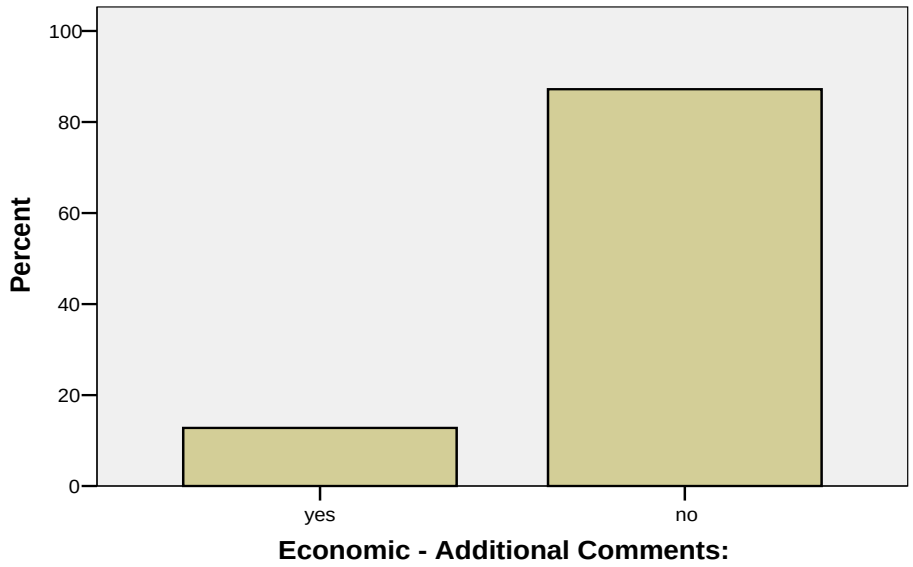
Economic - Additional Comments:

N	Valid	180
	Missing	0

Economic - Additional Comments:

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	23	12.8	12.8	12.8
	no	157	87.2	87.2	100.0
	Total	180	100.0	100.0	

Economic - Additional Comments:



Frequencies: Environmental Section

Relocation of landfill/include a sewage disposal site/hazardous waste/scrap metal storage and transfer options.

Statistics

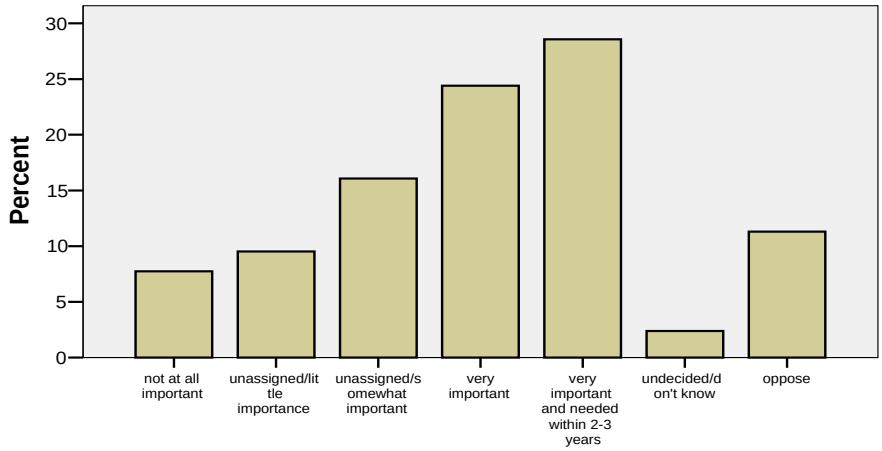
Relocation of landfill/include a sewage disposal site/hazardous waste/scrap metal storage and transfer options.

N	Valid	168
	Missing	12

Relocation of landfill/include a sewage disposal site/hazardous waste/scrap metal storage and transfer options.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	not at all important	13	7.2	7.7	7.7
	unassigned/little importance	16	8.9	9.5	17.3
	unassigned/somewhat important	27	15.0	16.1	33.3
	very important	41	22.8	24.4	57.7
	very important and needed within 2-3 years	48	26.7	28.6	86.3
	undecided/don't know	4	2.2	2.4	88.7
	oppose	19	10.6	11.3	100.0
	Total	168	93.3	100.0	
Missing	System	12	6.7		
Total		180	100.0		

Relocation of landfill/include a sewage disposal site/hazardous waste/scrap metal storage and transfer options.



Relocation of landfill/include a sewage disposal site/hazardous waste/scrap metal storage and transfer options.

Identify potential contaminated sites that have not been cleaned up.

Statistics

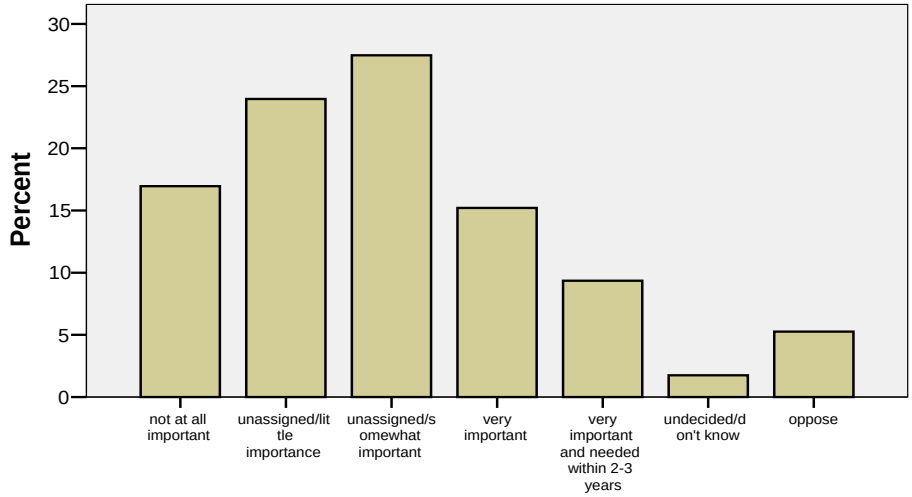
Identify potential contaminated sites that have not been cleaned up.

N	Valid	171
	Missing	9

Identify potential contaminated sites that have not been cleaned up.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	not at all important	29	16.1	17.0	17.0
	unassigned/little importance	41	22.8	24.0	40.9
	unassigned/somewhat important	47	26.1	27.5	68.4
	very important	26	14.4	15.2	83.6
	very important and needed within 2-3 years	16	8.9	9.4	93.0
	undecided/don't know	3	1.7	1.8	94.7
	oppose	9	5.0	5.3	100.0
	Total	171	95.0	100.0	
Missing	System	9	5.0		
Total		180	100.0		

Identify potential contaminated sites that have not been cleaned up.



Identify potential contaminated sites that have not been cleaned up.

Facility for used oil storage/disposal.

Statistics

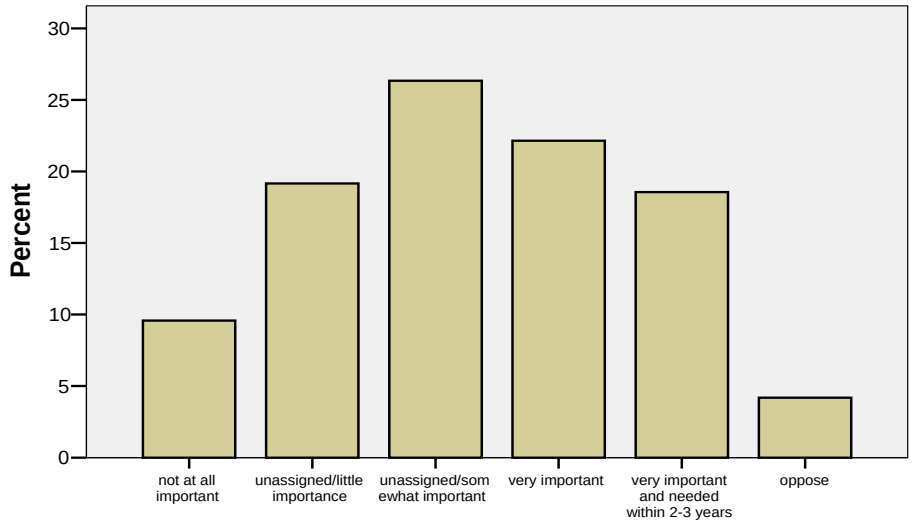
Facility for used oil storage/disposal.

N	Valid	167
	Missing	13

Facility for used oil storage/disposal.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	not at all important	16	8.9	9.6	9.6
	unassigned/little importance	32	17.8	19.2	28.7
	unassigned/somewhat important	44	24.4	26.3	55.1
	very important	37	20.6	22.2	77.2
	very important and needed within 2-3 years	31	17.2	18.6	95.8
	oppose	7	3.9	4.2	100.0
	Total	167	92.8	100.0	
Missing	System	13	7.2		
Total		180	100.0		

Facility for used oil storage/disposal.



Facility for used oil storage/disposal.

Public Restrooms somewhere near the beach.

Statistics

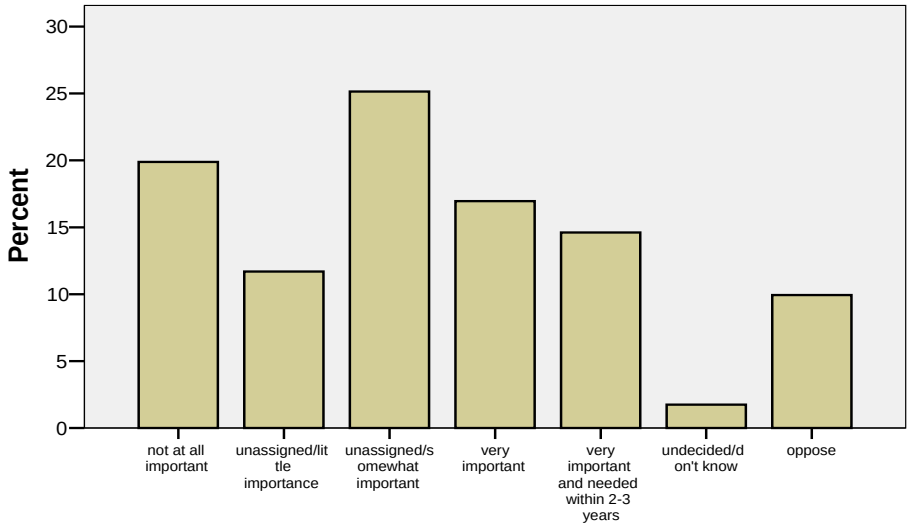
Public Restrooms somewhere near the beach.

N	Valid	171
	Missing	9

Public Restrooms somewhere near the beach.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	not at all important	34	18.9	19.9	19.9
	unassigned/little importance	20	11.1	11.7	31.6
	unassigned/somewhat important	43	23.9	25.1	56.7
	very important	29	16.1	17.0	73.7
	very important and needed within 2-3 years	25	13.9	14.6	88.3
	undecided/don't know	3	1.7	1.8	90.1
	oppose	17	9.4	9.9	100.0
	Total	171	95.0	100.0	
Missing	System	9	5.0		
Total		180	100.0		

Public Restrooms somewhere near the beach.



Public Restrooms somewhere near the beach.

Have a water testing program/safe drinking water.

Statistics

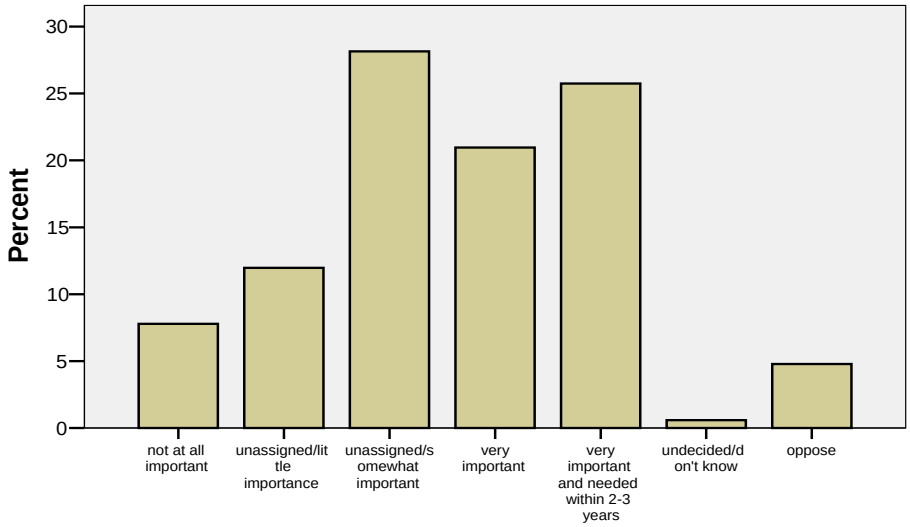
Have a water testing program/safe drinking water.

N	Valid	167
	Missing	13

Have a water testing program/safe drinking water.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	not at all important	13	7.2	7.8	7.8
	unassigned/little importance	20	11.1	12.0	19.8
	unassigned/somewhat important	47	26.1	28.1	47.9
	very important	35	19.4	21.0	68.9
	very important and needed within 2-3 years	43	23.9	25.7	94.6
	undecided/don't know	1	.6	.6	95.2
	oppose	8	4.4	4.8	100.0
	Total	167	92.8	100.0	
Missing	System	13	7.2		
Total		180	100.0		

Have a water testing program/safe drinking water.



Have a water testing program/safe drinking water.

Create Watershed Quality Council (to assess and evaluate threats to water quality and freshwater habitat).

Statistics

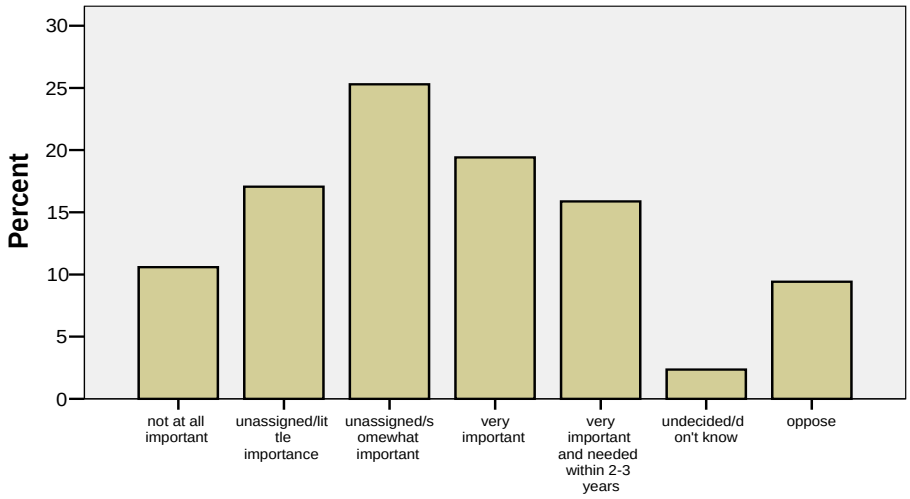
Create Watershed Quality Council (to assess and evaluate threats to water quality and freshwater habitat).

N	Valid	170
	Missing	10

Create Watershed Quality Council (to assess and evaluate threats to water quality and freshwater habitat).

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	not at all important	18	10.0	10.6	10.6
	unassigned/little importance	29	16.1	17.1	27.6
	unassigned/somewhat important	43	23.9	25.3	52.9
	very important	33	18.3	19.4	72.4
	very important and needed within 2-3 years	27	15.0	15.9	88.2
	undecided/don't know	4	2.2	2.4	90.6
	oppose	16	8.9	9.4	100.0
	Total	170	94.4	100.0	
Missing	System	10	5.6		
Total		180	100.0		

Create Watershed Quality Council (to assess and evaluate threats to water quality and freshwater habitat).



Create Watershed Quality Council (to assess and evaluate threats to water quality and freshwater habitat).

Expand/add trained volunteers for fuel spill.

Statistics

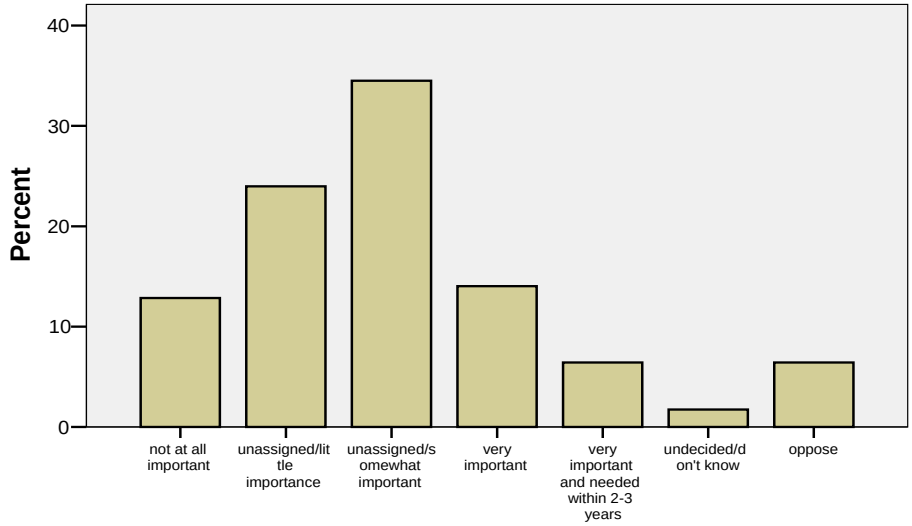
Expand/add trained volunteers for fuel spill.

N	Valid	171
	Missing	9

Expand/add trained volunteers for fuel spill.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	not at all important	22	12.2	12.9	12.9
	unassigned/little importance	41	22.8	24.0	36.8
	unassigned/somewhat important	59	32.8	34.5	71.3
	very important	24	13.3	14.0	85.4
	very important and needed within 2-3 years	11	6.1	6.4	91.8
	undecided/don't know	3	1.7	1.8	93.6
	oppose	11	6.1	6.4	100.0
	Total	171	95.0	100.0	
Missing	System	9	5.0		
Total		180	100.0		

Expand/add trained volunteers for fuel spill.



Expand/add trained volunteers for fuel spill.

Program for prevention of fuel spills for small home tanks.

Statistics

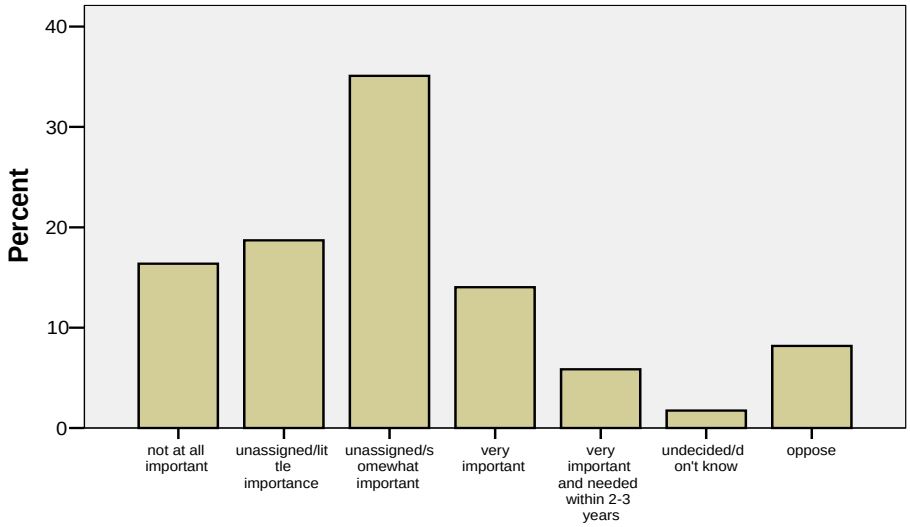
Program for prevention of fuel spills for small home tanks.

N	Valid	171
	Missing	9

Program for prevention of fuel spills for small home tanks.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	not at all important	28	15.6	16.4	16.4
	unassigned/little importance	32	17.8	18.7	35.1
	unassigned/somewhat important	60	33.3	35.1	70.2
	very important	24	13.3	14.0	84.2
	very important and needed within 2-3 years	10	5.6	5.8	90.1
	undecided/don't know	3	1.7	1.8	91.8
	oppose	14	7.8	8.2	100.0
	Total	171	95.0	100.0	
Missing	System	9	5.0		
Total		180	100.0		

Program for prevention of fuel spills for small home tanks.



Program for prevention of fuel spills for small home tanks.

Clean up small boat harbor.

Statistics

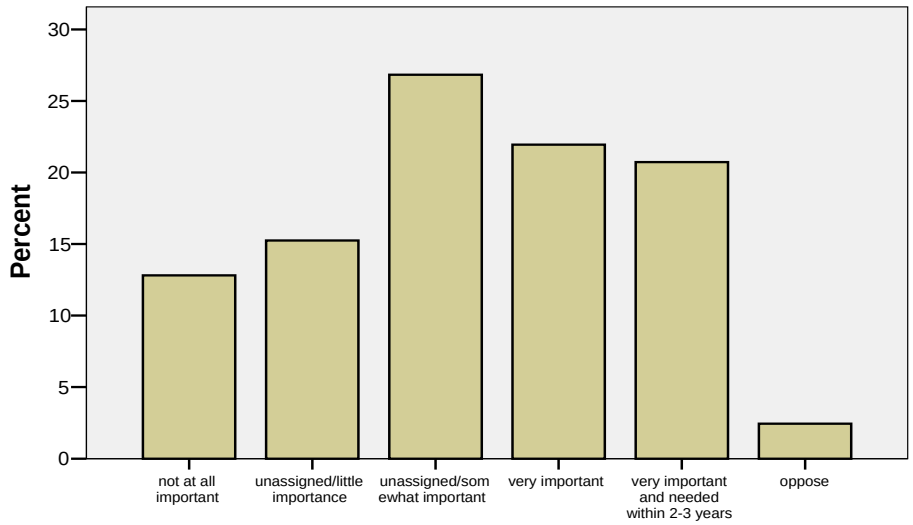
Clean up small boat harbor.

N	Valid	164
	Missing	16

Clean up small boat harbor.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	not at all important	21	11.7	12.8	12.8
	unassigned/little importance	25	13.9	15.2	28.0
	unassigned/somewhat important	44	24.4	26.8	54.9
	very important	36	20.0	22.0	76.8
	very important and needed within 2-3 years	34	18.9	20.7	97.6
	oppose	4	2.2	2.4	100.0
	Total	164	91.1	100.0	
Missing	System	16	8.9		
Total		180	100.0		

Clean up small boat harbor.



Clean up small boat harbor.

Environmental - Other1 (please specify):

Yes = respondent provided a response. Responses are provided in "Resident Needs Survey – Qualitative Results" Word Document.

No = respondent did not provide a response

Statistics

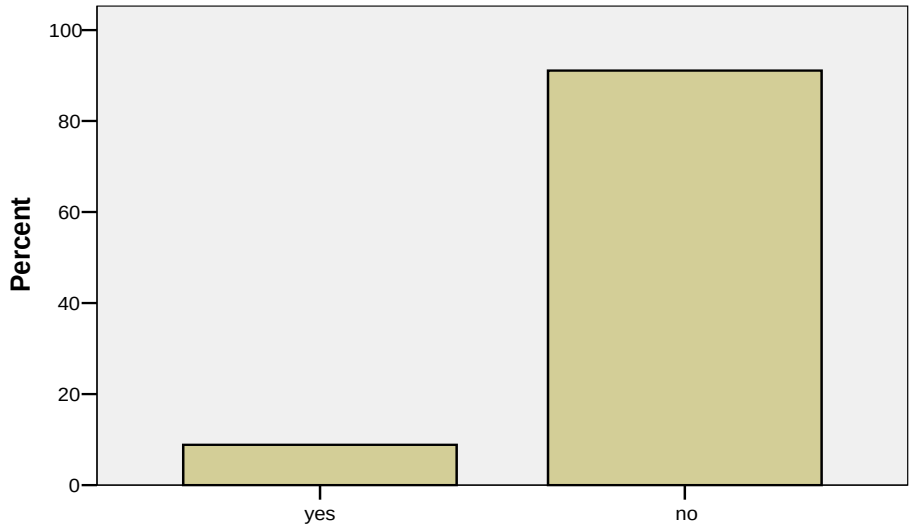
Environmental - Other1 (please specify):

N	Valid	180
	Missing	0

Environmental - Other1 (please specify):

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	16	8.9	8.9	8.9
	no	164	91.1	91.1	100.0
	Total	180	100.0	100.0	

Environmental - Other1 (please specify):



Environmental - Other1 (please specify):

Environmental - Other2 (please specify):

Yes = respondent provided a response. Responses are provided in "Resident Needs Survey – Qualitative Results" Word Document.

No = respondent did not provide a response

Statistics

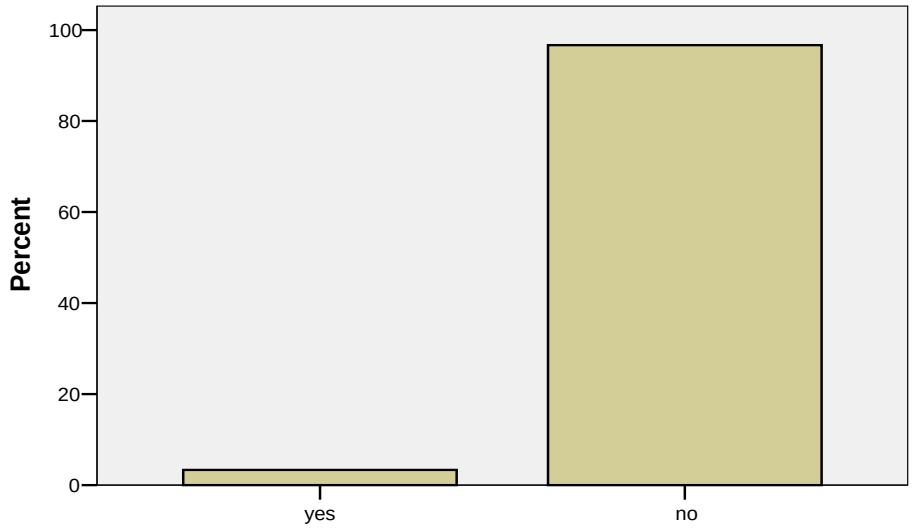
Environmental - Other2 (please specify):

N	Valid	180
	Missing	0

Environmental - Other2 (please specify):

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	6	3.3	3.3	3.3
	no	174	96.7	96.7	100.0
	Total	180	100.0	100.0	

Environmental - Other2 (please specify):



Environmental - Other2 (please specify):

Environmental - Additional Comments:

Yes = respondent provided a response. Responses are provided in "Resident Needs Survey – Qualitative Results" Word Document.

No = respondent did not provide a response

Statistics

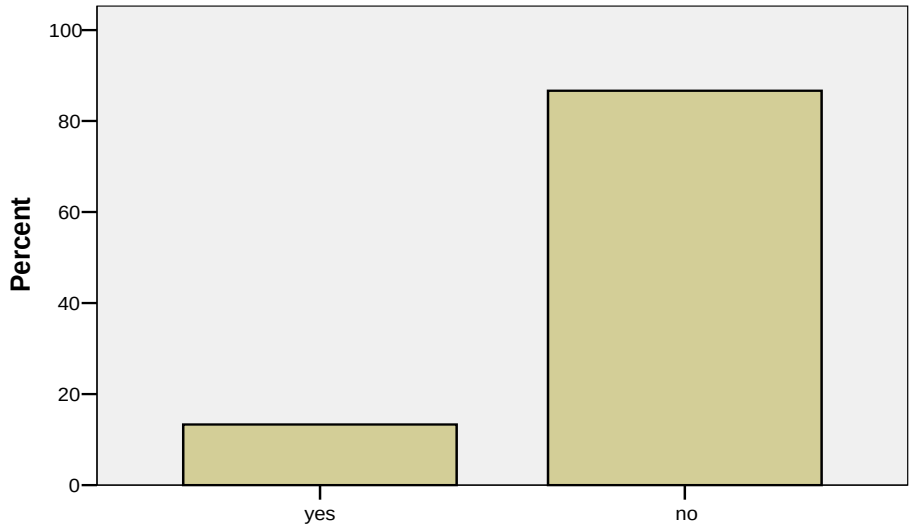
Environmental - Additional Comments:

N	Valid	180
	Missing	0

Environmental - Additional Comments:

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	24	13.3	13.3	13.3
	no	156	86.7	86.7	100.0
	Total	180	100.0	100.0	

Environmental - Addtional Comments:



Environmental - Addtional Comments:

Frequencies: Extra Comments

Seven respondents left "extra comments" at the bottom of the last page or attached an additional page of comments. These comments were generally not attached to any particular section. These responses are accounted for below and included in the "Resident Needs Survey – Qualitative Results" Word Document.

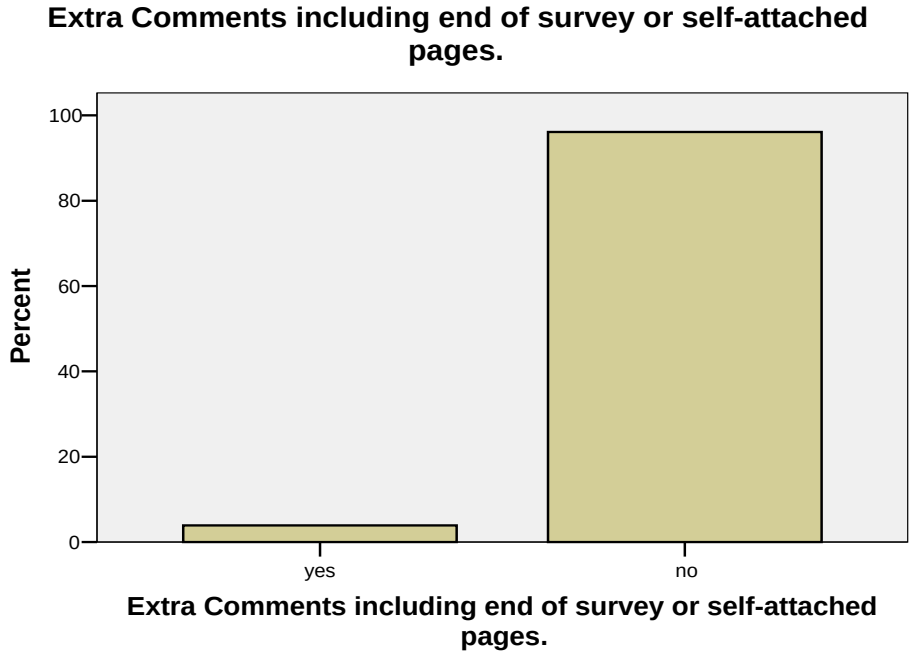
Statistics

Extra Comments including end of survey or self-attached pages.

N	Valid	180
	Missing	0

Extra Comments including end of survey or self-attached pages.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	7	3.9	3.9	3.9
	no	173	96.1	96.1	100.0
	Total	180	100.0	100.0	



APPENDIX C: Business Survey

BUSINESS SURVEY COVER LETTER

Dear Gustavus Business Owner,

The Planning Committee, established in November 2004 by the city council, is developing a community action plan to guide community change, present Gustavus' needs to others, and inform funding sources as they evaluate Gustavus' community needs and priorities.

The Planning Committee is asking for community input at several steps throughout the planning process. As a Gustavus resident, you recently received a resident survey addressing community needs. As a Gustavus business owner, you may have also recently received a short business survey. Based on business survey results, the Planning Committee recognized the importance and need for a wider canvassing and more in-depth survey of the local business community.

The ***enclosed business survey*** is being sent specifically to Gustavus business owners. Its purpose is to assist the Planning Committee in evaluating the current status and future outlook of the local business community. If you are one of the business owners who completed the first business survey, please bear with us and complete this one as well. The information we collect is quite valuable to the City as they enter the decision-making process.

The Planning Committee would greatly appreciate having you take a few minutes to answer the attached questions. ***This survey is completely confidential***. Do not sign your name to the survey. Please mail the survey using the enclosed self-addressed stamped envelop to the Community Strategic Planning Committee, c/o City of Gustavus, P.O. Box 1, Gustavus, AK, 99826. You can also drop the survey off at City Hall or place it in one of the survey box containers at either The Dray or Bear Track Mercantile by ***February 5th, 2005***. Please feel free to contact me with any questions, comments, or concerns.

Thank you for your participation,
Greg Streveler, Planning Committee Co-chair
City of Gustavus

YOURSELF AND YOUR BUSINESS

1. **Which business sector *best describes* your business (select only one)? If you currently own more than one business, please indicate whether you consider the business a primary or secondary business venture.**

Business Sector	Primary Business	Secondary Business
Retail Sales	1	1
Ground/Water Transportation (e.g., taxi, shuttle, charter, freight)	2	2
Air Transportation (e.g., air services, air cargo, air charter)	3	3
Independent Artist or Writer	4	4
Information Technology	5	5
Professional Services (e.g., engineering, consulting, financial planning)	6	6
Tourist Accommodations (e.g., lodges, B & Bs, Inns)	7	7
Tourist Activities (e.g., kayak, flightseeing, whale watching excursions)	8	8
Manufacturing/Cottage Industries	9	9
Commercial Fisheries	10	10
Construction	11	11
Timber (e.g., logging, milling, lumber products)	12	12
Real Estate (e.g., rental, sales)	13	13
Health Care	14	14
Child Care	15	15
Dining/Food Service	16	16
Fuel Service	17	17
Sport Fishing/Hunting Charter Service	18	18
Mining (e.g., gravel, quarry)	19	19
Other (please specify):	20	20
Other (please specify):	21	21

2. **How many years have you owned a business in Gustavus? If you currently own more than one business, please specify how many years each business has been in operation.**

Primary Business: ____

Secondary Business: ____

Secondary Business: ____

3. **Are you a Gustavus resident?**

- ❑ Yes _____
- ❑ No

4. **How many people does your business employ? If you own more than one business, please specify how many people each business employs.**

Employees	Primary Business	Secondary Business	Secondary Business
Full Time			
Full Time Seasonal			
Part Time			
Part Time Seasonal			
Contract Labor			
Volunteer (unpaid labor)			
Other (please specify):			

GUSTAVUS BUSINESS AND ECONOMIC CLIMATE

5. What are the three largest challenges to operating a business in Gustavus?
Please prioritize your responses (1 = largest challenge, 2 = second largest challenge, and 3 = third largest challenge).

1. _____

2. _____

3. _____

6. During the past five years, has *your business* grown, declined, or remained the same?

- ❑ Grown
- ❑ Declined
- ❑ Remained the Same
- ❑ Don't Know

7. Over the next five years, do you expect *your business* to grow, decline, or remain the same?

- ❑ Grow
- ❑ Decline
- ❑ Remain the Same
- ❑ Don't Know

8. Currently, how would you rate business opportunities for *your particular business sector*?

- ❑ Very Good
- ❑ Good
- ❑ Fair
- ❑ Poor
- ❑ Don't Know

9. What are the three most important activities the Gustavus community could do to increase economic opportunities for *your particular business sector*?
Please prioritize your responses (1 = most important, 2 = second most important, and 3 = third most important)

1. _____

2. _____

3. _____

10. Please indicate by circling the appropriate response if you feel each of the following doesn't threaten, somewhat threatens, or severely threatens the future of the *Gustavus business community*.

Potential Threats	***Doesn't Threaten***	***Somewhat Threatens***	***Severely Threatens***	***Don't Know***
People moving into Gustavus	1	2	3	4
People moving out of Gustavus	1	2	3	4
Lack of local leadership	1	2	3	4
Lack of local jobs	1	2	3	4
Cruise ship industry	1	2	3	4
Potential city land use planning/regulation	1	2	3	4
Government regulation	1	2	3	4
Quality of local labor force	1	2	3	4
Availability of local labor force	1	2	3	4
Local sales tax	1	2	3	4
Local room tax	1	2	3	4
National Park Service	1	2	3	4
Lack of adequate dock	1	2	3	4
Lack of ferry service	1	2	3	4
Potential loss of Alaska Airlines service	1	2	3	4
High utility rates (e.g., electricity, fuel, freight)	1	2	3	4
Freight delivery frequency	1	2	3	4
Real estate market	1	2	3	4
Local business competition	1	2	3	4
Other (please specify):	1	2	3	4
Other (please specify):	1	2	3	4

11. How would you rate the overall future of Gustavus' local businesses?

- ❑ Very Good
- ❑ Good
- ❑ Fair
- ❑ Poor
- ❑ Don't Know

12. In the next five years, how important will the following business sectors be to *Gustavus' economy*?

Business Sector	Very Important	Somewhat Important	Little or no importance	Don't Know
Retail Sales	1	2	3	4
Ground/Water Transportation (e.g., taxi, shuttle, charter, freight)	1	2	3	4
Air Transportation (e.g., air services, air cargo, air charter)	1	2	3	4
Independent Artist or Writer	1	2	3	4
Information Technology	1	2	3	4
Professional Services (e.g., engineering, consulting, financial planning)	1	2	3	4
Tourist Accommodations (e.g., lodges, B & Bs, Inns)	1	2	3	4
Tourist Activities (e.g., kayak, flightseeing, whale watching excursions)	1	2	3	4
Manufacturing/Cottage Industries	1	2	3	4
Commercial Fisheries	1	2	3	4
Construction	1	2	3	4
Timber (e.g., logging, milling, lumber products)	1	2	3	4
Real Estate (e.g., rental, sales)	1	2	3	4
Health Care	1	2	3	4
Child Care	1	2	3	4
Dining/Food Service	1	2	3	4
Fuel Service	1	2	3	4
Sport Fishing/Hunting Charter Service	1	2	3	4
Mining (e.g., gravel, quarry)	1	2	3	4
Other (please specify):	1	2	3	4
Other (please specify):	1	2	3	4

13. How would you rate the current condition of *Gustavus' economy*?

- ❑ Very strong
- ❑ Strong
- ❑ Fair
- ❑ Weak
- ❑ Don't know

14. During the past five years, has *Gustavus' economy* grown, declined, or remained the same?

- ❑ Grown
- ❑ Declined
- ❑ Remained the same
- ❑ Don't know

15. During the next five years, do you expect the condition of *Gustavus' economy* to improve, remain the same, or worsen?

- ❑ Improve Significantly
- ❑ Improve Moderately
- ❑ Remain the Same
- ❑ Worsen Moderately
- ❑ Worsen Significantly
- ❑ Don't know

BUSINESS SURVEY DATA

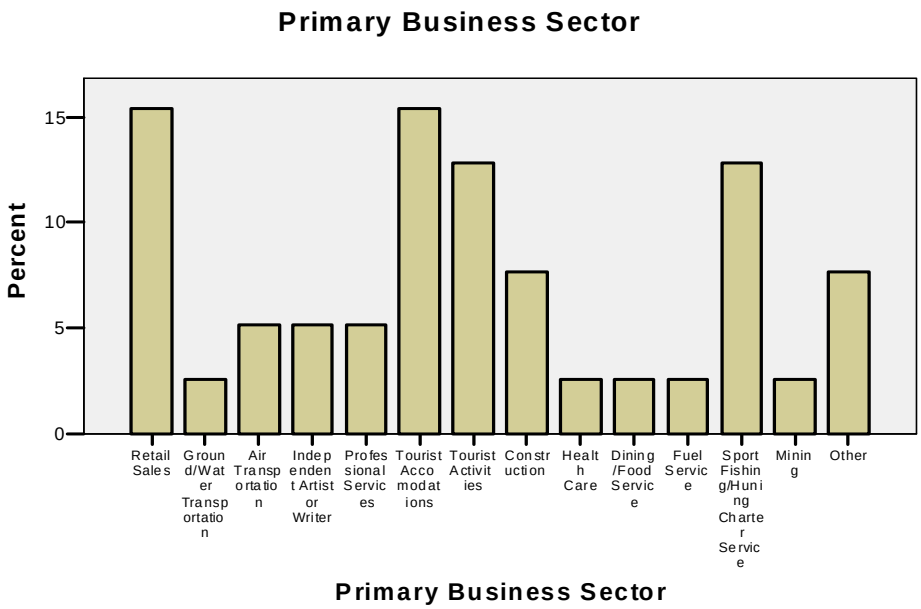
Frequencies: Q1. Which business best describes your business?

Statistics
Primary Business Sector

N	Valid	39
	Missing	1

Primary Business Sector

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Retail Sales	6	15.0	15.4	15.4
	Ground/Water Transportation	1	2.5	2.6	17.9
	Air Transportation	2	5.0	5.1	23.1
	Independent Artist or Writer	2	5.0	5.1	28.2
	Professional Services	2	5.0	5.1	33.3
	Tourist Accommodations	6	15.0	15.4	48.7
	Tourist Activities	5	12.5	12.8	61.5
	Construction	3	7.5	7.7	69.2
	Health Care	1	2.5	2.6	71.8
	Dining/Food Service	1	2.5	2.6	74.4
	Fuel Service	1	2.5	2.6	76.9
	Sport Fishing/Hunting Charter Service	5	12.5	12.8	89.7
	Mining	1	2.5	2.6	92.3
	Other	3	7.5	7.7	100.0
	Total	39	97.5	100.0	
Missing	System	1	2.5		
Total		40	100.0		



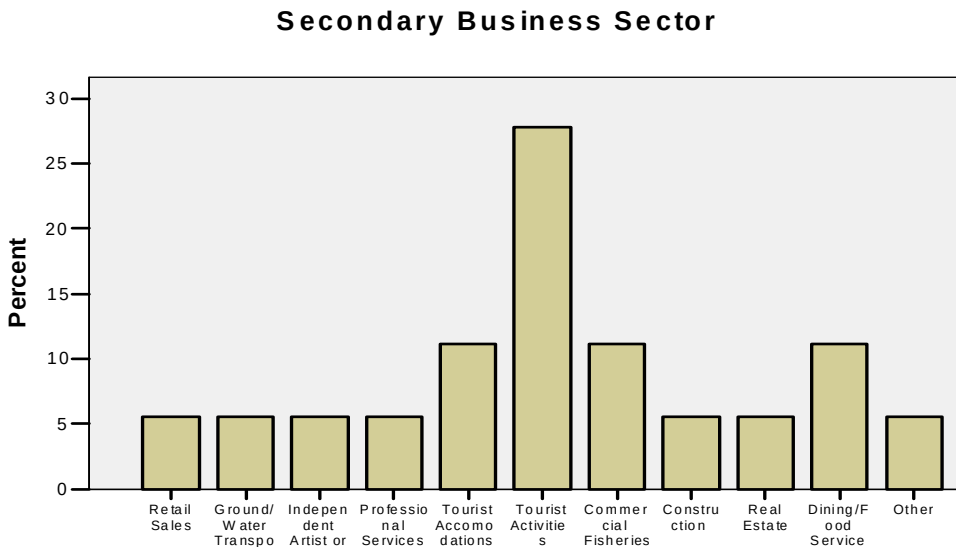
Statistics

Secondary Business Sector

N	Valid	18
	Missing	22

Secondary Business Sector

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Retail Sales	1	2.5	5.6	5.6
	Ground/Water Transportation	1	2.5	5.6	11.1
	Independent Artist or Writer	1	2.5	5.6	16.7
	Professional Services	1	2.5	5.6	22.2
	Tourist Accommodations	2	5.0	11.1	33.3
	Tourist Activities	5	12.5	27.8	61.1
	Commercial Fisheries	2	5.0	11.1	72.2
	Construction	1	2.5	5.6	77.8
	Real Estate	1	2.5	5.6	83.3
	Dining/Food Service	2	5.0	11.1	94.4
	Other	1	2.5	5.6	100.0
	Total	18	45.0	100.0	
Missing	System	22	55.0		
Total		40	100.0		



Frequencies: Q2. How many years have you owned a business in Gustavus?

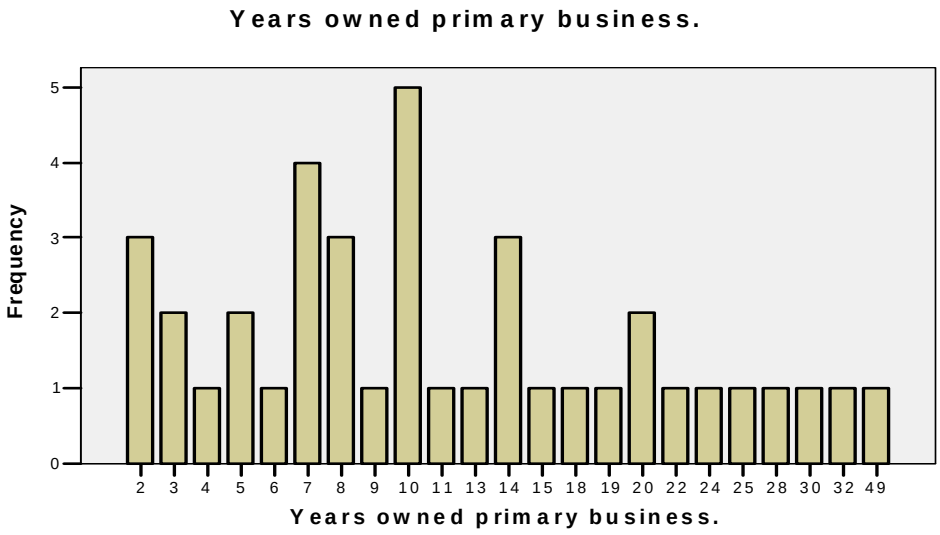
Statistics

Years owned primary business.

N	Valid	39
	Missing	1
Mean		13.10
Median		10.00
Mode		10
Minimum		2
Maximum		49

Years owned primary business.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	3	7.5	7.7	7.7
	3	2	5.0	5.1	12.8
	4	1	2.5	2.6	15.4
	5	2	5.0	5.1	20.5
	6	1	2.5	2.6	23.1
	7	4	10.0	10.3	33.3
	8	3	7.5	7.7	41.0
	9	1	2.5	2.6	43.6
	10	5	12.5	12.8	56.4
	11	1	2.5	2.6	59.0
	13	1	2.5	2.6	61.5
	14	3	7.5	7.7	69.2
	15	1	2.5	2.6	71.8
	18	1	2.5	2.6	74.4
	19	1	2.5	2.6	76.9
	20	2	5.0	5.1	82.1
	22	1	2.5	2.6	84.6
	24	1	2.5	2.6	87.2
	25	1	2.5	2.6	89.7
	28	1	2.5	2.6	92.3
	30	1	2.5	2.6	94.9
	32	1	2.5	2.6	97.4
	49	1	2.5	2.6	100.0
	Total	39	97.5	100.0	
Missing	System	1	2.5		
Total		40	100.0		



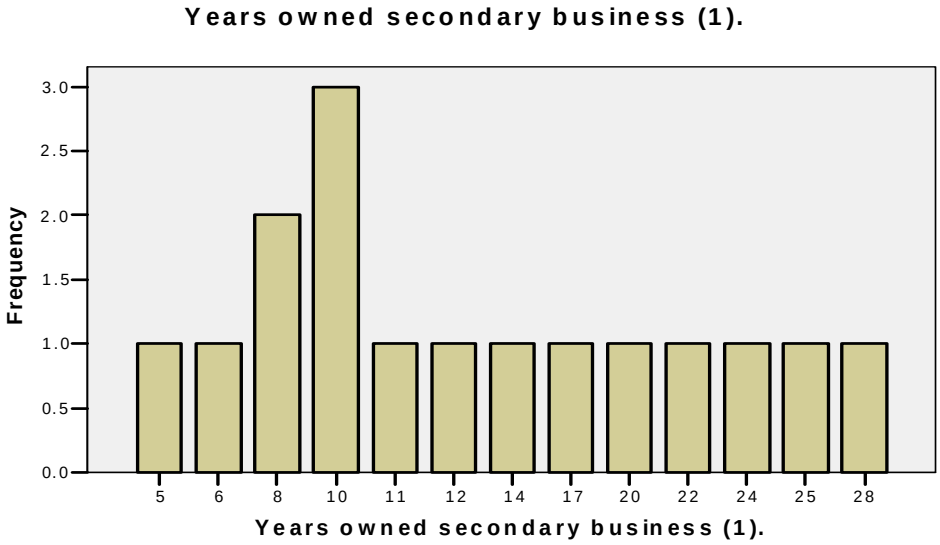
Statistics

Years owned secondary business (1).

N	Valid	16
	Missing	24
Mean		14.38
Median		11.50
Mode		10
Minimum		5
Maximum		28

Years owned secondary business (1).

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5	1	2.5	6.3	6.3
	6	1	2.5	6.3	12.5
	8	2	5.0	12.5	25.0
	10	3	7.5	18.8	43.8
	11	1	2.5	6.3	50.0
	12	1	2.5	6.3	56.3
	14	1	2.5	6.3	62.5
	17	1	2.5	6.3	68.8
	20	1	2.5	6.3	75.0
	22	1	2.5	6.3	81.3
	24	1	2.5	6.3	87.5
	25	1	2.5	6.3	93.8
	28	1	2.5	6.3	100.0
	Total	16	40.0	100.0	
Missing	System	24	60.0		
Total		40	100.0		



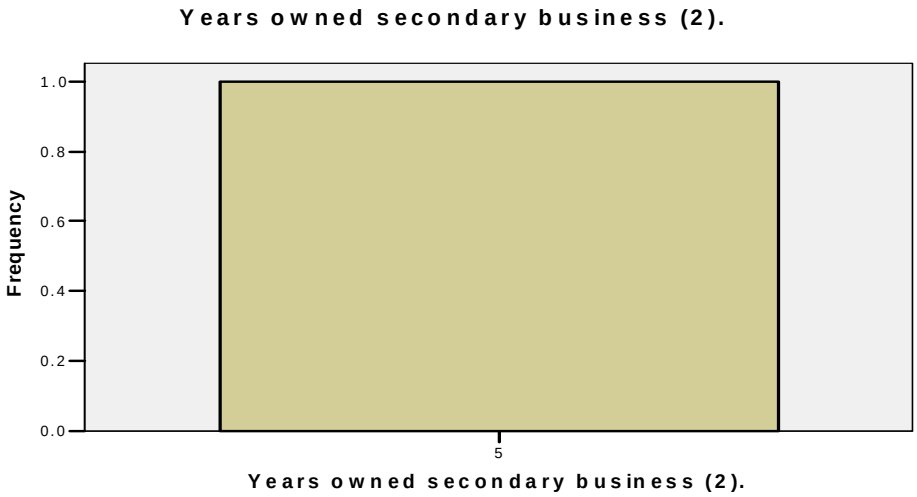
Statistics

Years owned secondary business (2).

N	Valid	1
	Missing	39
Mean		5.00
Median		5.00
Mode		5
Minimum		5
Maximum		5

Years owned secondary business (2).

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5	1	2.5	100.0	100.0
Missing	System	39	97.5		
Total		40	100.0		



Frequencies: Q3. Are you a Gustavus resident?

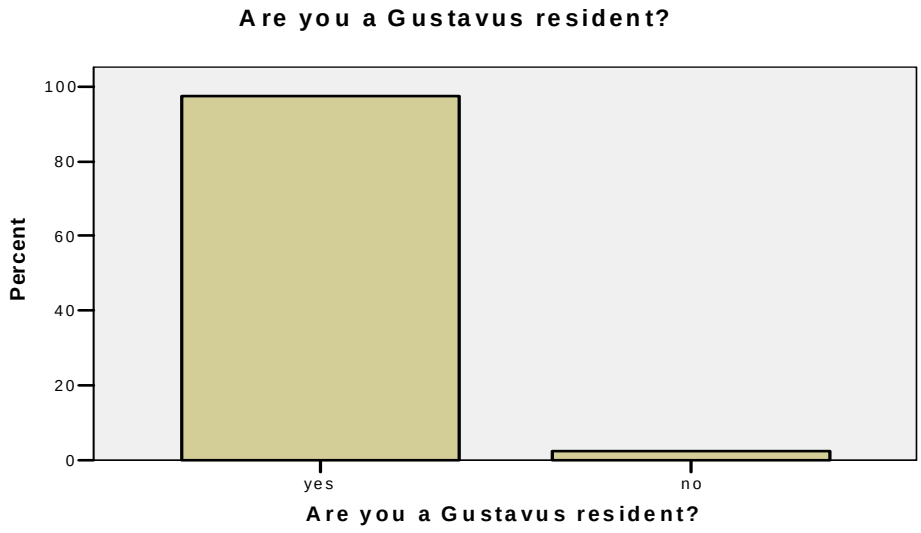
Statistics

Are you a Gustavus resident?

N	Valid	40
	Missing	0

Are you a Gustavus resident?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	39	97.5	97.5	97.5
	no	1	2.5	2.5	100.0
	Total	40	100.0	100.0	



Statistics

Type of resident – FT, PT, or seasonal

N	Valid	39
	Missing	1

Type of resident – Do you consider yourself a full time, part time, or seasonal Resident?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Full-Time Resident	38	95.0	97.4	97.4
	Part-Time Resident	1	2.5	2.6	100.0
	Total	39	97.5	100.0	
Missing	System	1	2.5		
Total		40	100.0		

Statistics

How long have you been a Gustavus resident (years)?

N	Valid	34
	Missing	6
Mean		18.68
Median		15.50
Mode		15
Minimum		5
Maximum		46

How long have you been a Gustavus resident (years)?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5	2	5.0	5.9	5.9
	7	1	2.5	2.9	8.8
	8	2	5.0	5.9	14.7
	9	3	7.5	8.8	23.5
	10	1	2.5	2.9	26.5
	11	2	5.0	5.9	32.4
	14	2	5.0	5.9	38.2
	15	4	10.0	11.8	50.0
	16	1	2.5	2.9	52.9
	17	1	2.5	2.9	55.9
	18	1	2.5	2.9	58.8
	20	2	5.0	5.9	64.7
	21	1	2.5	2.9	67.6
	22	1	2.5	2.9	70.6
	25	1	2.5	2.9	73.5
	28	2	5.0	5.9	79.4
	29	1	2.5	2.9	82.4
	30	1	2.5	2.9	85.3
	31	1	2.5	2.9	88.2
	32	1	2.5	2.9	91.2
	35	1	2.5	2.9	94.1
	37	1	2.5	2.9	97.1
	46	1	2.5	2.9	100.0
	Total	34	85.0	100.0	
Missing	System	6	15.0		
Total		40	100.0		

Frequencies: Q4. How many people does your business employ?

Statistics

		Primary Business Full Time Employees	Primary Business Full Time Seasonal Employees	Primary Business Part Time Employees	Primary Business Part Time Seasonal Employees	Primary Business Contract Labor	Primary Business Volunteers	Primary Business Other Employees
N	Valid	13	15	8	6	5	2	0
	Missing	27	25	32	34	35	38	40
Mean		4.69	8.27	1.63	1.33	1.20	9.00	
Median		2.00	2.00	1.00	1.00	1.00	9.00	
Mode		2	2	1	1	1	6(a)	
Minimum		1	1	1	1	1	6	
Maximum		35	65	4	2	2	12	

a Multiple modes exist. The smallest value is shown

Statistics

		Secondary Business1 Full Time Employees	Secondary Business1 Full Time Seasonal Employees	Secondary Business1 Part Time Employees	Secondary Business1 Part Time Seasonal Employees	Secondary Business1 Contract Labor	Secondary Business1 Volunteers	Secondary Businesss1 Other Employees
N	Valid	3	4	4	2	0	0	0
	Missing	37	36	36	38	40	40	40
Mean		1.67	3.00	2.25	3.00			
Median		2.00	2.00	2.00	3.00			
Mode		2	2	1	2(a)			
Minimum		1	1	1	2			
Maximum		2	7	4	4			

a Multiple modes exist. The smallest value is shown

Statistics

		Secondary Business2 Full Time Employees	Secondary Business2 Full Time Seasonal Employees	Secondary Business2 Part Time Employees	Secondary Business2 Part Time Seasonal Employees	Secondary Business2 Contract Labor	Secondary Business2 Volunteers	Secondary Businesss2 Other Employees
N	Valid	1	1	0	0	0	0	0
	Missing	39	39	40	40	40	40	40
Mean		1.00	1.00					
Median		1.00	1.00					
Mode		1	1					
Minimum		1	1					
Maximum		1	1					

Frequencies: Q5. What are the three largest challenges to operating a business in Gustavus?

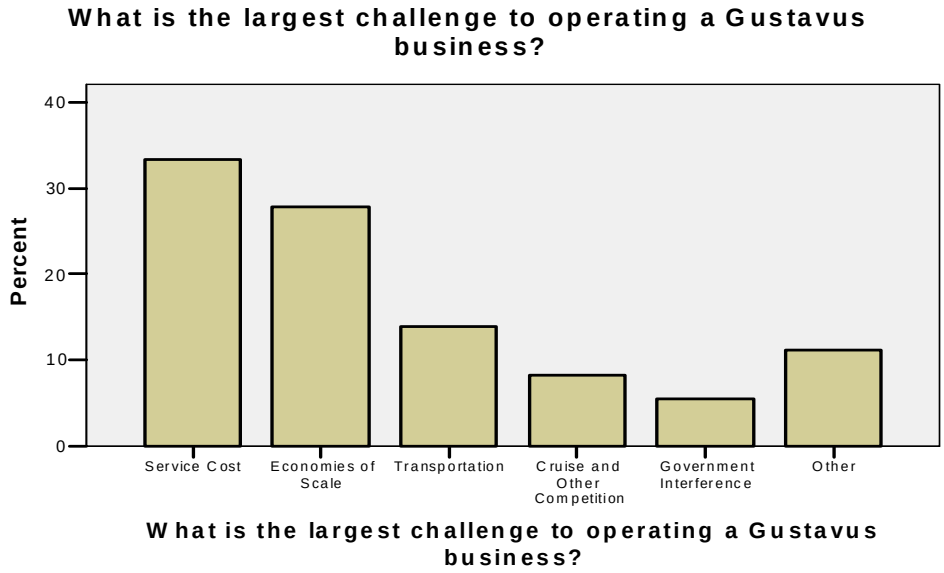
Statistics

What is the largest challenge to operating a Gustavus business?

N	Valid	36
	Missing	4

What is the largest challenge to operating a Gustavus business?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Service Cost	12	30.0	33.3	33.3
	Economies of Scale	10	25.0	27.8	61.1
	Transportation	5	12.5	13.9	75.0
	Cruise and Other Competition	3	7.5	8.3	83.3
	Government Interference	2	5.0	5.6	88.9
	Other	4	10.0	11.1	100.0
	Total	36	90.0	100.0	
Missing	System	4	10.0		
Total		40	100.0		



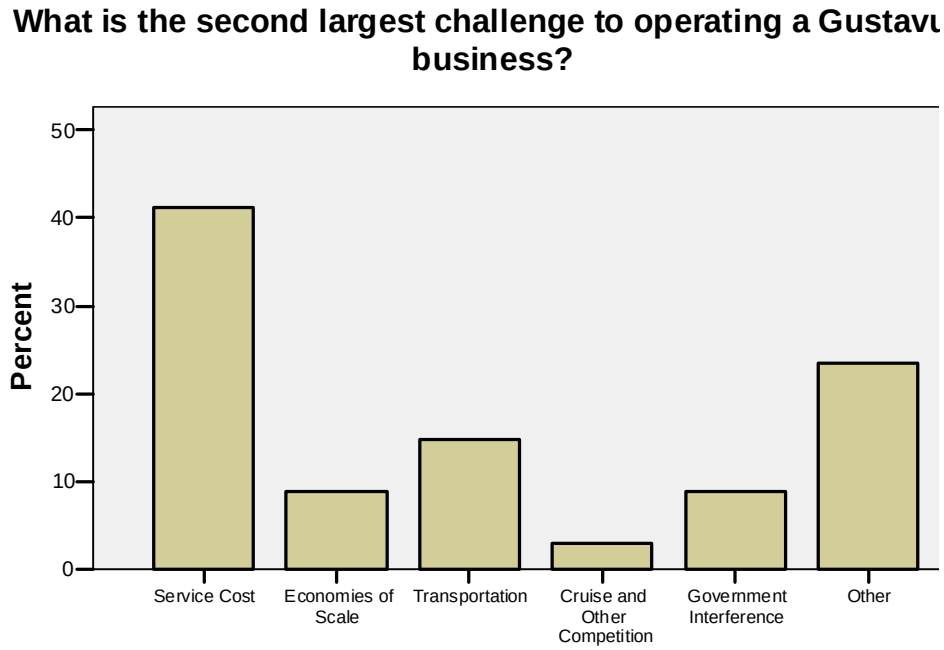
Statistics

What is the second largest challenge to operating a Gustavus business?

N	Valid	34
	Missing	6

What is the second largest challenge to operating a Gustavus business?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Service Cost	14	35.0	41.2	41.2
	Economies of Scale	3	7.5	8.8	50.0
	Transportation	5	12.5	14.7	64.7
	Cruise and Other Competition	1	2.5	2.9	67.6
	Government Interference	3	7.5	8.8	76.5
	Other	8	20.0	23.5	100.0
	Total	34	85.0	100.0	
Missing	System	6	15.0		
Total		40	100.0		



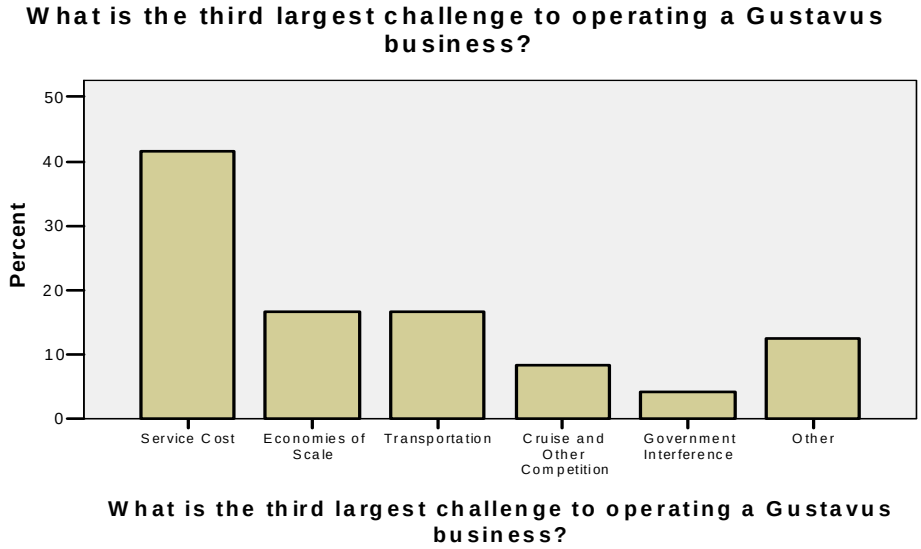
Statistics

What is the third largest challenge to operating a Gustavus business?

N	Valid	24
	Missing	16

What is the third largest challenge to operating a Gustavus business?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Service Cost	10	25.0	41.7	41.7
	Economies of Scale	4	10.0	16.7	58.3
	Transportation	4	10.0	16.7	75.0
	Cruise and Other Competition	2	5.0	8.3	83.3
	Government Interference	1	2.5	4.2	87.5
	Other	3	7.5	12.5	100.0
	Total	24	60.0	100.0	
Missing	System	16	40.0		
Total		40	100.0		



Frequencies: Q6. During the past five years, has your business grown, declined, or remained the same?

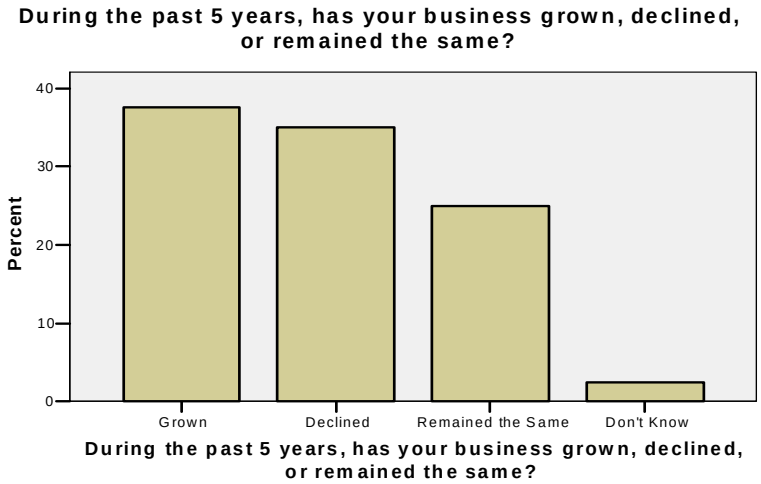
Statistics

During the past 5 years, has your business grown, declined, or remained the same?

N	Valid	40
	Missing	0

During the past 5 years, has your business grown, declined, or remained the same?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Grown	15	37.5	37.5	37.5
	Declined	14	35.0	35.0	72.5
	Remained the Same	10	25.0	25.0	97.5
	Don't Know	1	2.5	2.5	100.0
	Total	40	100.0	100.0	



Frequencies: Q7. Over the next five years, do you expect your business to grow, decline, or remain the same?

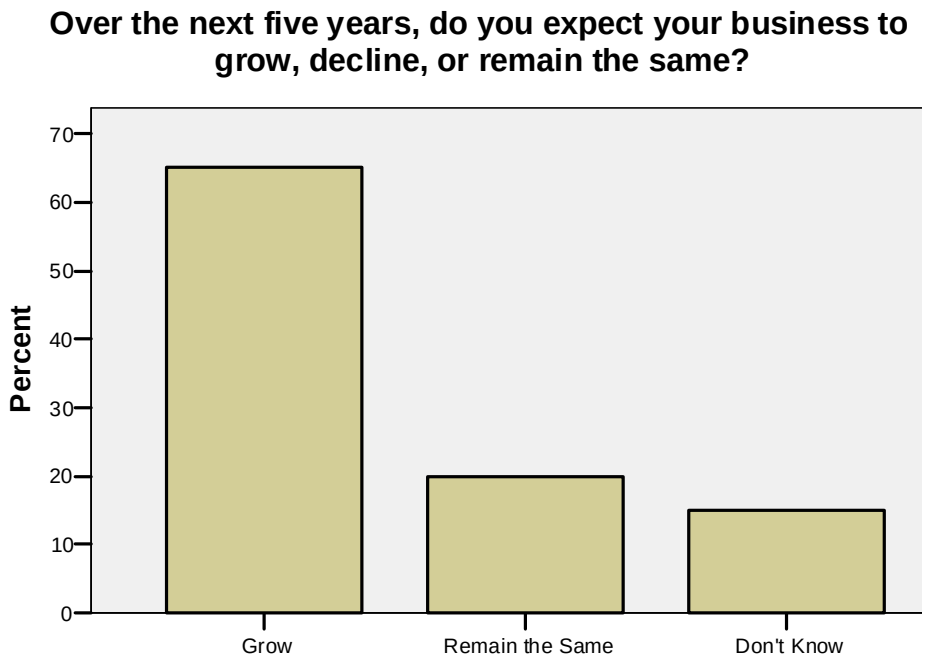
Statistics

Over the next five years, do you expect your business to grow, decline, or remain the same?

N	Valid	40
	Missing	0

Over the next five years, do you expect your business to grow, decline, or remain the same?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Grow	26	65.0	65.0	65.0
	Remain the Same	8	20.0	20.0	85.0
	Don't Know	6	15.0	15.0	100.0
	Total	40	100.0	100.0	



Frequencies: Q8. Currently, how would you rate business opportunities for your particular business sector?

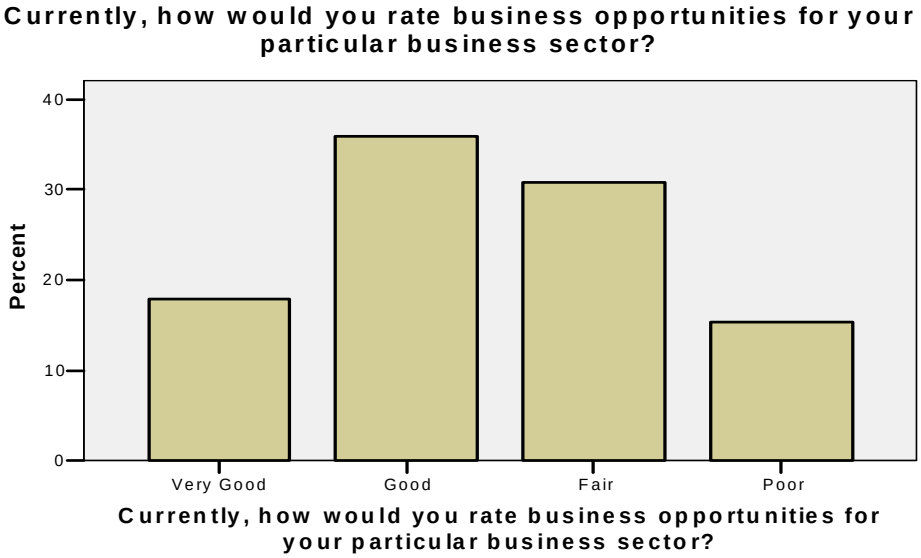
Statistics

Currently, how would you rate business opportunities for your particular business sector?

N	Valid	39
	Missing	1

Currently, how would you rate business opportunities for your particular business sector?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Good	7	17.5	17.9	17.9
	Good	14	35.0	35.9	53.8
	Fair	12	30.0	30.8	84.6
	Poor	6	15.0	15.4	100.0
	Total	39	97.5	100.0	
Missing	System	1	2.5		
Total		40	100.0		



Frequencies: Q9. What are the three most important activities the Gustavus community could do to increase economic opportunities for your particular business sector?

Statistics

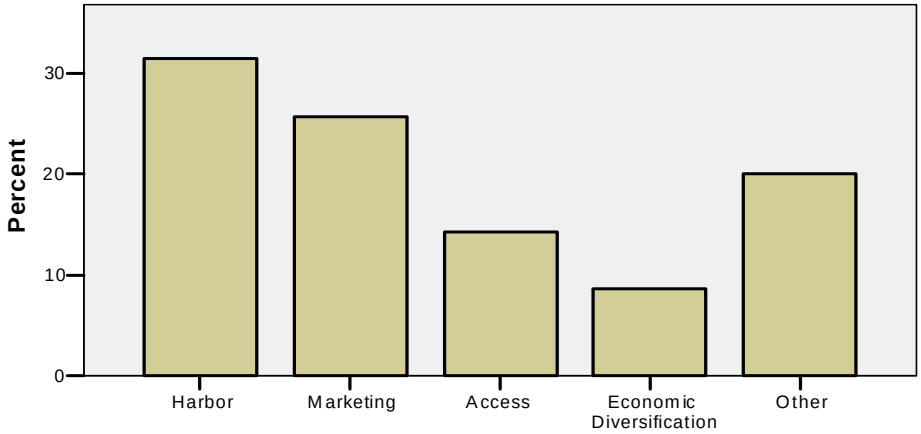
What is the most important activity the Gustavus community could do to increase economic opportunties for your particular business sector?

N	Valid	35
	Missing	5

What is the most important activity the Gustavus community could do to increase economic opportunties for your particular business sector?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Harbor	11	27.5	31.4	31.4
	Marketing	9	22.5	25.7	57.1
	Access	5	12.5	14.3	71.4
	Economic Diversification	3	7.5	8.6	80.0
	Other	7	17.5	20.0	100.0
	Total	35	87.5	100.0	
Missing	System	5	12.5		
Total		40	100.0		

What is the most important activity the Gustavus community could do to increase economic opportunties for your particular business sector?



What is the most important activity the Gustavus community could do to increase economic opportunties for your particular business sector?

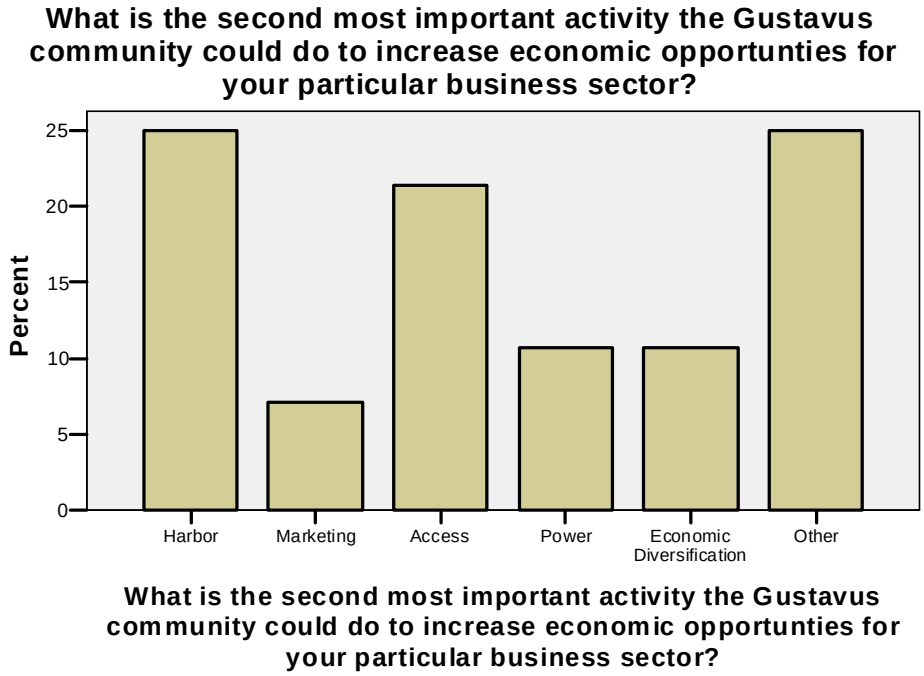
Statistics

What is the second most important activity the Gustavus community could do to increase economic opportunties for your particular business sector?

N	Valid	28
	Missing	12

What is the second most important activity the Gustavus community could do to increase economic opportunties for your particular business sector?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Harbor	7	17.5	25.0	25.0
	Marketing	2	5.0	7.1	32.1
	Access	6	15.0	21.4	53.6
	Power	3	7.5	10.7	64.3
	Economic Diversification	3	7.5	10.7	75.0
	Other	7	17.5	25.0	100.0
	Total	28	70.0	100.0	
Missing	System	12	30.0		
Total		40	100.0		



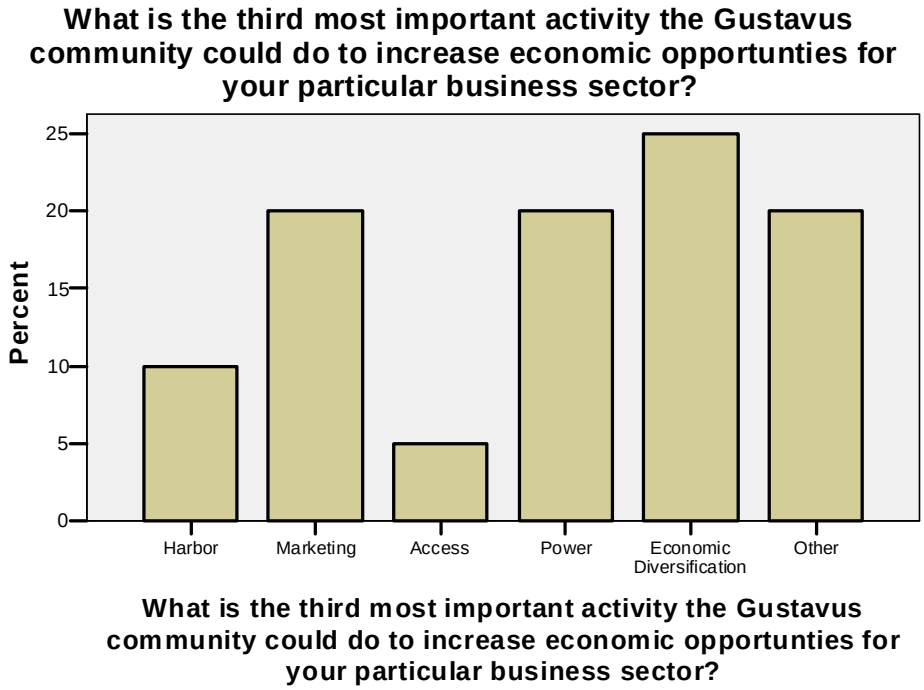
Statistics

What is the third most important activity the Gustavus community could do to increase economic opportunties for your particular business sector?

N	Valid	20
	Missing	20

What is the third most important activity the Gustavus community could do to increase economic opportunties for your particular business sector?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Harbor	2	5.0	10.0	10.0
	Marketing	4	10.0	20.0	30.0
	Access	1	2.5	5.0	35.0
	Power	4	10.0	20.0	55.0
	Economic Diversification	5	12.5	25.0	80.0
	Other	4	10.0	20.0	100.0
	Total	20	50.0	100.0	
Missing	System	20	50.0		
Total		40	100.0		



Frequencies: Q10. Please indicate by circling the appropriate response if you feel each of the following doesn't threaten, somewhat threatens, or severely threatens the future of the Gustavus business community.

Business Community Threat - People moving into Gustavus.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	doesn't threaten	33	82.5	82.5	82.5
	somewhat threatens	5	12.5	12.5	95.0
	don't know	2	5.0	5.0	100.0
	Total	40	100.0	100.0	

Business Community Threat - People moving out of Gustavus.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	doesn't threaten	13	32.5	32.5	32.5
	somewhat threatens	12	30.0	30.0	62.5
	severely threatens	13	32.5	32.5	95.0
	don't know	2	5.0	5.0	100.0
	Total	40	100.0	100.0	

Business Community Threat - Lack of local leadership.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	doesn't threaten	13	32.5	36.1	36.1
	somewhat threatens	13	32.5	36.1	72.2
	severely threatens	6	15.0	16.7	88.9
	don't know	4	10.0	11.1	100.0
	Total	36	90.0	100.0	
Missing	System	4	10.0		
Total		40	100.0		

Business Community Threat - Lack of local jobs.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	doesn't threaten	7	17.5	18.4	18.4
	somewhat threatens	14	35.0	36.8	55.3
	severely threatens	16	40.0	42.1	97.4
	don't know	1	2.5	2.6	100.0
	Total	38	95.0	100.0	
Missing	System	2	5.0		
Total		40	100.0		

Business Community Threat - Cruise ship industry.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	doesn't threaten	17	42.5	43.6	43.6
	somewhat threatens	5	12.5	12.8	56.4
	severely threatens	15	37.5	38.5	94.9
	don't know	2	5.0	5.1	100.0
	Total	39	97.5	100.0	
Missing	System	1	2.5		
Total		40	100.0		

Business Community Threat - Potential city land use planning/regulation.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	doesn't threaten	14	35.0	37.8	37.8
	somewhat threatens	10	25.0	27.0	64.9
	severely threatens	6	15.0	16.2	81.1
	don't know	7	17.5	18.9	100.0
	Total	37	92.5	100.0	
Missing	System	3	7.5		
Total		40	100.0		

Business Community Threat - Government regulation.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	doesn't threaten	9	22.5	22.5	22.5
	somewhat threatens	13	32.5	32.5	55.0
	severely threatens	11	27.5	27.5	82.5
	don't know	7	17.5	17.5	100.0
	Total	40	100.0	100.0	

Business Community Threat - Quality of local labor force.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	doesn't threaten	15	37.5	39.5	39.5
	somewhat threatens	14	35.0	36.8	76.3
	severely threatens	6	15.0	15.8	92.1
	don't know	3	7.5	7.9	100.0
	Total	38	95.0	100.0	
Missing	System	2	5.0		
Total		40	100.0		

Business Community Threat - Availability of local labor force.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	doesn't threaten	11	27.5	29.7	29.7
	somewhat threatens	14	35.0	37.8	67.6
	severely threatens	10	25.0	27.0	94.6
	don't know	2	5.0	5.4	100.0
	Total	37	92.5	100.0	
Missing	System	3	7.5		
Total		40	100.0		

Business Community Threat - Local sales tax.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	doesn't threaten	25	62.5	62.5	62.5
	somewhat threatens	11	27.5	27.5	90.0
	severely threatens	4	10.0	10.0	100.0
	Total	40	100.0	100.0	

Business Community Threat - Local room tax.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	doesn't threaten	26	65.0	68.4	68.4
	somewhat threatens	10	25.0	26.3	94.7
	severely threatens	2	5.0	5.3	100.0
	Total	38	95.0	100.0	
Missing	System	2	5.0		
Total		40	100.0		

Business Community Threat - National Park Service.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	doesn't threaten	22	55.0	57.9	57.9
	somewhat threatens	6	15.0	15.8	73.7
	severely threatens	10	25.0	26.3	100.0
	Total	38	95.0	100.0	
Missing	System	2	5.0		
Total		40	100.0		

Business Community Threat - Lack of adequate dock.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	doesn't threaten	3	7.5	7.5	7.5
	somewhat threatens	11	27.5	27.5	35.0
	severely threatens	26	65.0	65.0	100.0
	Total	40	100.0	100.0	

Business Community Threat - Lack of ferry service.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	doesn't threaten	14	35.0	35.0	35.0
	somewhat threatens	14	35.0	35.0	70.0
	severely threatens	12	30.0	30.0	100.0
	Total	40	100.0	100.0	

Business Community Threat - Potential loss of Alaska Airlines service.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	doesn't threaten	13	32.5	32.5	32.5
	somewhat threatens	17	42.5	42.5	75.0
	severely threatens	10	25.0	25.0	100.0
	Total	40	100.0	100.0	

Business Community Threat - High utility rates (e.g., electricity, fuel, freight)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	doesn't threaten	3	7.5	7.5	7.5
	somewhat threatens	9	22.5	22.5	30.0
	severely threatens	28	70.0	70.0	100.0
	Total	40	100.0	100.0	

Business Community Threat - Freight delivery frequency.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	doesn't threaten	9	22.5	23.1	23.1
	somewhat threatens	17	42.5	43.6	66.7
	severely threatens	12	30.0	30.8	97.4
	don't know	1	2.5	2.6	100.0
	Total	39	97.5	100.0	
Missing	System	1	2.5		
Total		40	100.0		

Business Community Threat - Real estate market.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	doesn't threaten	25	62.5	64.1	64.1
	somewhat threatens	5	12.5	12.8	76.9
	severely threatens	3	7.5	7.7	84.6
	don't know	6	15.0	15.4	100.0
	Total	39	97.5	100.0	
Missing	System	1	2.5		
Total		40	100.0		

Business Community Threat - Local business competition.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	doesn't threaten	22	55.0	57.9	57.9
	somewhat threatens	13	32.5	34.2	92.1
	severely threatens	3	7.5	7.9	100.0
	Total	38	95.0	100.0	
Missing	System	2	5.0		
Total		40	100.0		

Business Community Threat - Other1 (please specify):

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	severely threatens	6	15.0	100.0	100.0
Missing	System	34	85.0		
Total		40	100.0		

Business Community Threat - Other2 (please specify):

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	severely threatens	2	5.0	100.0	100.0
Missing	System	38	95.0		
Total		40	100.0		

Frequencies: Q11. How would you rate the overall future of Gustavus' local businesses?

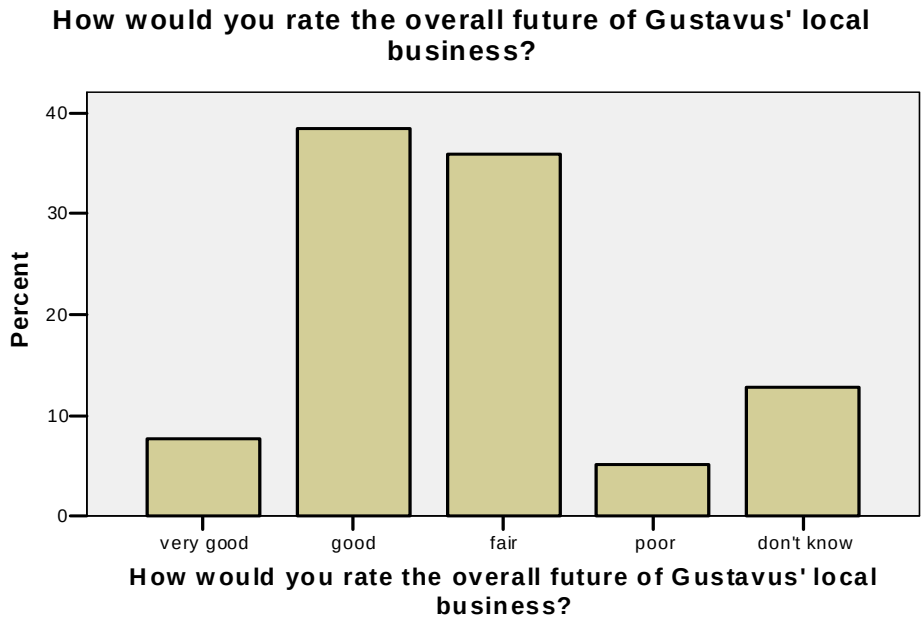
Statistics

How would you rate the overall future of Gustavus' local business?

N	Valid	39
	Missing	1

How would you rate the overall future of Gustavus' local business?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	very good	3	7.5	7.7	7.7
	good	15	37.5	38.5	46.2
	fair	14	35.0	35.9	82.1
	poor	2	5.0	5.1	87.2
	don't know	5	12.5	12.8	100.0
	Total	39	97.5	100.0	
Missing	System	1	2.5		
Total		40	100.0		



Frequencies: Q12. In the next five years, how important will the following business sectors be to Gustavus' economy?

In the next five years, how important will the retail sales business sector be to Gustavus' economy?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	very important	16	40.0	43.2	43.2
	somewhat important	18	45.0	48.6	91.9
	little or no importance	3	7.5	8.1	100.0
	Total	37	92.5	100.0	
Missing	System	3	7.5		
Total		40	100.0		

In the next five years, how important will the ground/water transportation business sector be to Gustavus' economy?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	very important	31	77.5	79.5	79.5
	somewhat important	8	20.0	20.5	100.0
	Total	39	97.5	100.0	
Missing	System	1	2.5		
Total		40	100.0		

In the next five years, how important will the air transportation business sector be to Gustavus' economy?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	very important	35	87.5	89.7	89.7
	somewhat important	4	10.0	10.3	100.0
	Total	39	97.5	100.0	
Missing	System	1	2.5		
Total		40	100.0		

In the next five years, how important will the independent artist/writer business sector be to Gustavus' economy?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	very important	7	17.5	18.4	18.4
	somewhat important	18	45.0	47.4	65.8
	little or no importance	11	27.5	28.9	94.7
	don't know	2	5.0	5.3	100.0
	Total	38	95.0	100.0	
Missing	System	2	5.0		
Total		40	100.0		

In the next five years, how important will the information technology business sector be to Gustavus' economy?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	very important	15	37.5	39.5	39.5
	somewhat important	14	35.0	36.8	76.3
	little or no importance	7	17.5	18.4	94.7
	don't know	2	5.0	5.3	100.0
	Total	38	95.0	100.0	
Missing	System	2	5.0		
Total		40	100.0		

In the next five years, how important will the professional service business sector be to Gustavus' economy?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	very important	7	17.5	18.4	18.4
	somewhat important	20	50.0	52.6	71.1
	little or no importance	10	25.0	26.3	97.4
	don't know	1	2.5	2.6	100.0
	Total	38	95.0	100.0	
Missing	System	2	5.0		
Total		40	100.0		

In the next five years, how important will the tourist accommodations business sector be to Gustavus' economy?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	very important	35	87.5	89.7	89.7
	somewhat important	4	10.0	10.3	100.0
	Total	39	97.5	100.0	
Missing	System	1	2.5		
Total		40	100.0		

In the next five years, how important will the tourist activities business sector be to Gustavus' economy?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	very important	34	85.0	87.2	87.2
	somewhat important	5	12.5	12.8	100.0
	Total	39	97.5	100.0	
Missing	System	1	2.5		
Total		40	100.0		

In the next five years, how important will the manufacturing/cottage industry business sector be to Gustavus' economy?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	very important	18	45.0	46.2	46.2
	somewhat important	13	32.5	33.3	79.5
	little or no importance	6	15.0	15.4	94.9
	don't know	2	5.0	5.1	100.0
	Total	39	97.5	100.0	
Missing	System	1	2.5		
Total		40	100.0		

In the next five years, how important will the commercial fisheries business sector be to Gustavus' economy?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	very important	16	40.0	41.0	41.0
	somewhat important	16	40.0	41.0	82.1
	little or no importance	7	17.5	17.9	100.0
	Total	39	97.5	100.0	
Missing	System	1	2.5		
Total		40	100.0		

In the next five years, how important will the construction business sector be to Gustavus' economy?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	very important	21	52.5	55.3	55.3
	somewhat important	15	37.5	39.5	94.7
	little or no importance	2	5.0	5.3	100.0
	Total	38	95.0	100.0	
Missing	System	2	5.0		
Total		40	100.0		

In the next five years, how important will the timber business sector be to Gustavus' economy?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	very important	10	25.0	26.3	26.3
	somewhat important	17	42.5	44.7	71.1
	little or no importance	9	22.5	23.7	94.7
	don't know	2	5.0	5.3	100.0
	Total	38	95.0	100.0	
Missing	System	2	5.0		
Total		40	100.0		

In the next five years, how important will the real estate business sector be to Gustavus' economy?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	very important	10	25.0	26.3	26.3
	somewhat important	19	47.5	50.0	76.3
	little or no importance	7	17.5	18.4	94.7
	don't know	2	5.0	5.3	100.0
	Total	38	95.0	100.0	
Missing	System	2	5.0		
Total		40	100.0		

In the next five years, how important will the health care business sector be to Gustavus' economy?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	very important	23	57.5	60.5	60.5
	somewhat important	14	35.0	36.8	97.4
	little or no importance	1	2.5	2.6	100.0
	Total	38	95.0	100.0	
Missing	System	2	5.0		
Total		40	100.0		

In the next five years, how important will the child care business sector be to Gustavus' economy?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	very important	11	27.5	28.9	28.9
	somewhat important	15	37.5	39.5	68.4
	little or no importance	11	27.5	28.9	97.4
	don't know	1	2.5	2.6	100.0
	Total	38	95.0	100.0	
Missing	System	2	5.0		
Total		40	100.0		

In the next five years, how important will the dining/food service business sector be to Gustavus' economy?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	very important	19	47.5	48.7	48.7
	somewhat important	18	45.0	46.2	94.9
	little or no importance	2	5.0	5.1	100.0
	Total	39	97.5	100.0	
Missing	System	1	2.5		
Total		40	100.0		

In the next five years, how important will the fuel service business sector be to Gustavus' economy?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	very important	35	87.5	89.7	89.7
	somewhat important	4	10.0	10.3	100.0
	Total	39	97.5	100.0	
Missing	System	1	2.5		
Total		40	100.0		

In the next five years, how important will the sport fishing/hunting charter service business sector be to Gustavus' economy?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	very important	29	72.5	74.4	74.4
	somewhat important	9	22.5	23.1	97.4
	little or no importance	1	2.5	2.6	100.0
	Total	39	97.5	100.0	
Missing	System	1	2.5		
Total		40	100.0		

In the next five years, how important will the mining business sector be to Gustavus' economy?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	very important	9	22.5	23.7	23.7
	somewhat important	11	27.5	28.9	52.6
	little or no importance	13	32.5	34.2	86.8
	don't know	5	12.5	13.2	100.0
	Total	38	95.0	100.0	
Missing	System	2	5.0		
Total		40	100.0		

In the next five years, how important will the [OTHER1] business sector be to Gustavus' economy?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	very important	5	12.5	83.3	83.3
	somewhat important	1	2.5	16.7	100.0
	Total	6	15.0	100.0	
Missing	System	34	85.0		
Total		40	100.0		

In the next five years, how important will the [OTHER2] business sector be to Gustavus' economy?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	very important	4	10.0	100.0	100.0
Missing	System	36	90.0		
Total		40	100.0		

Frequencies: Q13. How would you rate the current condition of Gustavus' economy?

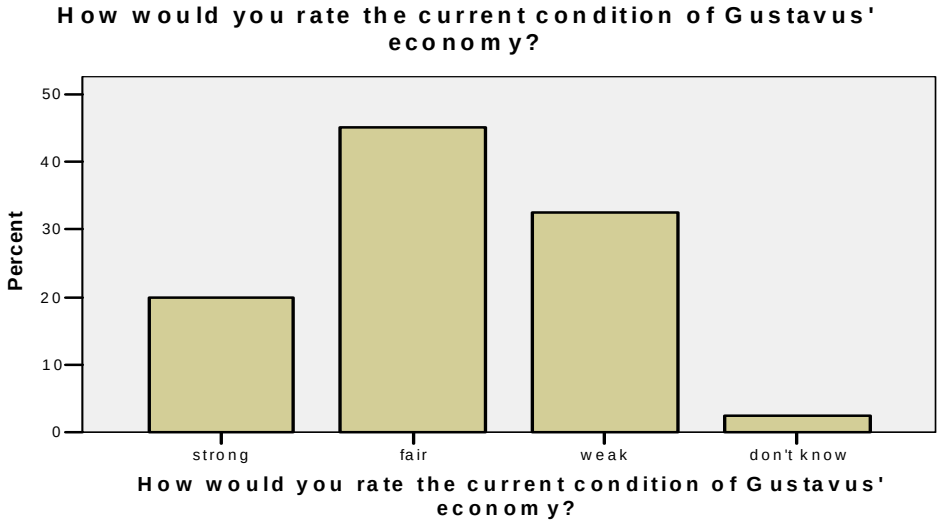
Statistics

How would you rate the current condition of Gustavus' economy?

N	Valid	40
	Missing	0

How would you rate the current condition of Gustavus' economy?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strong	8	20.0	20.0	20.0
	fair	18	45.0	45.0	65.0
	weak	13	32.5	32.5	97.5
	don't know	1	2.5	2.5	100.0
	Total	40	100.0	100.0	



Frequencies: Q14. During the past five years, has Gustavus' economy grown, declined, or remained the same?

Statistics

During the past 5 years, has Gustavus' economy grown, declined, or remained the same?

N	Valid	40
	Missing	0

During the past 5 years, has Gustavus' economy grown, declined, or remained the same?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	grown	13	32.5	32.5	32.5
	declined	15	37.5	37.5	70.0
	remained the same	8	20.0	20.0	90.0
	don't know	4	10.0	10.0	100.0
	Total	40	100.0	100.0	

Frequencies: Q15. During the next five years, do you expect the condition of Gustavus' economy to improve, remain the same, or worsen?

Statistics

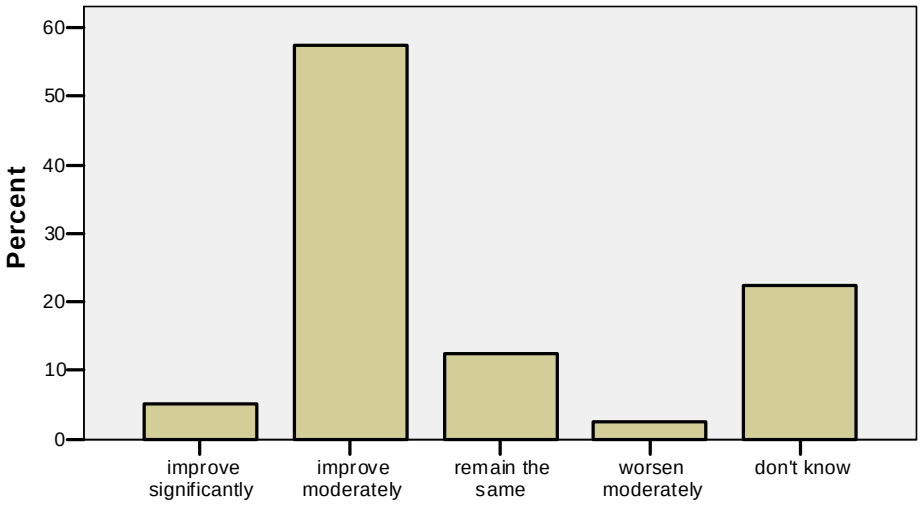
During the next 5 years, do you expect the condition of Gustavus' economy to improve, remain the same, or worsen?

N	Valid	40
	Missing	0

During the next 5 years, do you expect the condition of Gustavus' economy to improve, remain the same, or worsen?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	improve significantly	2	5.0	5.0	5.0
	improve moderately	23	57.5	57.5	62.5
	remain the same	5	12.5	12.5	75.0
	worsen moderately	1	2.5	2.5	77.5
	don't know	9	22.5	22.5	100.0
	Total	40	100.0	100.0	

During the next 5 years, do you expect the condition of Gustavus' economy to improve, remain the same, or worsen?



During the next 5 years, do you expect the condition of Gustavus' economy to improve, remain the same, or worsen?

Notes Regarding the Quantification of Questions 5 & 9

Summary

Q 5: What are the three largest challenges to operating a business in Gustavus?

1. High cost of freight, fuel and utilities (27 respondents)
2. Poor economies of scale (7)
3. Expand and maintain transportation infrastructure (5)
4. Competition from cruiseship and other business for services (3)
5. Federal, state, and local government interference (3)

Other comments included:

- Establish activity fees and rate schedules / fees far in advance of summer visitor season.
- Establish a property tax
- Responding to rapid growth in tourism demand
- Limited local labor pool
- Poor re-supply inventory of needed materials

Examples of responses:

High cost of freight, fuel and utilities: "Affordable electricity, Internet, fuel and water and sewer." "High fuel costs, poor freight delivery schedules and high power costs."

Poor economies of scale: "Limited opportunities – flat growth curve." "Low population equals small volume of sales for the infrastructure."

Expand and maintain transportation infrastructure: "Condition of the dirt roads – need gravel and repair!" "Maintain roads and arterioles, the Gustavus dock and airport."

Q 9:What are the three most important activities the Gustavus community could do to increase economic opportunity for your particular business sector?

1. Increase ports and harbor infrastructure (16 respondents).
2. Improve and expand marketing effort (12).
3. Develop affordable access to the community (6)
4. Build local power supply (5).
5. Encourage and promote economic diversification (4).

Other comments included:

- Affordable / reliable local surface transportation.
- Establish local ordinance placing limits on growth.
- Establish local zoning regulations restricting signage, and directing business growth land use patterns.
- Remove government restrictions on businesses.
- Establish group health insurance for small businesses.

- Privatize more of the National Park Service services.
- Establish long-term low rate business tax structure.

Examples of responses:

Increase ports and harbor infrastructure: “Build a new freight offload / loading dock.” “Repair small boat harbor.” “Improve and repair docks.”

Improve and expand marketing efforts: “Better promotion of Gustavus as a gateway community to Glacier Bay National park.” “Bring more tourists.” “Community active marketing on line and in person.” “City highlights businesses here on regular basis in media.”

Develop affordable access to the community: “Accept a ferry.” “Ferry service.” “Increase tourism by increasing access to the community.” “Become a destination on the AMHS.”

Build local power supply: “Build a hydro project using federal money and explore use of intertie monies since we will not get the intertie from Hoonah.” “Help lower our electric costs – with grants for hydro projects.” “Create community owned utility system.”

BUSINESS SURVEY QUALITATIVE RESPONSES

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Survey 1

1. Affordable electricity, phone, Internet, fuel… and eventually water and sewer.
2. Dependable service and rates for Glacier Bay activities – for years, the rates are not set until just before the season – well after local agents have advertised and booked them – this includes the ferry service.
3. Maintained roads (including arterials), Gustavus dock and airport.

Survey 2

1. Property tax if implemented.
2. Growth by too much advertising.
3. Change to Anywhere, USA.

Survey 3

1. Sharing space with concession.
2. Partnership with NPS.
3. Shipping.

Survey 4

1. Limited opportunities – flat growth curve.
2. NPS is primary employer – need more economic diversity.
3. High freight costs, poor freight delivery schedule and high power cost.

Survey 5

1. Utility costs.
2. Freight costs.
3. Cruiseship and ‘mormon package’ competition.

Survey 6

1. Federal government interference.
2. State and city government interference.

Survey 7

1. Gustavus dock.
2. Federal government.
3. State and city government.

Survey 8

1. Freight/shipping.

Survey 9

1. Limited labor pool.
2. Limited access to goods and some services.
3. Expensive shipping of goods, guests and employees.

Survey 10

1. Freight.
2. Condition of the dirt roads – need real gravel and repair.
3. Cost of electricity and fuel.

Survey 11

1. Blank.

Survey 12

1. Marketing Gustavus, getting recognized.
2. Getting supplies – (fuel) #1.
3. Not having any maintenance facility to go to.

Survey 13

1. Poor dock – lack of choice in barge service and high costs.
2. Heating fuel and electricity costs.
3. Paying off business loans.

*4. Surviving health care costs.

Survey 14

1. Finding enough business.
2. Becoming known outside of Gustavus.

Survey 15

1. Low population = small volume of sales for the infrastructure.
2. Remoteness – transportation difficulties.
3. Expectation of local population regarding quality of service provided.

Survey 16

1. Utility cost – electric/propane.
2. Cost of visiting Gustavus.
3. Cost of supplies.

Survey 17

1. Keeping payable hours in the vicinity of hours worked.
2. Keeping freight costs down.
3. Keeping charge-out costs down while still making a living.

Survey 18

1. Small market.
2. High freight costs.

Survey 19

1. Limited business opportunities – just so many clients/users.
2. High cost of operating a business – cost of freight/electricity.

Survey 20

1. Seasonal population – decreased winter income.
2. Remote location – increased overhead for supplies, etc.
3. Overhead costs – utilities.

Survey 21

1. Freight cost.
2. Electric cost.
3. Small town – limited clientele (also the reason we live here – a love/hate feeling).

Survey 22

1. The dock.
2. Lack of services/too long of wait for those locally available.
3. Travel costs/freight.

Survey 23

1. Lack of customers.
2. Freight.

Survey 24

1. Effective marketing.
2. Overuse of anchorage area off dock in Icy Passage.
3. Bad weather.

Survey 25

1. Getting parts and products here, cost of freight.
2. Not being able to “shop” for parts (all over phone).
3. Rust, sand, dirt, weather, that have to deal with here.

Survey 26

1. Short summer season.

Survey 27

1. Competition.
2. High freight prices.
3. High electric and fuel prices.

Survey 28

1. Volume.
2. Marketing – co-operation between businesses here.
3. Utility costs.

Survey 29

1. Blank.

Survey 30

1. Customer base.
2. Operational costs.
3. Access to outside (costs of import/export).

Survey 31

1. Complying with federal regulations.
2. Complying with state regulations.
3. Finding customers.

Survey 32

1. High cost of freight.
2. High cost of utilities.
3. Short sightedness of residence.

Survey 33

1. Getting supplies/materials into Gustavus.
2. Upkeep on buildings.
3. Paperwork, need for satellite Internet.

Survey 34

1. Getting up in the morning.

Survey 35

1. No fuel dock.
2. No dock protection from bad weather.
3. No “any tide” launch ramp.

Survey 36

1. Freight = (cost of shipping in goods).
2. Electricity = (cost).

Survey 37

1. Fuel costs.
2. Freight costs.
3. Competition.

Survey 38

1. Operating cost – freight, power, labor.
2. Maintaining customer base.
3. Staying profitable in off-season.

Survey 39

1. Blank.

Survey 40

1. Dock.
2. Freight transport.

Question 9: What are the three most important activities the Gustavus community could do to increase economic opportunities for your particular business sector? Please prioritize your responses (1 = largest challenge, 2 = second largest challenge, and 3 = third largest challenge).

Survey 1

1. A shuttle bus in summer to/from airport serving Inns and B and Bs at jet time and dock at ferry time – supported by every Inn and B and B.
2. Pass an ordinance that restricts large outsiders from developing mega tourism = big hotels, junky shops, franchise eateries.
3. Retain our scenic community – no billboards and commercial signs, and zoning to keep industrial development contained to one area.

Survey 2

1. Don't change character of town by too much advertising.
2. Limit city rules and regulations.
3. Limit city projects to important ones – keep taxes low.

Survey 3

1. Promote business with tourists.
2. Special events.
3. Frequent business or and become member.

Survey 4

1. Build a new dock for roll on/off freight service.
2. Install a breakwater and dock with room for moorage.
3. Build a hydro project – use some federal money in the construction of the project to lower rate structure (explore use of innertie monies since we will not get the innerfic from Hoonah).

Survey 5

1. Blank.

Survey 6

1. Replace the Gustavus dock.
2. Repair small boat harbor ramp.

Survey 7

1. Improve/replace dock.
2. Repair small boat ramp.

Survey 8

1. Affordable ground transportation between park and the city/galleries.

Survey 9

1. Better promote Gustavus as the destination – the gateway to GBNP.
2. Become a destination on the Alaska Marine Highway system.
3. Develop an appealing central Gustavus w/strict building codes to maintain the theme/flavor – coffee shop, restaurant, art galleries, boardwalk, all clustered to develop that destination – apart from simply GBNP – a reason to stay in Gustavus and not at the lodge.

Survey 10

1. Work on getting new dock and ferry service to lower freight costs.
2. Repair roads.
3. Buy electric company and let park sell fuel at competing cost to dray.

Survey 11

1. Blank.

Survey 12

1. Better dock and facilities.
2. Increase tourism by increasing access to the community.

Survey 13

1. New dock/better barge company serving GST.
2. Falls Creek hydropower project (energy costs).
3. Economic diversification projects (general community economic health).

Survey 14

1. Blank.

Survey 15

1. Blank.

Survey 16

1. Support the GVA marketing.
2. Support the GVA marketing.
3. Support the GVA marketing.

Survey 17

1. Lower freight costs.
2. Expand economic base of city.
3. Keep local retail sales competitive w/outside vendors.

Survey 18

1. Bring more tourists.
2. Lower freight costs.
3. Ferry service.

Survey 19

1. Continue to work on getting a new dock – freight costs lowered.
2. Help lower our electric costs…? Help w/grants for hydro project?
3. Encourage economic growth – tourist friendly.

Survey 20

1. Encourage local consumption of services.

Survey 21

1. Accept a ferry.
2. Regulate electric cost.
3. Support local efforts – help each other as much as possible.

Survey 22

1. I do not believe it is in the community's best interest to increase opportunities in my sector.
2. It is my primary responsibility to improve my business – not Gustavus.

Survey 23

1. House more tourists.
2. Develop better freight means.

Survey 24

1. Community active marketing on-line and in person.
2. Cooperative agreement w/HIA/Aramark to bring visitors to Gustavus and market Gustavus arts and charters.
3. City highlights businesses on regular basis in media.

Survey 25

1. Build a roll on, off dock/breakwater.
2. Lower import costs (such as $7.00 min. airfare). Related to question #1.

Survey 26

1. Establish broadband internet accesses.

Survey 27

1. Pressure Park Service to privatize more services.
2. Pressure Park to use local contractors.
3. Improve roads i.e. clear brush, grade, clean ditches.

Survey 28

1. Cheaper scheduled transport from park.
2. Group health and liability for small business w/PT. SOPHIA.
3. Channel public resources towards arts.

Survey 29

1. Stop the “Nimby” mentality.

Survey 30

1. Access, i.e. year round ferry, etc.
2. Marketing of Gustavus.
3. Reduce costs of doing business, i.e. #1.

Survey 31

1. Support tourism.
2. Keep taxes low.

Survey 32

1. Work together.
2. Build docks and harbors.
3. Create community owned utility system.

Survey 33

1. Support and cooperate with GVA.
2. Encourage the state to beautify its buildings here.
3. Continue being friendly to tourists – they appreciate the waves and conversations!

Survey 34

1. Nothing – stay out of my business.

Survey 35

1. Pursue a better dock situation.
2. Keep growth to a minimum (“rural” Alaska appeals to guests). No cruise ships! It would become another Sitka or Juneau.
3. Reduce freight costs.

Survey 36

1. New dock.
2. New power plant.

Survey 37

1. Build roads/driveways.
2. Construction projects.
3. Spread the jobs between businesses instead of just the biggest ones.

Survey 38

1. Help generate climate for new households i.e. schools.
2. Replace current dock.
3. Work to lower power costs.

Survey 39

1. Not pursue state auto ferry.
2. Build all-year usable marina.
3. Support local owned businesses.

Survey 40

1. Build a new dock!

Responses to Questions 5 and 9 Categorized by Committee

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