Gustavus Strategic Plan 2005

Protecting and Planning Our Future

Beauty

Safety

Freedom

Community

GUSTAVUS
Strategic Plan

Compiled by the Strategic Planning Committee
May, 2005

GUSTAVUS STRATEGIC PLAN
Table of Contents

Part 1 - COMMUNITY DESCRIPTION
Introduction
Introduction and Process 5
City Map—Figure 1 7
Community Description
History 9
Natural History
Human History
History of Glacier Bay National Monument / Park
Land Ownership and Land Use 13
Land Use Map 15
Government 16
Historical summary
Public Facilities and Services
City Hall 17
Gustavus Volunteer Fire Department 17
Gustavus Public Library 18
Gustavus Community Network 19
Gustavus Disposal and Recycling Center 20
Gustavus Community Chest 21
Gustavus Community Clinic 21
Gustavus School, Gymnasium, and Preschool 22
Gustavus Visitors Association 24
Glacier Bay National Park 24
Marine Facilities / Transportation
Gustavus Dock 25
Salmon River Boat Harbor 26
Gustavus Airport 26
Roads 27
Other Transportation 28
Private Facilities
Gustavus Electric Co. 29
Falls Creek Hydroelectric Project
Fuels (Propane, Dray) 30
Gustavus Telecommunications 30
Gustavus Parks and Recreational Areas
Salmon River Park 30
Gustavus Beach 31
Churches 31
Subsistence 32
Demographics 32
Economic Overview
Government Employment 34

Long term rental and real estate 35
Transportation 35
Construction 35
Retail business 35
Commercial fishing 36
Raw lumber milling and sales 36
Tourism/sport fishing 37
Freight 37
Other business 38
Business Climate 39

Part 2 – BODY OF THE PLAN
Value and Vision Statements
Definition and Process 47
Values and Vision 48
Goals and Projects
Definition and Process 50
Projects 51
Procedures for changing this plan
Draft amendment procedures 61
Other projects not considered in this plan 62
Bibliography 65

Part 3 - APPENDICES
Appendices
Values Survey
Survey Instrument
Data
Community Needs Survey
Survey Instrument
Data
Business Survey
Survey Instrument
Data

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.

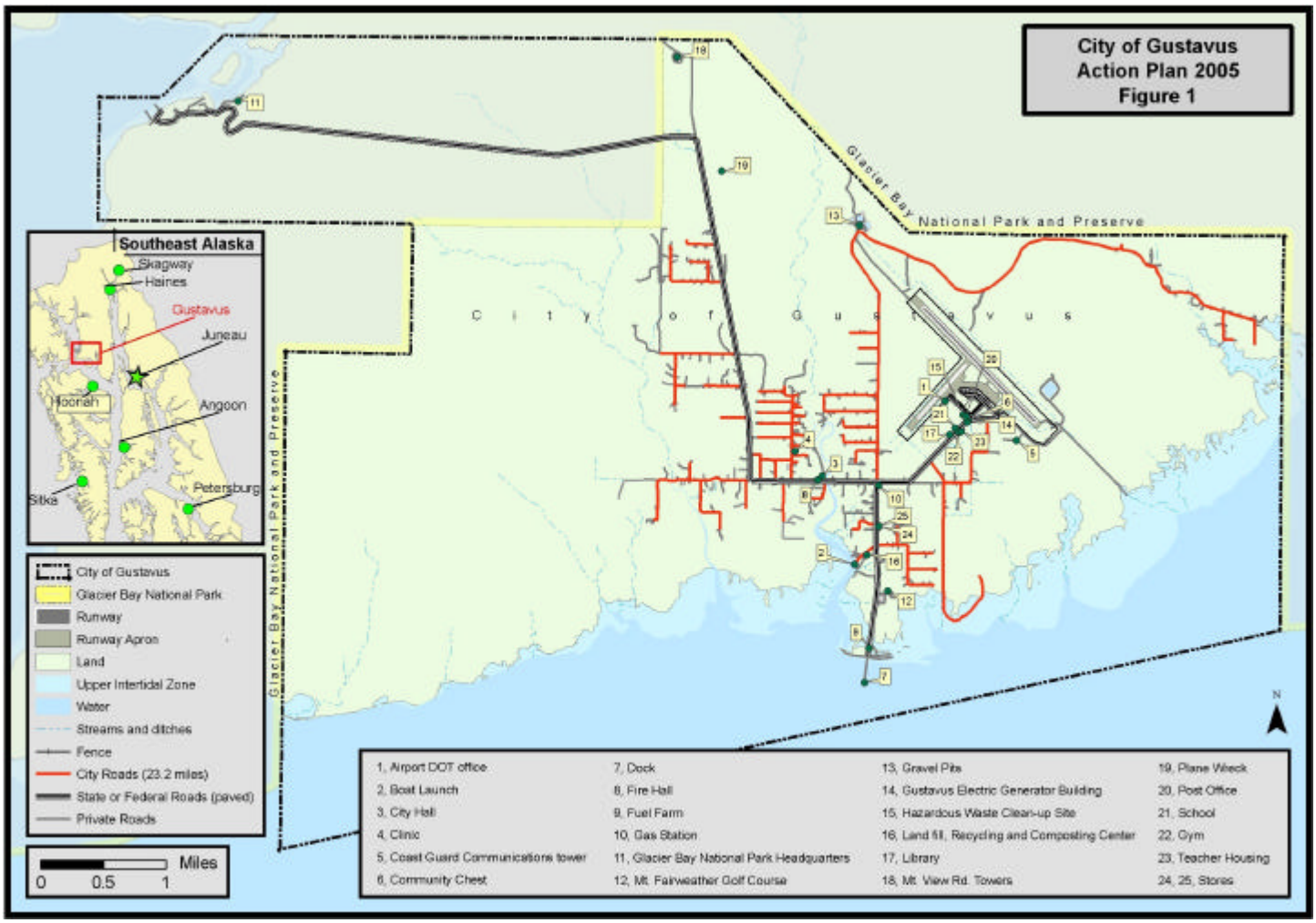
The purpose of this Strategic Plan is to provide a document which describes Gustavus as a snapshot in the present time; its physical characteristics, aesthetics, and its people. It describes the history to help explain how Gustavus came to be what it is and put context to the direction the community 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



GUSTAVUS
Strategic Plan

Part 1 Community Description

Compiled by the Strategic Planning Committee
April, 2005

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 1980, 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.

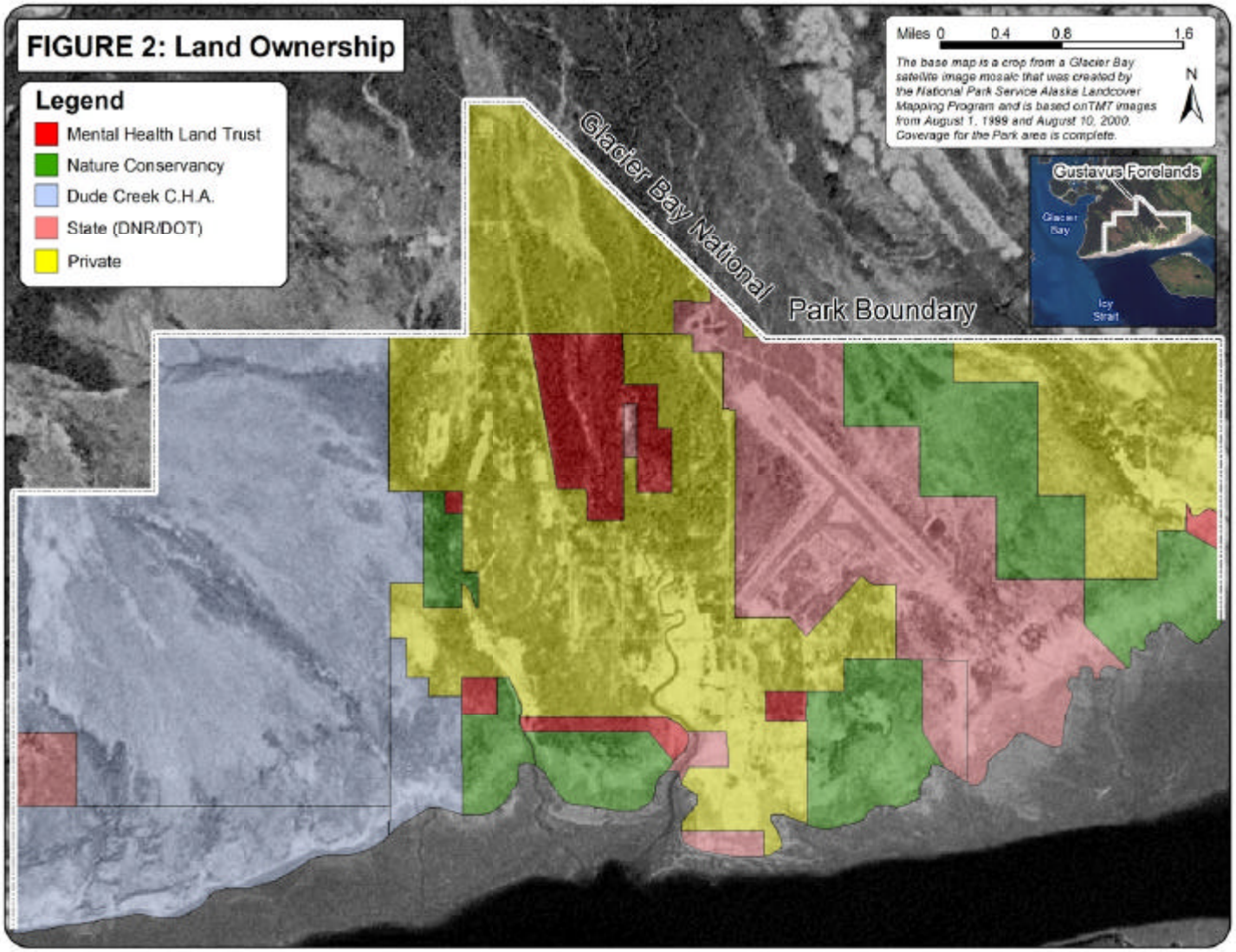
In November 2004 the Land Legacy/Nature Conservancy completed purchase of just over 4100 acres of Gustavus coastal Lands all from Mental Health Trust Lands. The properties will be managed for public access and fish and wildlife habitat. This will be accomplished through a joint partnership between the 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 of 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 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 the Library, Preschool, Arts Council, Emergency Response, Landfill, Land Legacy, Community Network and Community Chest were developed. Elections for GCA 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 library "was funded 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, fundraisers, and a small amount of revenue sharing money from the State 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.

The City Council is elected by Gustavus voters and 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, as well as the committee writing this strategic 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.

Currently, 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 books-by-mail program that the State Library 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 remodeling for Gustavus' first 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 2700 square foot facility located adjacent to the Gustavus School. Spearheaded by the enthusiastic and committed Gustavus Library Board and other citizens, funding for this project came from many years of local fundraisers, the Chatham School District, the federal Library Service and Construction Act monies, an Alaska State legislative appropriation and thousands of dollars worth of 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, $7000 of local funds must be raised so that up to the same amount can be matched by the Alaska State Library through a Public Library Assistance grant. Capital equipment and contractual services used to be funded through the State of Alaska's Capital Matching Grant program. Interlibrary Cooperation Grants are available for projects that relate to resource sharing, literacy and library development. 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 the library as well as for special projects The City will 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 story hours for "children" of all ages; test proctoring for license certifications and distance delivery courses; student intern program; inter-library loan, meeting room space and internet connectivity. The Gustavus Public Library is the repository for community records in electronic format and hosts electronic 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 dock was a state funded project built in the 1962. An existing dock and approach were dismantled at the same time. The new structure consisted of wood pilings and a one-lane vehicle causeway to the pier, all of wood. The seaward portion of this new dock was lost to fire during this construction and rebuilt. 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. Iron fuel lines run to a tank farm from the pier along the causeway.

Improvements and fortification have been added to the dock over the years. All deck planks and bull-rails were replaced during a DOT project in 1972. Several GCA meetings resulted in a dock proposal to the state for: dolphin for barges and an extension 20ft south and 20ft west to line up with dolphin, another improvement suggested was a ramp to the floats. The dock face was modified by DOT in 1985. At the July 21, 1988 general GCA meeting it was voted to write a letter requesting further improvements to the Gustavus Dock. In the fall of 1991 at a dock committee meeting GCA was promised that steel dolphins would be added to the float and pedestrian turnouts would be built. In 1992 a Dock Report was submitted to the state in an effort to upgrade the dock to comply with growing needs and heavy freight requirements. Steel pilings were added to the pier, a new ramp, addition of pedestrian turnouts, and some work was done by local DOT personnel replacing planks. A state survey team in the 1990s reported the necessity of longer pilings to construct a new dock: meaning that more of them would have to be steel, which increased the new dock project cost by approximately 12 million dollars, which resulted in the end of consideration for funding for a dock project on the Capital Projects list of the State Legislature.

Several accidents on and around the dock 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 had 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 clears snow from 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' 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 tourist season. It is generally understood that some visitors would not visit Gustavus without the option of jet service. Ticket sales and other air carrier charges cannot be taxed by local government, which means that the City of Gustavus derives no income from these activities. Several local small airplane companies, as well as a few based elsewhere in Southeast such as Juneau and 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 Maintained Roads

The State of Alaska DOT has maintained the main road in Gustavus beginning at the airport through Four Corners and ending at the GBNP&P boundary, 5.5 miles. The state DOT also maintains State Dock Road from Four Corners to the dock, 1.5 miles, and Harbor Road, .2 miles that turns of State Dock Road to the Salmon River. GBNP&P maintains its roads independently. The state maintains one unpaved road in Gustavus - the short spur from Dock Road to the boat harbor. DOT employed one full time and then added one part time employee to keep the main gravel road graded and provided snow removal, sanding at corners and intersections, and maintained the driveway and parking lot of the US Post Office. Snow removal was included when necessary over the winter for the Post Office and along the length of the dock. DOT has one snowplow and keeps it busy with the main road and the airport runways. DOT also is responsible for the Salmon River and Good River bridges; surface planking on the Salmon River bridge was last replaced only a few years ago.

A GCA committee helped facilitate the ground work for a Judgment Quieting Title between the Gustavus owner and the State of Alaska. The State of Alaska now holds the beach from the Salmon River and across the end of Dock Road, and not quite to Glen's Ditch (see Figure 2) for continued historical recreational uses of the community.

Until 1995, DOT also graded the unpaved airport Road, and used a water truck intermittently to keep the dust down during dry periods. In 1996-1997, a state funded project paved the Airport Road from the Park boundary to the airport and the leg from Four Corners along Dock Road, with a turnaround at the dock; parking spaces were added and delineated from the turnaround to the tank farm where no parking was allowed. Lanes were widened upland from the tank farm and provide extra parking and bike lanes. The State Legislature changed the name of Airport Road from the towers corner to Good River corner to Mountain View Road, and the whole road is generally referred to as Gustavus Road. Since paving Gustavus Road, DOT has added keeping the lines painted, sweeping winter sand off the road, and has kept up with snow removal, and filled holes in the asphalt edge at the Salmon River Bridge.

During the fall of 2002 it was announced that DOT had insufficient funding for snow removal and residents would have to arrange to finance maintenance of the main road for themselves. DOT would still plow snow from the airport runway, but that was all. The issue was brought to the attention of GCA and a relief plan was

formulated. Fortunately, the plan was not implemented; funding was deemed mandatory by the governor for the villages in Alaska with roads that did not connect to a larger road system.

All Other Roads

All other roads in Gustavus 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. A fleet of small plows are independently contracted for snow removal along arterials and spur roads. It is not uncommon that the schedules of everyone in the village must wait for their turn for snow removal.

In the fall of 2003 the Rink Creek Road Association did receive a quantity of gravel from the state and permission to have use of the DOT grader to spread it, but half way into the project the grader failed and the project ended when the Association expended all their funds. Private gravel roads are still privately maintained at high cost in dollars and volunteer time.

The City of Gustavus has a Road Committee and plans to use Forest Service Receipts to fund maintenance, some snow removal and upgrading roads. The City applied for STIP funding in October of 2004 to upgrade Wilson-Rink Creek road, which had been privately maintained. The City has requested that funding to raise the surface of the road and provide a good base, ditch the sides and place sufficient culverts to prevent flooding in fall downpours and during spring breakup when melt-water soups the road so that it is all but impassable.

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

Bartlett Cove in Glacier Bay National Park and Preserve provides float plane access to the area and has a float plane dock on the east end of the public use float. Sometimes float planes will land in the Salmon River in Gustavus to deplane passengers.

In Glacier Bay National Park and Preserve, service roads, dock and fuel dock connect to the main park road. A privately run foot passenger ferry runs between Bartlett Cove and Juneau during the late spring and summer months. The Glacier Bay day boat makes trips up the length of the bay for viewing mountains, glaciers and wildlife. The Glacier Bay Lodge runs shuttle buses from the Park to connect with airline flights and TLC taxi

service based in Gustavus is a phone call away. A limited number of required permits are available for boaters within Glacier Bay between May 1 and September 15. Boats may come in to use the fuel dock at Bartlett Cove but need a permit for a longer stay. During the winter months, local boats must leave the NPS dock once every 10 days for 24 hours before being allowed to return. Except for the largest cruise ships, most visitors to the park arrive through the City of Gustavus, which is known for that reason as the gateway to Glacier Bay National Park. The 2005 Superintendents Compendium on www.nps.gov/glba gives all regulations for transit within the park by water, air and land.

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 State 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, fire hall, 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 potluck. 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 eight 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 fishing for halibut and blackcod (sablefish) has been and continues to be an important component of commercial fishing by Gustavus residents. In contrast to the overall trend among small Alaskan communities, IFQ (individual fishing quota) holdings have risen in the ten years since implementation of this management program. As of 2004, nineteen Gustavus individuals held 119,000 pounds of halibut quota and 61,000 pounds of blackcod quota.

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

Glacier Bay Trucking Company contracts with Western Pioneer Shipping Services for the off-loading of freight over the dock, some two million pounds annually. The bulk of all goods (food, household necessities, construction materials, vehicles) coming into Gustavus arrive by ship at the dock. Off-loaded with booms and forklifts onto trucks, palletized freight is transported caravan style off the dock to a central transfer station while the barge is on site. Delivery of goods to customers occurs later. The deficiencies of the dock prevent containerized shipping. There is no ramp for roll-on/roll-off freight and the state DOT inspections result in continuous reductions in tonnage capacity due to the "dilapidated" condition of the dock. Current freight handling, an essential component of our economy/lifestyle, is an undertaking of highly questionable safety and inefficient methods of operation. Because of this "functionally obsolete" facility, freight service from Seattle to Gustavus is limited to just one willing carrier with very high rates (about a 300% increase since 1998). Glacier Bay Trucking also facilitates freight handling of several landing crafts traveling to and from Juneau, typically carrying equipment, vehicles and construction materials. Unloading occurs only at high tide in the Salmon

River at a concrete ramp deemed “decaying” and “barely existent” in a recent Mc Dowell transportation assessment draft report. The trucking company employs 2 full-time, and 4 part-time people.

Another privately operated, high speed vessel also provides size limited freight service as well as some passenger transport to and from Juneau landing at the Gustavus dock. This business is owner-operated.

Ground transportation is available from the car rental business, which offers a variety of vehicles. Another option is the taxi service for passenger/freight needs. 3 part-time or seasonal jobs are generated from these businesses.

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. Two newspapers now publish approximately monthly. 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?

	Business Type (**Bolded** if primarily related to tourism)	Frequency*	Percent**	Valid Percent***	Cumulative Valid Percent
	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		

Key

* - Number of responses fitting in each category

** - Number of responses fitting in each category divided by total surveys returned

*** - Number of responses fitting in each category divided by total number of respondents answering this question

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>

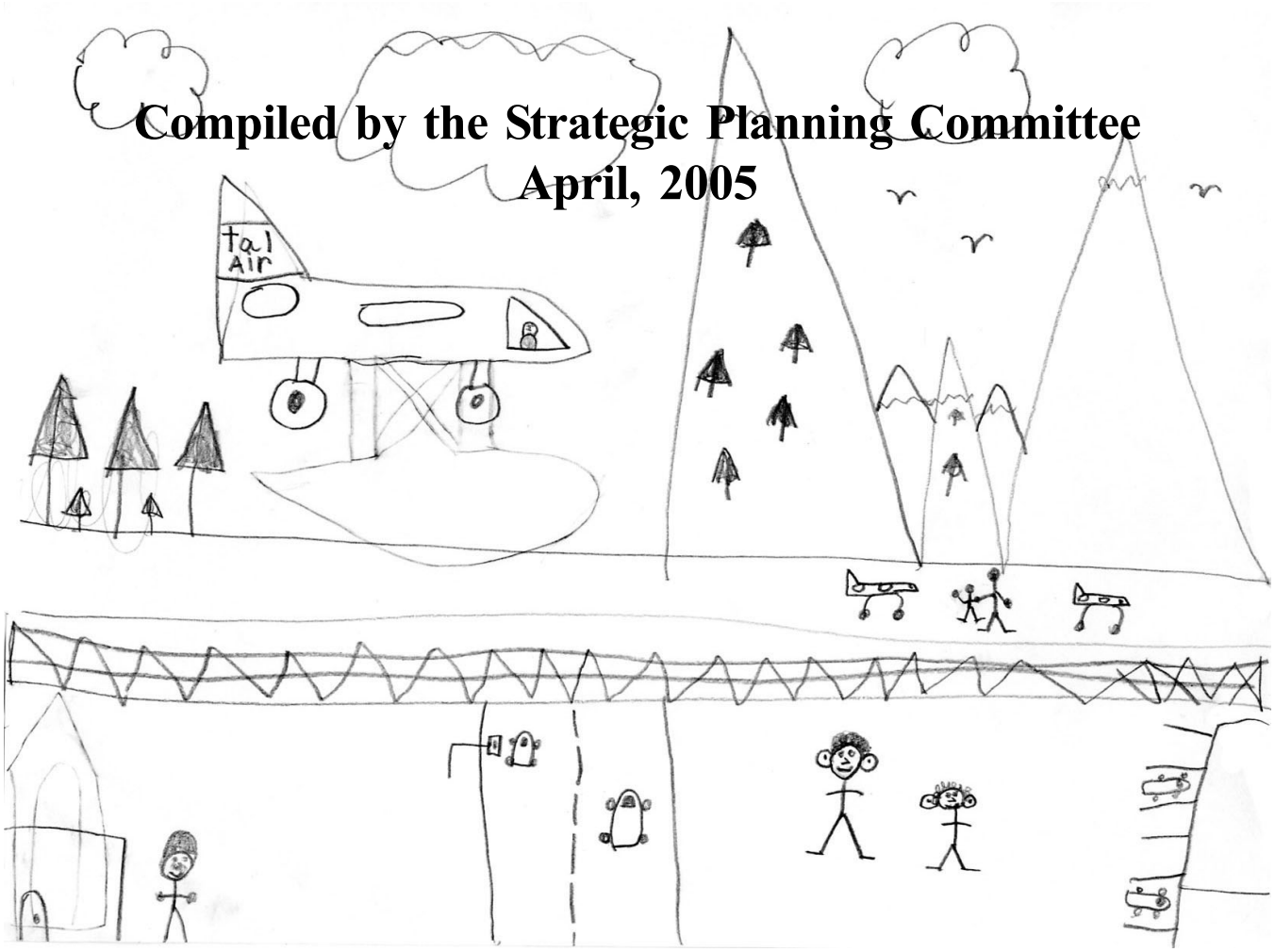
The most frequent response to this question was in the **business / economic growth and development** category, occurring 35 times across the respondents' three responses. Included were comments such as: support tourism; encourage local consumptive services; pressure Park Service to privatize more services;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

GUSTAVUS
Strategic Plan

Part 2 Body of the Plan



Compiled by the Strategic Planning Committee
April, 2005

III. Values and Visions

VALUES AND VISIONS

Definition and Process

How do we develop a plan for Gustavus? How do 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 comments; 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 the 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 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 of All Ratings

PROJECT	Average of all 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 all feelings toward the project. (Measured by multiplying the number of respondents choosing a given positive rating (1-5) times that ranking, then summing all the products and dividing them by total respondents. Opposed responses and undecided responses were both given a "0". (Missing responses were not used in the calculations.)

** 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 of All Ratings

PROJECT	Average of all 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 all feelings toward the project. (Measured by multiplying the number of respondents choosing a given positive rating (1-5) times that ranking, then summing all the products and dividing them by total respondents. Opposed responses and undecided responses were both given a "0". Missing responses were not used in the calculations.)

** 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 of All Ratings

PROJECT	Average of all 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 all feelings toward the project. (Measured by multiplying the number of respondents choosing a given positive rating (1-5) times that ranking, then summing all the products and dividing them by total respondents. Opposed responses and undecided responses were both given a "0". Missing responses were not used in the calculations.)

** 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 of All Ratings

PROJECTS	Average of all 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 all feelings toward the project. (Measured by multiplying the number of respondents choosing a given positive rating (1-5) times that ranking, then summing all the products and dividing them by total respondents. Opposed responses and undecided responses were both given a "0". Missing responses were not used in the calculations.)

** 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

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. 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 for all ages
h. Suicide prevention
i. Sexually transmitted diseases education
j. Metabolic syndrome education and prevention
k. 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. Hospice/eldercare programs
b. Substance abuse education and prevention
c. Mental health counseling
d. Mentoring programs
e. Suicide prevention
f. Sexually transmitted diseases education
g. 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 Gustavus

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. Multi-purpose community building (pre-school, city hall offices, community activities, restrooms)

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 Procedures

This Strategic Plan is not an overall comprehensive plan for the City of Gustavus. 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. The following 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 the plan's 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, land use ordinances or zoning) that an entirely new planning process is called for.

If the Council decides that the Strategic Plan format 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 prioritization or elaboration for possible consideration in any amending or revision of this plan.

Other Project Proposed by City Committees

Fire Department

- Bathroom for the Fire Hall
- Water cistern system as reservoirs for recharging fire trucks
- Large diameter hose for linking the cistern system to fire trucks 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 recreational facilities for youth
- Pass ordinance to prohibit motor homes from disembarking ferries in Gustavus
- Require Off Road Vehicles 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

Other Comments Received by Committee Members

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

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Borson, Nathan, GCN Guru, 1/05

Calkin, Abigail, Gustavus School Principal, 1/05

Cameron, Lynn, ANP, Gustavus Community Clinic, 11/30/04 and 12/04

Cozby, Kathy, former Gustavus Pre-School overseer, 1/05

Deboer, Morgan, long-time resident, descendant of original homesteaders, 11/28/04

Dejka, Carol, Vista Volunteer, 12/04

Farley, Gene, fisherman, business owner, 11/22/04

Gibson, Tim, business owner/operator, 11/28/04 and 4/05

Hawes, David, January 2005, dock projects

Kearns, Jim, Gustavus School Teacher, 1/05

Kruger, GVFD Chief, 1/05

Leary, Kathy, Gustavus Library Administrator, 11/04

Little, Steve, Lumber Mill owner/operator, 11/28/04

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Government Materials:

Gustavus Community Association file materials: meeting minutes including committee reports and funding requests.

City of Gustavus documents: City Council meeting minutes, ordinances and resolutions

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