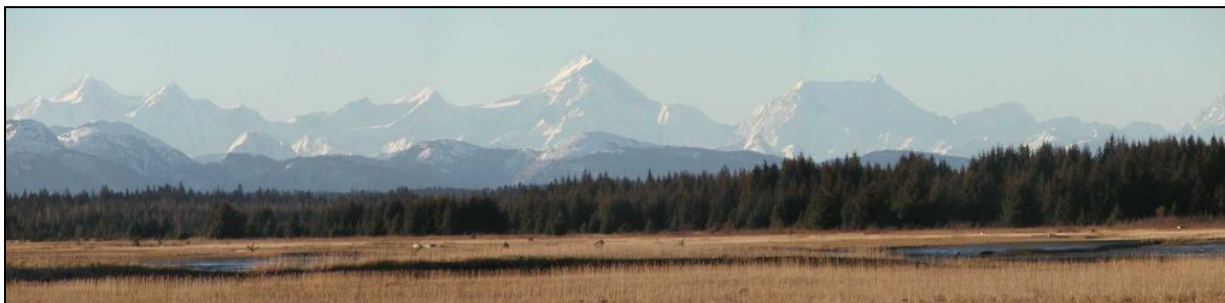


# *Gustavus, Alaska:*

## *2008 Community Survey Report*



Division of Community and Regional Affairs

in collaboration with the City of Gustavus



Sarah Palin, Governor  
Emil Notti, Commissioner  
Tara Jollie, Director



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## EXECUTIVE SUMMARY

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In collaboration with the City of Gustavus, the Alaska Department of Commerce, Community, and Economic Development, Division of Community and Regional Affairs (DCRA) conducted a community survey of local residents, registered voters, business owners, fishermen, and other community members. The purpose of the survey was to gather community input regarding local quality of life, community development priorities, local government performance, and additional areas of community concern.

The community survey was conducted during January 2008. In total, 645 adult individuals were identified as Gustavus community members and/or stakeholders including Gustavus registered voters, persons listed in the Alaska Communications Systems (ACS) Directory, persons listed in the Gustavus Inn Directory, commercial fishing permit holders, Gustavus Electric Company customers, local business license holders, and individuals otherwise identified as community members by local leaders. Three-hundred eighty-four (384) survey questionnaires were completed and returned yielding a 60% response rate. Of noteworthy importance, the City of Gustavus adopted a broad and inclusive definition of community member and/or stakeholder in order to capture the diversity of local interests including year-round residents, seasonal residents, local businesses, and registered voters. Consequently, the community survey identified 645 community members while 2000 U.S. Census figures report a local population of 429 residents.

Gustavus community members responding to the survey have a wide range of opinions regarding local quality of life, community development, local government performance, and other topics of local concern. Select highlights of survey findings indicate:

- **Demographics:** The median age of respondents is 53 years of age, which is significantly higher than the statewide median age of 32. The majority of respondents (61%) are 45 to 64 years old. Respondent gender reflects a balanced population with nearly equal quantities of male (54%) and female (46%).
- **Community Membership:** Eighty-four percent of respondents are Alaska residents, 72% are Gustavus registered voters, 88% own Gustavus property, 37% own a Gustavus business, and 95% report being a full-time, part-time, or seasonal resident. Of respondents that indicate being a Gustavus resident, 42% suggest they are part-time or seasonal residents while 58% report being full-time residents. On average, residents (i.e., part-time, full-time, or seasonal) spend eight months per year in Gustavus and have been a resident for 16 years.
- **Quality of Life:** Eighty percent of respondents indicate local quality of life is good or very good; however, respondents are divided when reporting how quality of life has changed over time (i.e., improved, declined, or remained the same). Over half of respondents suggest reducing cost of living (62%), improving freight delivery (57%), and protecting the environment (62%) are very important to preserving or improving local quality of life. At least eight in ten respondents suggest the failing dock (90%), high utility rates (89%), high freight delivery costs (87%), potential multi-city regional borough

government (83%), and ground water quality (82%) threaten (i.e., severely or somewhat) the community.

- **Economic Development:** Respondents generally believe the local economy is struggling with 83% rating the current condition of the economy as fair or weak. Interestingly, nearly two-thirds (62%) expect Gustavus' economy to grow moderately or significantly during the next ten years. Respondents lack confidence in the local business climate as 80% indicate current business opportunities are either fair or poor. Respondents are similarly concerned about the future of local businesses with three-quarters (74%) predicting a fair to poor future scenario. Respondents generally suggest community access, cost of goods and services, and local economy conditions are the greatest impediments to local economic development.
- **Infrastructure Development:** At least half of all respondents identify improving Internet connectivity (52%), improving the dock for commercial uses (68%), and improving the dock for residential/recreational uses (75%) as very important to Gustavus' future.
- **Community Planning:** Respondents recognize the value of planning with nearly all respondents indicating community planning is important for Gustavus' future (92%); over half (54%) suggest it is very important. Consensus is lacking among respondents regarding level of support for the City of Gustavus exercising planning and zoning powers. Specifically, a slight majority (57%) are supportive (i.e., very or somewhat supportive) of the City adopting planning and zoning powers, whereas 34% offer little to no support.
- **Local Government:** Three-quarters (74%) of respondents suggest the incorporation of the City of Gustavus has impacted local quality of life; nearly two-thirds (61%) indicate it has improved significantly (12%) or moderately (49%). Respondents are generally satisfied with the quality of city government services and facilities as evidenced by the majority (56%) providing a very good (12%) or good (44%) rating. Almost everyone is satisfied (i.e., very or somewhat satisfied) with the Library (99%); nine in ten respondents are satisfied with the Community Chest (94%), emergency response (95%), Disposal and Recycling Center (91%), and road maintenance (89%). Respondents are least satisfied with the Gustavus Community Network (i.e., Internet) with two-thirds (66%) suggesting they have little or no satisfaction. Respondents generally agree with current levels of taxation (i.e., sales and bed tax), but a significant number also feel increasing local tax rates is warranted – likely under specific conditions and for explicit purposes. Respondents generally positively rate the City of Gustavus' administration and management capacity, but simultaneously express concern regarding constituent relations and community well-being. In sum, the majority of respondents indicate the City of Gustavus is the appropriate size (66%), have confidence in the city council (72%), and are generally satisfied with the city government (61%).

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## INTRODUCTION

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In collaboration with the City of Gustavus, the Alaska Department of Commerce, Community, and Economic Development, Division of Community and Regional Affairs (DCRA) conducted a community survey of local residents, registered voters, business owners, fishermen, and other community members during January 2008. The purpose of the survey was to gather community input regarding local quality of life, community development priorities, local government performance, and additional areas of community concern. Of noteworthy importance, the community survey represents the public input component of a larger three-year anniversary review of Gustavus' newly incorporated city government (established April 2004).

This report, *Gustavus, Alaska: 2008 Community Survey Report*, summarizes survey findings, provides supplemental discussion, and establishes a foundation for guiding community development and evaluating local government performance. Survey findings are organized into ten substantive sections including:

- Profile of Respondents - Demographics
- Profile of Respondents - Local Government Experience
- Quality of Life
- Economic Development
- Infrastructure Development
- Community Planning
- Local Government
- Special Topics – Disposal and Recycling Center
- Special Topics – Alaska Marine Highway System
- Special Topics – Road Maintenance

Community survey results provide a framework for developing locally-appropriate strategies to enhance community quality of life, guide community development, plan projects of local importance, and address community concerns regarding local government performance.

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## COMMUNITY PROFILE

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Gustavus is located approximately 48 miles northwest of Juneau on the north shore of Icy Strait on an outwash plain created by glaciers that once filled Glacier Bay. Gustavus is surrounded by Glacier Bay National Park and the waters of Icy Strait. It is located approximately seven miles southwest of Point Gustavus at the mouth of the Salmon River.

Early historical accounts suggest Huna Tlingits largely used Glacier Bay and the Gustavus area for seasonal subsistence activities including fishing, berry picking, and seagull egg harvesting. During 1805 to 1880, a clan house was established at Point Gustavus and approximately six fish and summer camps were located in the nearby Gustavus area. The clan house was inhabited until 1922 and played an important role in Wooshketaan Tlingit history. Tlingit oral history suggests human habitation of the Gustavus area up to 4,500 years ago when a Tlingit settlement existed in Bartlett Cove (*Gustavus Strategic Plan*, 2005). Tlingits still consider the Glacier Bay area to be ancestral lands, although legal claims to the land were largely nullified by the establishment of the national monument and extinguished by the passage of the Alaska Native Claims Settlement Act on December 17, 1971.

Once known as Strawberry Point due to an abundance of wild strawberries, Gustavus was founded as an agricultural homestead in 1914 by three young couples: Bill and Margaret Taggart, John and Bernice Davis, and Verne and Janet Henry. By 1917, several other adventurous homesteaders including the Goods, Lester Rink, and Abraham Lincoln Parker joined the original settlers with dreams of inhabiting a beautiful, natural resource rich, and remote piece of flat land surrounded by mountains and an iceberg-laden sea. During the next thirty years, Gustavus' population fluctuated between two and 30 residents. Homesteaders' livelihoods and activities largely focused on clearing land, planting and harvesting crops, and animal husbandry (Gustavus Historical Archives and Antiquities, 2007).

During 1925, President Coolidge established the Glacier Bay National Monument including Central and Upper Glacier Bay. Threatening the viability and security of local homesteads, the National Monument was significantly expanded in 1939 to encompass 3,850 square



Strawberry Fields (circa 1920), Strawberry Point, AK  
Photo used by permission from Gustavus Historical Archives and Antiquities  
<http://www.gustavushistory.org>

miles. After many assertive appeals and a long-fought battle, Gustavus homesteaders successfully requested to be excluded from Glacier Bay National Monument (1955) and subsequently excluded from Glacier Bay National Park (established 1980, Alaska National Interest Lands Conservation Act), laying the foundation for an independent community to grow adjacent to one of America's environmental treasures. In total, 14,741 acres were returned to the public domain; 8,210 acres were again available for homesteading.

Additional significant historical milestones include the construction of a first-rate air field during World War II, Alaska Statehood and the subsequent ending of homesteading (1959), establishment of National Park Service headquarters at Bartlett Cove (1952), and the opening of Glacier Bay Lodge (1966). Over time, Glacier Bay National Park became a financial resource for residents as local entrepreneurs permanently transformed the character, evolutionary direction, and economy of the local community.

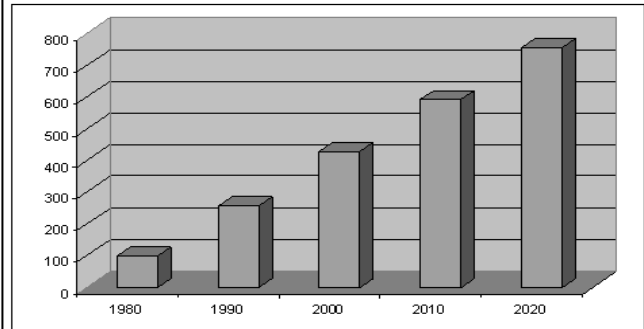
Gustavus' historical roots as a community rich in natural resources exists today. Many of the residents who migrated to Gustavus value a rural lifestyle, access to abundant natural resources, scenic beauty, and ability to practice subsistence activities. With Glacier Bay National Park as its immediate neighbor and largest employer, Gustavus' economy is largely seasonal. An estimated 25,000 visitors annually transit the small community<sup>1</sup> creating economic opportunities including accommodations, eco-tourism activities, retail sales, and sport fishing.

Many services and facilities are available in Gustavus including a U.S. Post Office, school, airport, small boat harbor, dock, electric utility, bulk fuel facility, library, Internet access, refuse disposal, recycling, visitors association, parks, telecommunications, places of worship, emergency services, medical services, road maintenance, and various retail and commercial establishments. Gustavus is governed by a second class city government (established 2004), which provides a limited number of public facilities and services.



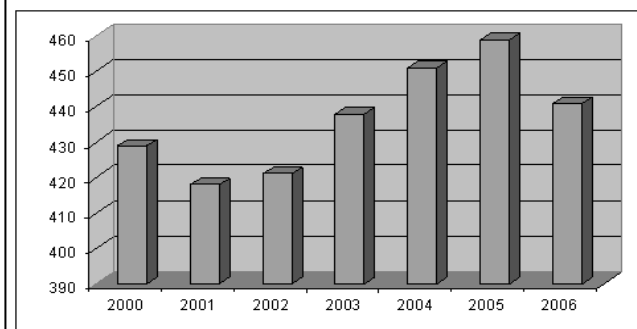
2000 U.S. Census Bureau figures indicate Gustavus' total population is 429. 2007 Alaska Department of Commerce, Community, and Economic Development's certified population estimate similarly reports 442 residents. U.S. Census Bureau figures indicate steady population growth from 98 to 429 residents during the past 30 years (Figure 1). In recent years, Gustavus has experienced less robust population growth fluctuating between 418 and 459 residents (Figure 2). Long-term projections indicate Gustavus' local population will grow to nearly 725 residents by 2020.

**Figure 1. Long-Term Population Change (1980-2020)**



Source: U.S. Census Bureau and Alaska Department of Labor and Workforce Development

**Figure 2. Short-Term Population Change (2000-2006)**



Source: Alaska Department of Labor and Workforce Development

<sup>1</sup> Source: McDowell Group (2008)

In addition to human residents, Gustavus is also rich in residents of the critter kind including moose, black bear, brown bear, wolves, coyotes, marten, river otter, and seals (Streveler, 1996). Hundreds of geese, thousands of ducks and shorebirds, and tens of thousands of cranes annually migrate through Gustavus. Similar to many Southeast Alaska locales, Gustavus has a healthy flock of year-round eagles, ravens, crows, jays, Canada geese, and magpies. In Gustavus, local wildlife are considered neighbors and are highly valued in utilitarian, symbolic, and aesthetic ways.





## STUDY METHODOLOGY

The Gustavus Community Survey was conducted during January 2008. In contrast to traditional community or constituent surveys that typically utilize a random sample method to collect input, the City of Gustavus elected to survey the entire adult community population encompassing various stakeholder groups. The survey population frame includes Gustavus registered voters, persons listed in the Alaska Communications Systems (ACS) Directory, persons listed in the Gustavus Inn Directory, commercial fishing permit holders, Gustavus Electric Company customers, local business license holders, and individuals otherwise identified as community members and/or stakeholders by local leaders. Of noteworthy importance, two-thirds of the overall population frame are registered to vote in Gustavus (66%) (Table 1).

**Table 1. Population Frame by Stakeholder Category**

<b>Stakeholder Category</b>	<b>Percent</b>
<b>Registered voters</b> (Source: Alaska Office of the Lieutenant Governor, Division of Elections)	<b>66%</b>
<b>Gustavus Inn Directory</b>	<b>60%</b>
<b>Alaska Communication Systems Directory</b>	<b>48%</b>
<b>Alaska business license holders</b> (Source: Alaska Department of Commerce, Community, and Economic Development, Division of Corporations, Business, and Professional Licensing)	<b>11%</b>
<b>Commercial fishing permit holders</b> (Source: Alaska Department of Fish and Game, Commercial Fisheries Entry Commission)	<b>6%</b>
<b>Gustavus Electric Company customers</b>	<b>Not available*</b>
<b>Other</b>	<b>1%</b>

\* Not available due to customer confidentiality

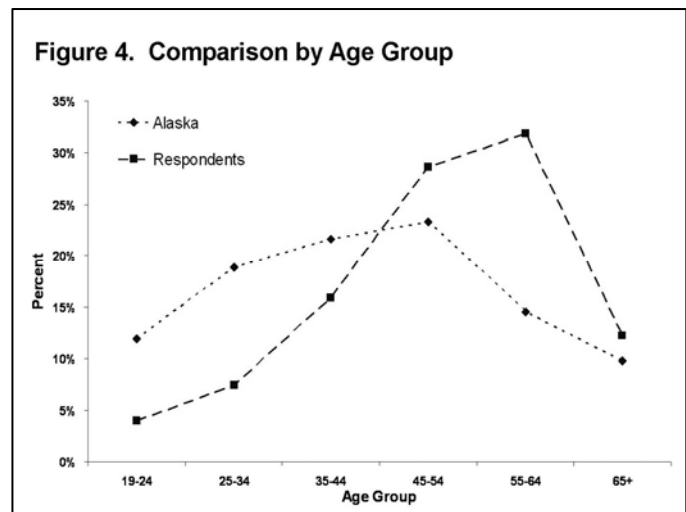
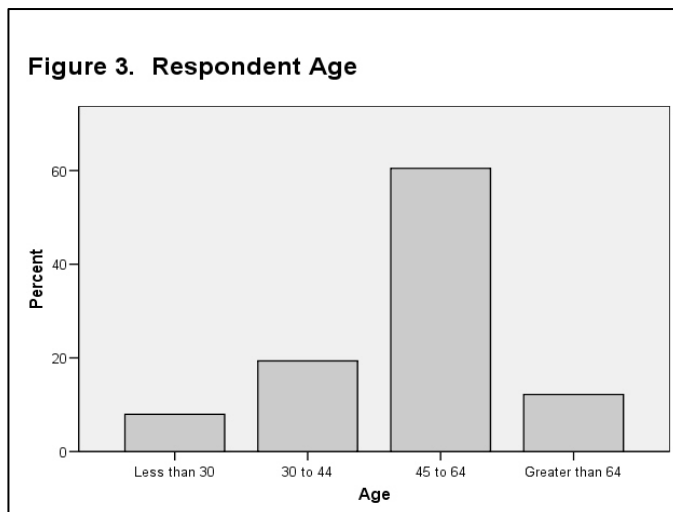
In total, 645 adult individuals were identified as Gustavus community members and/or stakeholders and received survey questionnaires via United States Postal Service (see Appendix B). Three-hundred eighty-four (384) survey questionnaires were completed and returned yielding a 60% response rate. One household may have received multiple surveys dependent upon how many adult community members and/or stakeholders reside within the household.

Due to the utilization of a non-random sample methodology, survey findings represent the sentiments of 384 anonymous individuals and are not necessarily statistically generalizable to the true and complete population of the greater Gustavus community. It is at the discretion of community leaders to review the *Profile of Respondents* (pages 12-16) and determine whether results sufficiently represent the local community including various stakeholder groups. Notably, 60% of those identified as Gustavus community members and/or stakeholders care enough about the community to participate in a lengthy survey. Despite statistical limitations, the City of Gustavus is to be commended for adopting a comprehensive and inclusive method of developing a survey population frame representing diverse local interests including year-round residents, seasonal residents, local businesses, and registered voters.

This report summarizes community survey results. To effectively summarize information and make figures more concise, “don’t know,” “not applicable,” “other,” illegible, and missing responses are generally excluded from calculations and graphics, but can be found in Appendix C. To simplify the presentation, some response categories are collapsed into fewer categories than actually used in the survey instrument. Examples of collapsed categories include: 1) “very good” and “good”; 2) “grow significantly” and “grow moderately”; and 3) “increase significantly” and “increase moderately.” As previously noted, comprehensive survey findings with the greatest level of specificity and including all respondents (n = 384) are included in Appendix C. Similarly, complete survey results aggregated by registered voter (n = 271) or full-time resident (n = 203) are located in Appendix D and E respectively.

## PROFILE OF RESPONDENTS - DEMOGRAPHICS

The age of survey respondents ranges from 19 to 88 years; the mean age of survey respondents is 51 years; and the median is 53 years. The majority of respondents (61%) are 45 to 64 years old (Figure 3). All other respondents fall into one of three age categories: more than 64 years (12%); 30 to 44 years (19%); and less than 30 years (8%). At 53 years, the median age of respondents is significantly higher than the statewide median of 32<sup>1</sup>, which is not surprising considering the community survey excluded individuals under 18 years of age. Respondent and statewide age distribution comparisons suggest respondents tend to be more concentrated in middle age groups (i.e., 45 – 64 years) than the state as a whole (Figure 4). Echoing the statewide average, respondent gender indicates a balanced population with nearly equal quantities of male (54%) and female (46%).



The survey utilizes a combination of Alaska residency, Gustavus residency, property-ownership, and Gustavus voter registration to specify type of community membership. Altogether, 84% of respondents are Alaska residents, 72% are registered to vote in Gustavus, 88% own property in Gustavus, 37% own a Gustavus business, and 95% report being a Gustavus full-time, part-time, or seasonal resident (Table 2). Interestingly, 95% suggest they are Gustavus residents while only 84% report Alaska residency and 72% are registered to vote in Gustavus, which is likely reflective of an individual's capacity to be socially or economically attached to a community without any formal ties.

**Table 2. Community Membership**

Type	Yes	No
Alaska Resident	84%	16%
Gustavus Resident*	95%	5%
Gustavus Registered Voter	72%	28%
Property Owner	88%	12%
Business Owner	37%	63%

\*Self-reported full-time, part-time, or seasonal resident.

<sup>1</sup> Source: *Census 2000*, United States Census Bureau

Of the respondents that indicate they are not an Alaska resident (16%), nearly one-quarter suggest they are Utah (21%) or Washington (21%) residents. The remaining non-residents reflect a wide variety of state residencies including Arizona, California, Florida, Georgia, Idaho, Kansas, Michigan, North Carolina, New Mexico, Nevada, Oregon, Tennessee, and Wyoming.

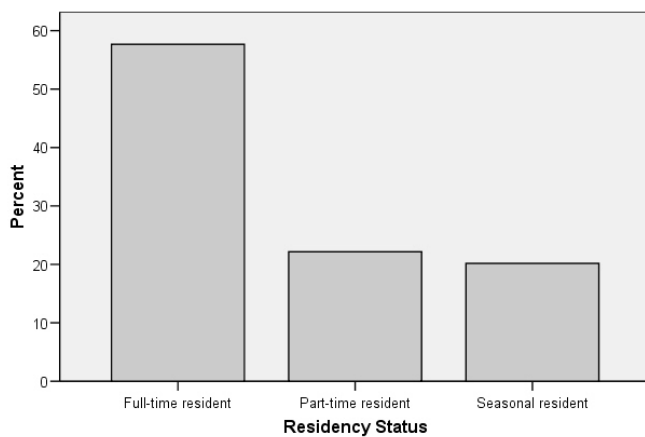
Respondents that indicate being a Gustavus resident (95%) are generally equally split between full-time and part-time or seasonal residency. Specifically, 58% are full-time residents, 22% are part-time residents, and 20% are seasonal residents (Figure 5). In general, seasonal residency is limited to summer and surrounding buffer months while part-time residency is spread throughout the calendar year. Nearly three-quarters of respondents (71%) claiming Gustavus residency suggest the community is their primary residence, whereas 29% report it is their secondary residence.

Residency status was further clarified by querying respondents regarding specific characteristics of residency tenure. On average, residents (i.e., part-time, full-time, or seasonal residents) spend eight months per year in Gustavus with 25% percent spending one to four months, 19% spending five to eight months, 22% spending nine to eleven months, and 34% living year-round in Gustavus (Figure 6).

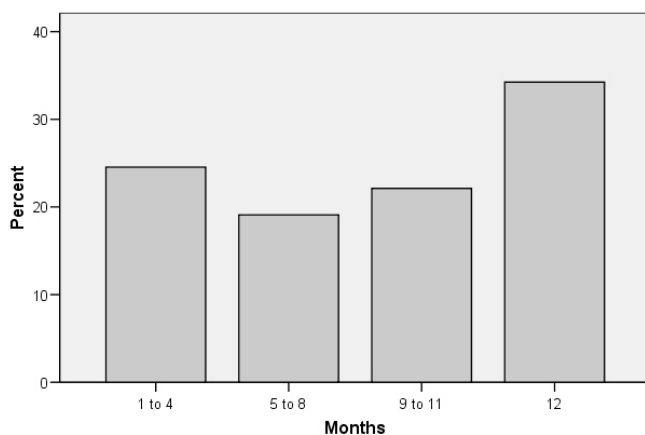
Of noteworthy importance, residents (i.e., part-time, full-time, or seasonal residents) report long-term residency tenure with an average of 16 years (range = less than one year to 55 years). Nearly two-thirds (62%) report being a Gustavus resident for 11 or more years; 26% report more than 20 years of residency (Figure 7). A minority (11%) are short-term residents having spent less than five years in the community.

On average, residents (i.e., part-time, full-time, or seasonal residents) have spent approximately 28% of their lifetime in Gustavus (range = less than one percent to 100%). Echoing Gustavus' population

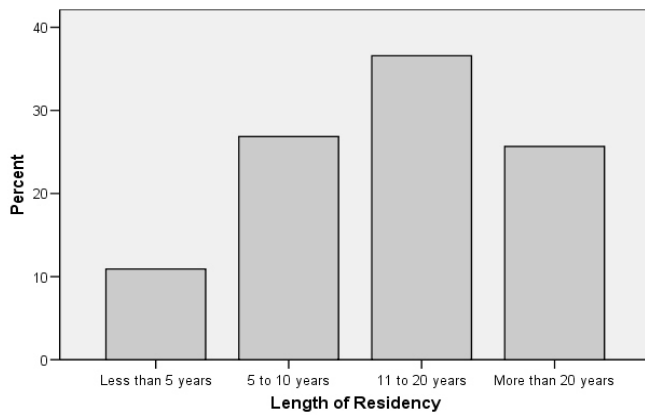
**Figure 5. Residency Status**



**Figure 6. Months per Year in Gustavus**



**Figure 7. Residency Tenure**



growth and further illustrating the seasonal nature of the local population, an overwhelming majority (88%) of residents have spent less than 50% of their lifetime in Gustavus; nearly half (47%) have spent less than 25% in Gustavus (Figure 8). In contrast, only 12% have spent more than half their lifetime in Gustavus.

Total household size ranges from one person to eight people occupying a single residence; average household size is two people. One to two people reside in the majority (64%) of households followed by three to four-person households characterizing one-third (31%) of residences (Table 3). Large families are not the norm for respondents with only five percent reporting a household size of greater than four people. On average, respondent households typically do not include a person under 18 years of age. Specifically, 70% of respondents report no minors reside in their household.

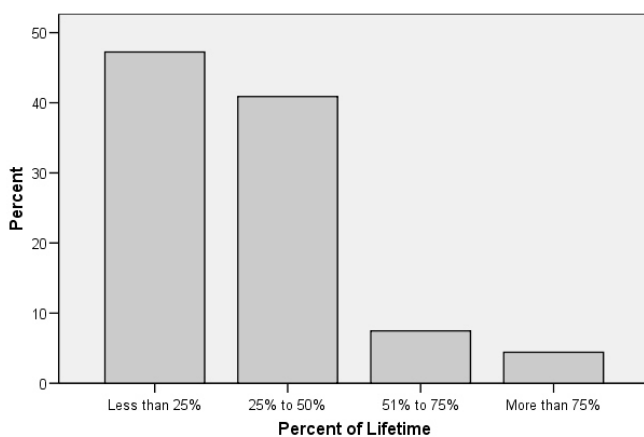
**Table 3. Household Size**

<b>Household Size</b>	<b>Percent</b>
One person	17%
Two people	47%
Three to four people	31%
More than four people	5%

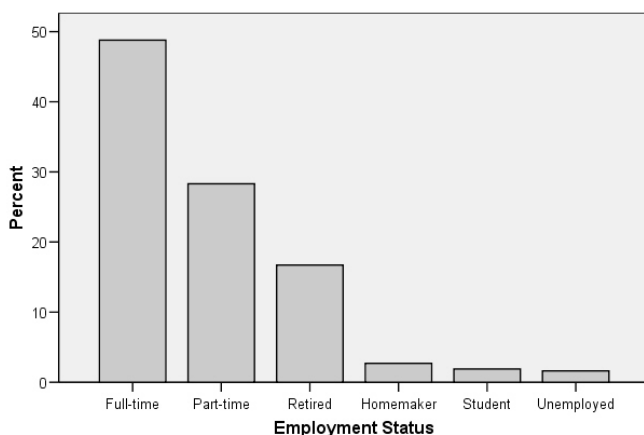
Respondents are largely a working group. Three-quarters of respondents (77%) are employed either on a full-time (49%) or part-time (28%) basis with only six respondents reporting they are unemployed (2%) (Figure 9). Gustavus' entrepreneurial spirit is high considering over one-third of respondents are business owners (37%). Gustavus is also valued as a retirement destination with nearly one-fifth of respondents reporting they are retired (17%).

Total 2006 household income from all sources, before taxes, is widely distributed across the following categories: less than \$20,000 (8%); \$20,000 to \$39,999 (18%); \$40,000 to \$59,999 (29%); 60,000 to \$74,999 (13%); and more than \$74,999 (33%) (Figure 10).

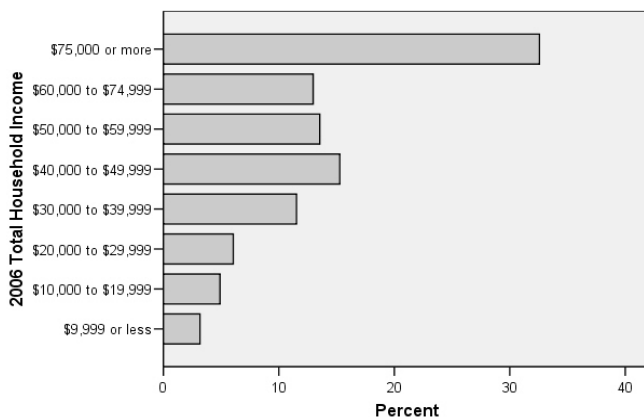
**Figure 8. Percent of Lifetime in Gustavus**



**Figure 9. Current Employment Status**



**Figure 10. 2006 Total Household Income**



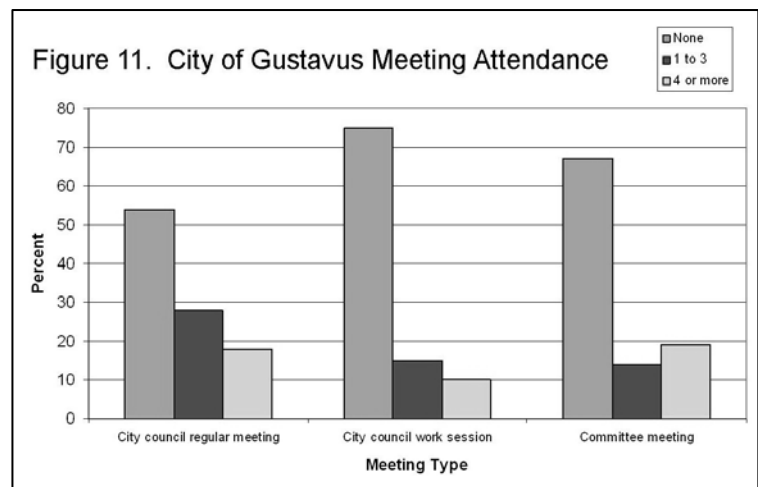
## PROFILE OF RESPONDENTS - LOCAL GOVERNMENT EXPERIENCE

To determine general level of support for local government, respondents were queried regarding prior experience and perceptions of local government. Specifically, respondents were asked how many City of Gustavus regular meetings, work sessions, or committee meetings they attended during the prior 12 months. During the prior year, respondents attended an average of one to two of the aforementioned meetings (Table 4). Attendance at city council regular meetings ranges from zero to 12 meetings; the average number of meetings attended is two. Attendance at city council work sessions ranges from zero to 24 meetings; the average number of meetings attended is one. Similarly, attendance at committee meetings ranges from zero to 32 meetings; the average number of meetings attended is two.

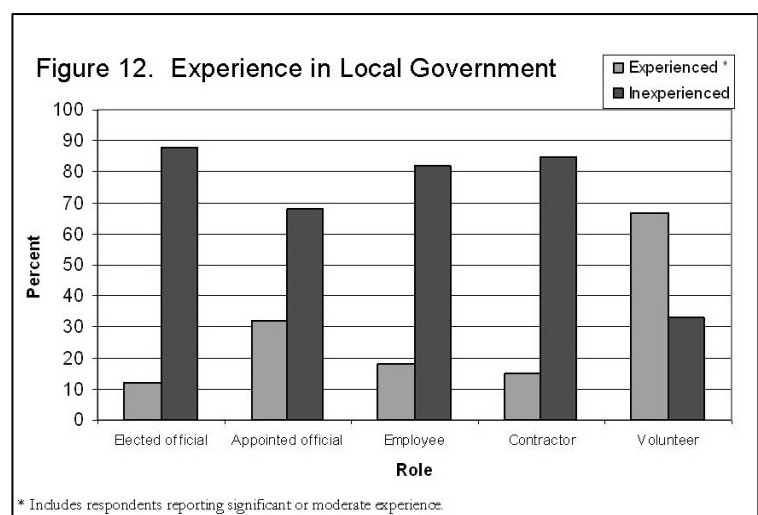
**Table 4. City of Gustavus Meeting Attendance**

<i>City of Gustavus Meeting</i>	<i>Range</i>	<i>Per Year Average</i>
City council regular meeting	0 – 12	2
City council work session	0 – 24	1
Committee meeting	0 – 32	2

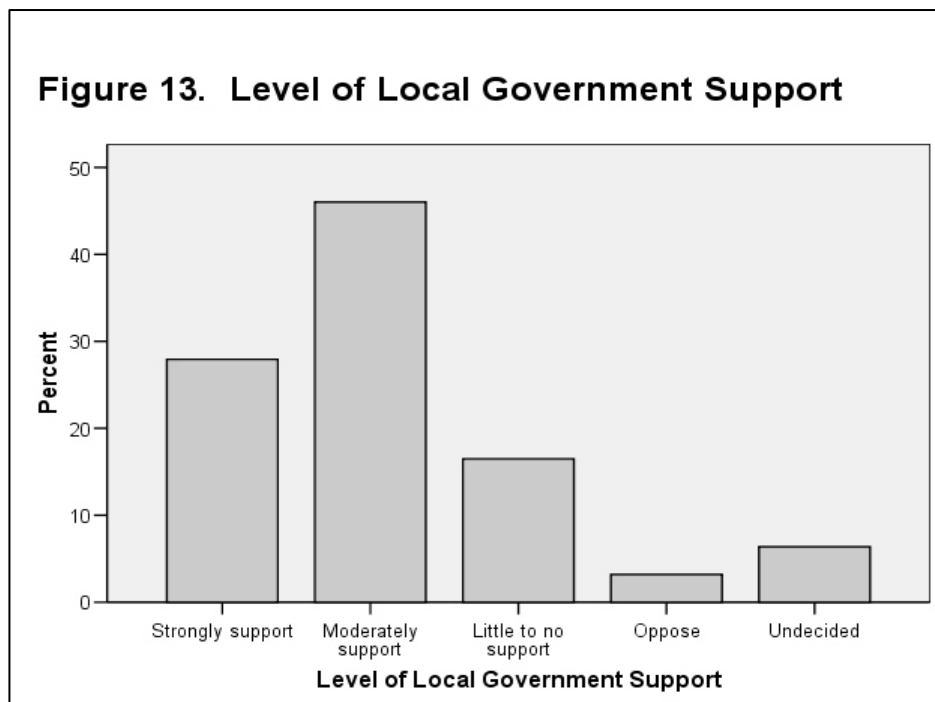
Echoing anecdotal evidence provided by local leaders, the burden of running the city government and providing public services is shouldered by a very small number of volunteers and locally-elected officials. Specifically, the majority of respondents have not attended a city council regular meeting (55%), city council work session (75%), or committee meeting (67%) during the 12 months preceding the community survey (Figure 11). In contrast, an active minority of respondents have attended four or more city council regular meetings (18%), city council work sessions (10%), and committee meetings (19%).



Respondents generally have little to no experience serving or working for a local government. Specifically, over eight in ten respondents indicate they have not served as an elected official (88%), an employee (82%), or a contractor (86%) (Figure 12). Two-thirds (68%) indicate they have little to no experience serving as an appointed official. In contrast, two-thirds (67%) of respondents report significant (30%) or moderate (37%) experience volunteering for local governments.



Despite lack of attendance at City of Gustavus meetings or experience participating in local government, respondents generally support local government in concept. Specifically, three-quarters (74%) indicate they strongly (28%) or moderately (46%) support local government (Figure 13). In contrast, 17% report little to no support for local government. Only twelve respondents (3%) are absolutely opposed to local government.



## QUALITY OF LIFE

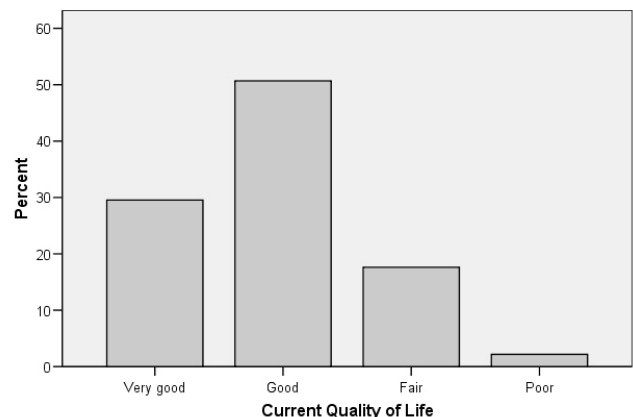
Overall, more than three-quarters (80%) of respondents indicate local quality of life is either good (51%) or very good (29%); only eight respondents (2%) report current quality of life is poor (Figure 14). There is far less consensus regarding how quality of life has changed during the past ten years (Figure 15). Approximately half (46%) report quality of life has either improved moderately (39%) or significantly (7%). In contrast, one-third (31%) suggest quality of life has declined. One-quarter (23%) indicate quality of life has remained the same over the past ten years.

Numerous services are delivered or offered in Gustavus by a variety of private- and public-sector providers including electricity, bulk fuel, air and water transportation, retail trade, food service, accommodations, freight delivery, education, and tourism development. Consensus is lacking among respondents regarding the overall quality of local services and facilities. Specifically, nearly half (47%) report the overall quality of local services is only fair; nine percent indicate overall quality is poor (Figure 16). In contrast, nearly half (44%) report Gustavus services and facilities are good (40%) or very good (4%).

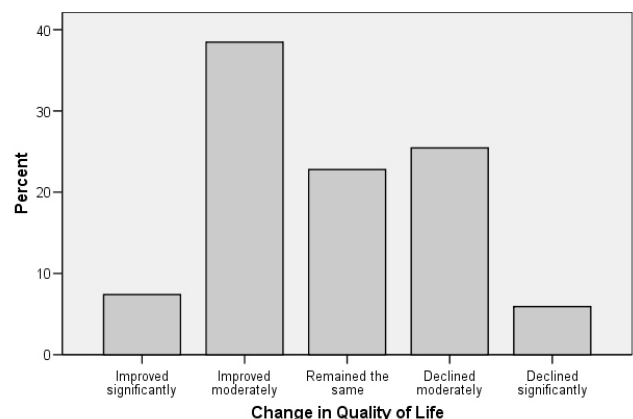
Evaluating the quality of 14 local services or facilities provides further depth into respondent evaluations. Receiving the highest rating, nearly everyone (92%) rates the airport as good (47%) or very good (45%) (Table 5). Similarly, an overwhelming majority (86%) rate air transportation services as good (52%) or very good (34%). Three-quarters (77%) of respondents rate local accommodations as good (54%) or very good (23%). Nearly half of all respondents also favorably rate (e.g., very good or good) the Health Care Clinic (48%), school (48%), restaurants (47%), and city government (46%).

In contrast, 41% rate both freight delivery and the bulk fuel tank farm as poor. Water transportation and the dock are also rated poor by 67% and 77% of

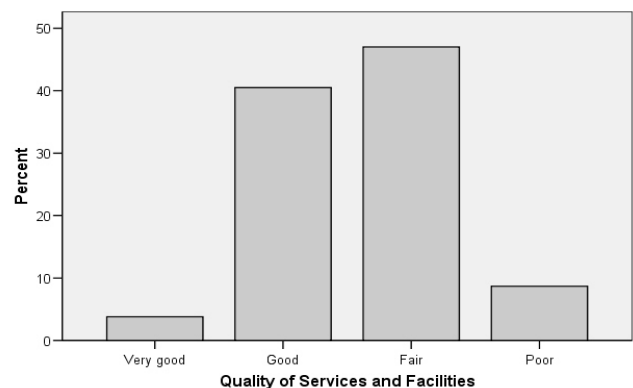
**Figure 14. Current Quality of Life**



**Figure 15. Change in Quality of Life**



**Figure 16. Quality of Services and Facilities**



respondents respectively. There was no consensus, majority opinion, or significant response pattern regarding the remaining community services or facilities: retail trade, Gustavus Visitors Association, and electricity.

**Table 5. Quality of Services and Facilities**

Service or Facility	Good*	Fair	Poor
Airport	92%	7%	1%
Air transportation	86%	13%	1%
Accommodations	77%	21%	2%
Health Care Clinic	48%	42%	10%
School	48%	38%	14%
Restaurants	47%	37%	16%
City government	46%	37%	17%
Retail trade	40%	45%	15%
Gustavus Visitors Association	37%	40%	23%
Electricity	33%	36%	31%
Bulk fuel tank farm	24%	35%	41%
Freight delivery	23%	36%	41%
Water transportation	12%	21%	67%
Dock	8%	15%	77%

\* Includes respondents providing a very good or good rating

Specifically, nearly everyone indicates 16 out of 22 community attributes are either very or somewhat important to local quality of life including clean air and water (99%), friendliness of people (99%), safe community (98%), scenic beauty (98%), personal freedoms (98%), privacy (98%), quiet (97%), outdoor recreational opportunity (97%), relaxed lifestyle (97%), availability of natural resources (96%), rural character (95%), coexistence with wildlife (95%), pristine environment (94%), community volunteerism (94%), close-knit community (93%), and small community (91%) (Table 6). Of particular importance, at least three-quarters of respondents indicate friendliness of people (76%), scenic beauty (80%), safe community (81%), personal freedoms (75%), privacy (75%), quiet (75%), and clean air and water (89%) are very important to quality of life.

Respondents were queried regarding the level of importance of 22 specific community attributes to Gustavus' quality of life. Survey results confirm many common beliefs regarding the type of individual that elects to live in rural Southeast Alaska. Community members appreciate Gustavus for a wide range of reasons ranging from environmental qualities, limited government, rural character, and various social characteristics.

**Table 6. Community Attribute and Quality of Life**

Community Attribute	Important <sup>i</sup>	Not Important
Clean air and water	99%	1%
Friendliness of people	99%	1%
Safe community	98%	2%
Scenic beauty	98%	2%
Personal freedoms	98%	2%
Privacy	98%	2%
Quiet	97%	3%
Outdoor recreational opportunity	97%	3%
Relaxed lifestyle	97%	3%
Availability of natural resources	96%	4%
Rural character	95%	5%
Coexistence with wildlife	95%	5%
Pristine environment	94%	6%
Community volunteerism	94%	6%
Close-knit community	93%	7%
Small community	91%	9%
Remote location	88%	12%
Dark night sky	79%	21%
Economic opportunities	78%	22%
No regional borough government	73%	27%
GBNP Gateway Community	69%	31%
2 <sup>nd</sup> class city government	64%	36%

\* Includes respondents providing a very or somewhat important rating



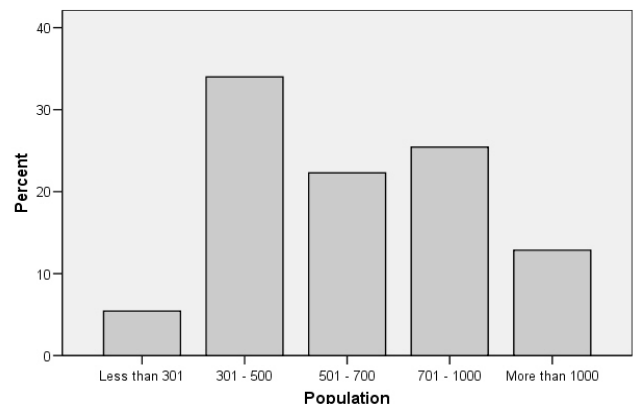
In contrast, one-quarter of respondents rate economic opportunities (22%) and no regional borough government (27%) as having little to no importance to local quality of life. Furthermore, attributes cited most frequently as having little to no importance to local quality of life include status as Glacier Bay National Park gateway community (31%) and second class city government (36%).

The State of Alaska indicates 442 people reside in Gustavus (2007 certified population, Department of Commerce, Community, and Economic Development). Respondents were queried regarding preferred future population size. On average, respondents would like to see Gustavus grow to 788 residents during the next 20 years (2027) (Figure 17); representing a 78% increase from today's population. Interestingly, responses range from a minimum of 150 to a maximum of 4500 residents.

Only five percent would generally like to see Gustavus' population decline (i.e., less than 301 population). One-third (34%) prefer Gustavus' current population remain the same (i.e., 301 to 500 population). In contrast, nearly half (47%) would like to see the local population grow moderately (22%) (i.e., 501 – 700 population) to significantly (25%) (i.e., 701 – 1000). Notably, a small minority (13%) prefer extreme growth, as indicated by those who suggest a population of greater than 1000 residents.

Community members assign varying levels of importance when considering which community improvement efforts are important to preserving or improving Gustavus' quality of life. An overwhelming majority of respondents indicate reducing the cost of living (88%), encouraging environmental protection (87%), and improving freight delivery (87%) are very or somewhat important to preserving local quality of life (Table 7). Approximately three-quarters of respondents also suggest local business development (78%),

**Figure 17. 2027 Ideal Population**

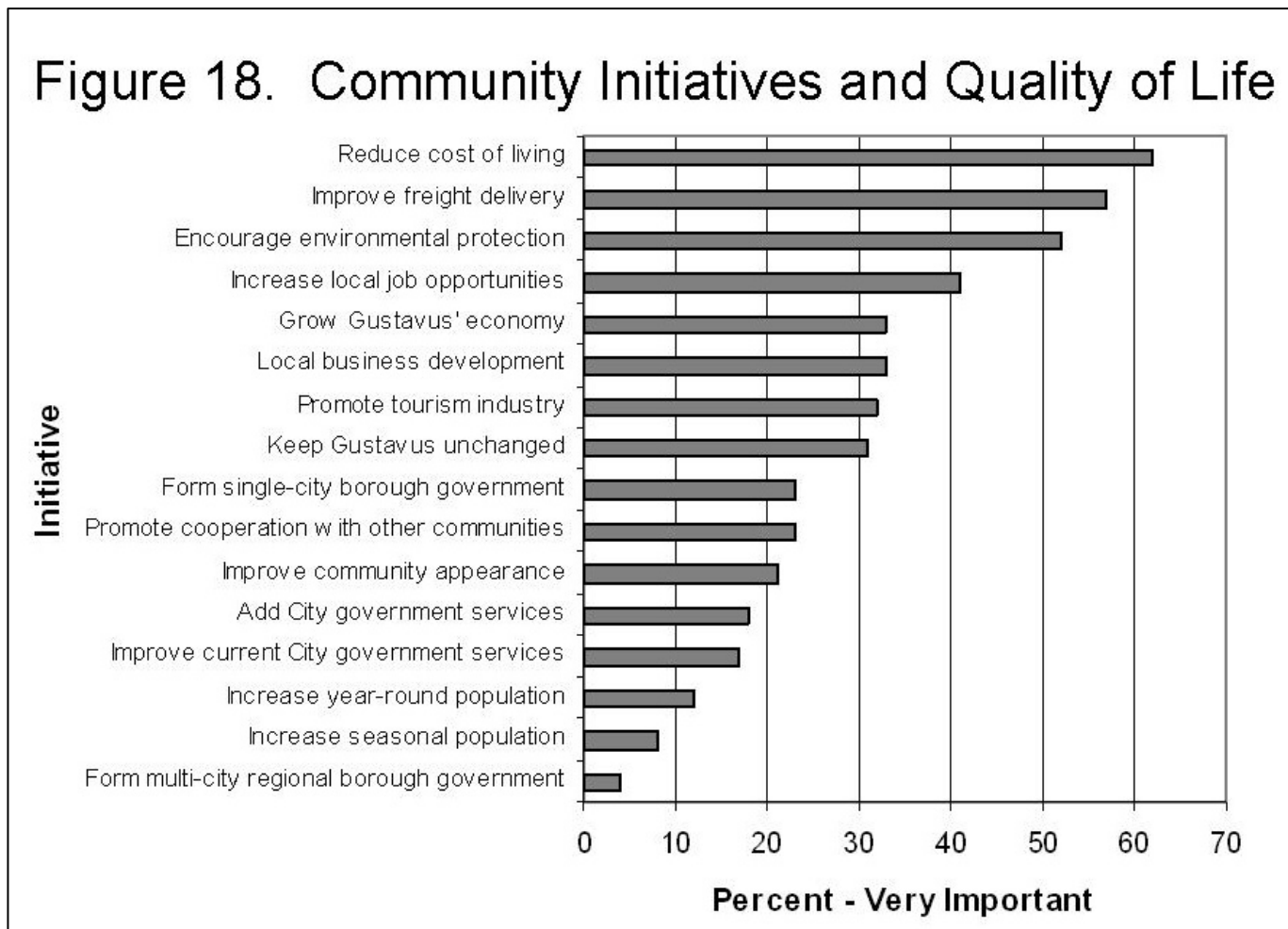


**Table 7. Community Initiatives and Quality of Life**

Community Initiative	Important*	Not Important
Reduce cost of living (e.g., fuel, electricity, goods)	88%	12%
Improve freight delivery	87%	13%
Encourage environmental protection	87%	13%
Local business development	78%	22%
Increase local job opportunities	75%	25%
Promote tourism industry	71%	29%
Grow Gustavus' economy	71%	29%
Promote cooperation with other communities	71%	29%
Improve community appearance	71%	29%
Improve current city government services (e.g., DRC, roads, library)	69%	31%
Keep Gustavus unchanged	64%	36%
Add city government services (e.g., septic, parks, cemetery)	56%	44%
Form single-city borough government (e.g., Gustavus Borough)	50%	50%
Increase year-round population	40%	60%
Increase seasonal population	35%	65%
Form multi-city regional borough government	16%	84%

\*Includes respondents providing a very important or somewhat important rating.

increasing local job opportunities (75%), promoting the tourism industry (71%), growing Gustavus' economy (71%), improving community appearance (71%), and promoting cooperation with other communities (71%) are important (i.e., very or somewhat important) to local quality of life. Of noteworthy importance, over half of all respondents suggest reducing the cost of living (62%), improving freight delivery (57%), and protecting the environment (52%) are very important to local quality of life (Figure 18).



In contrast, at least half of all respondents indicate forming a single-city borough government (50%), increasing year-round population (60%), and increasing seasonal population (65%) have little to no importance to Gustavus' quality of life. An overwhelming majority (84%) agree forming a multi-city regional borough government is generally not important to improving Gustavus' quality of life.

Level of involvement in local community activities is generally considered an indicator of local community ties, volunteerism, and commitment to community. Respondents' level of participation in community activities varies. In general, the majority (57%) of respondents suggest they are either very (12%) or somewhat (45%) active in Gustavus community activities (Figure 19). In contrast, nearly half (43%) suggest they are generally not active in community activities, including 12% who indicate they are not at all active.

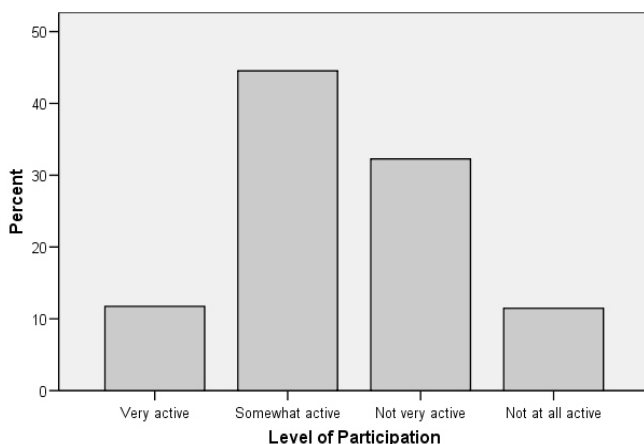
There is no consensus among respondents regarding one desired future for Gustavus. Although not a majority, the most frequently cited responses include family-oriented community (19%) and lifestyle community (17%) (Figure 20). In contrast, the least frequently cited responses include religious community (1%) and retirement community (3%). Not surprisingly, one-quarter of respondents suggest they are undecided regarding one particular vision for Gustavus' future, which is likely indicative of an individual's capacity to value a community for multiple reasons.

Community members assign varying levels of threat when considering whether certain current events, community conditions, or social dysfunction threaten Gustavus' future. Approximately three-quarters or more of respondents indicate the failing dock (90%), high utility rates (89%), high freight delivery costs (87%), potential multi-city regional borough government (83%), ground water quality (82%), limited health care services (78%), high regional air service cost (78%), failure of community members to work together (77%), limited local jobs (76%), large-scale tourism development (74%), lack of public wastewater disposal (73%), lack of local volunteerism (72%), and local indifference about community (72%) severely or somewhat threatens the community (Table 8). Of particular importance, a majority suggest the inadequate dock (64%) and high utility rates (58%) severely threaten Gustavus' future.

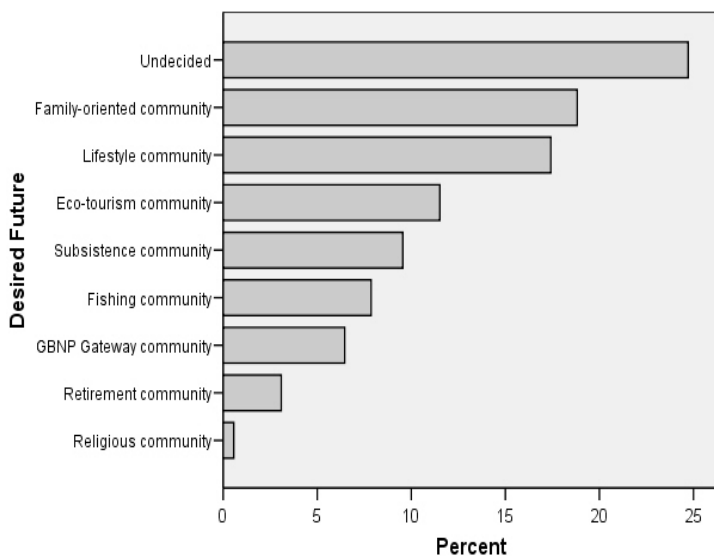
In contrast, the majority of respondents do not feel the following are threats to Gustavus' future: frequency of regional air service (54%), package store alcohol sales (56%), people moving into Gustavus (56%), the City of Gustavus (56%), becoming Juneau's bedroom community (57%), all-terrain vehicle (ATV) use of roads (59%), lack of a public water system (65%), lack of police protection (67%), crime rate (68%), and alcohol sales restrictions (75%).

The list of 37 potential threats to Gustavus' future is not exhaustive, but rather is an accumulation of community concerns noted within Gustavus and across rural Southeast Alaska. Of noteworthy importance, only nine percent of respondents provide an additional community threat not already included in the survey.

**Figure 19. Level of Community Participation**



**Figure 20. Desired Future for Gustavus**



**Table 8. Threats to Gustavus' Future**

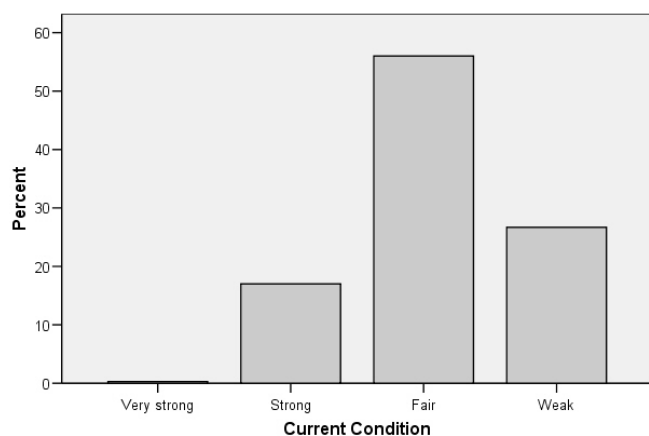
<b>Community Threat</b>	<b>Threatens<sup>*</sup></b>	<b>No Threat</b>
Inadequate dock	90%	10%
High utility rates	89%	11%
High freight delivery cost	87%	13%
Potential multi-city regional borough government	83%	17%
Ground water quality	82%	18%
Limited health care services	78%	22%
High regional air service cost	78%	22%
Failure of community members to work together	77%	23%
Limited local jobs	76%	24%
Large-scale tourism development	74%	26%
Lack of public wastewater disposal	73%	27%
Lack of local volunteerism	72%	28%
Local indifference about community	72%	28%
Seasonal residents not valuing community	68%	32%
Frequency of freight delivery	68%	32%
All-Terrain Vehicle (ATV) use of beaches and wetlands	68%	32%
Abuse of legal substances	68%	32%
Lack of Alaska Marine Highway System ferry service	66%	34%
Abuse of illegal substances	65%	35%
Hunting within city limits	64%	36%
Commercial sport fishing	63%	37%
Seasonal residents influencing community direction	63%	37%
People moving out of Gustavus	62%	38%
Pollution	61%	39%
Cruise ship tourism industry	61%	39%
Land use regulation	59%	41%
Lack of compliance with City ordinances	56%	44%
Frequency of regional air service	46%	54%
Package store alcohol sales	44%	56%
People moving into Gustavus	44%	56%
City of Gustavus	44%	56%
Becoming Juneau's bedroom community	43%	57%
All-Terrain Vehicle (ATV) use of roads	41%	59%
Lack of public water system	35%	65%
Lack of police protection	33%	67%
Crime rate	32%	68%
Alcohol sales restrictions	25%	75%

\* Includes respondents providing a severely threatens or somewhat threatens rating.

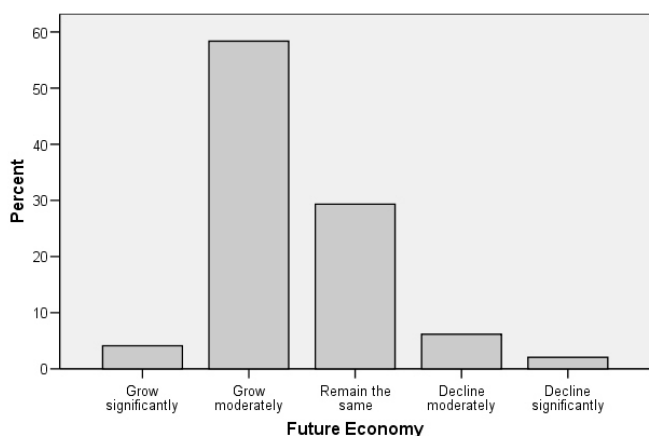
## ECONOMIC DEVELOPMENT

Survey respondents generally believe Gustavus' local economy is struggling. An overwhelming majority (83%) rate the economy's current condition as fair (56%) or weak (27%), whereas only 17% suggest the economy is strong (Figure 21). Despite a general lack of confidence in the current economy, respondents' expectations regarding the future performance of Gustavus' economy are significantly more optimistic. Nearly two-thirds (62%) expect the economy to grow moderately (58%) or significantly (4%) during the next ten years (Figure 22). Of noteworthy importance, few respondents (8%) expect the economy to decline either moderately (6%) or significantly (2%).

**Figure 21. Current Economy Condition**

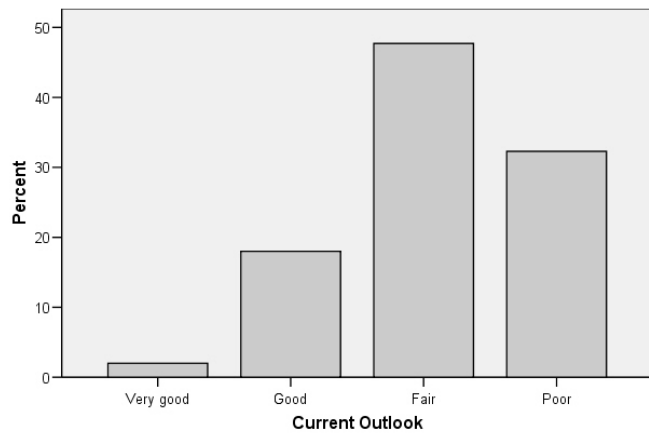


**Figure 22. Economy Change over Next Ten Years**

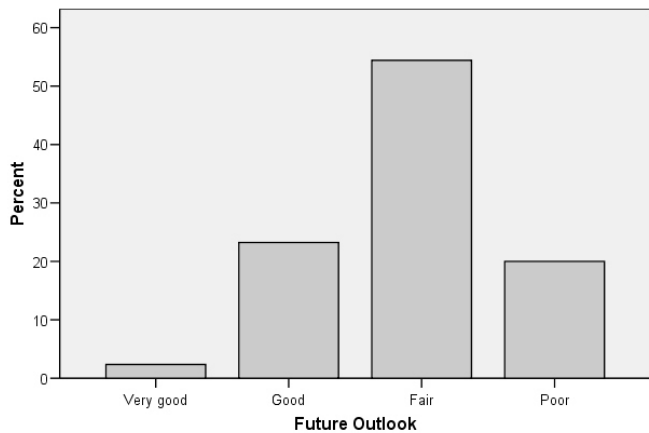


Overall economy performance is dependent upon local business development and perceptions of business opportunities play a critical role. Respondents generally lack confidence in the local business climate with over three-quarters (80%) indicating current business opportunities are either fair (48%) or poor (32%);

**Figure 23. Current Business Opportunities**



**Figure 24. Future of Local Business Development**



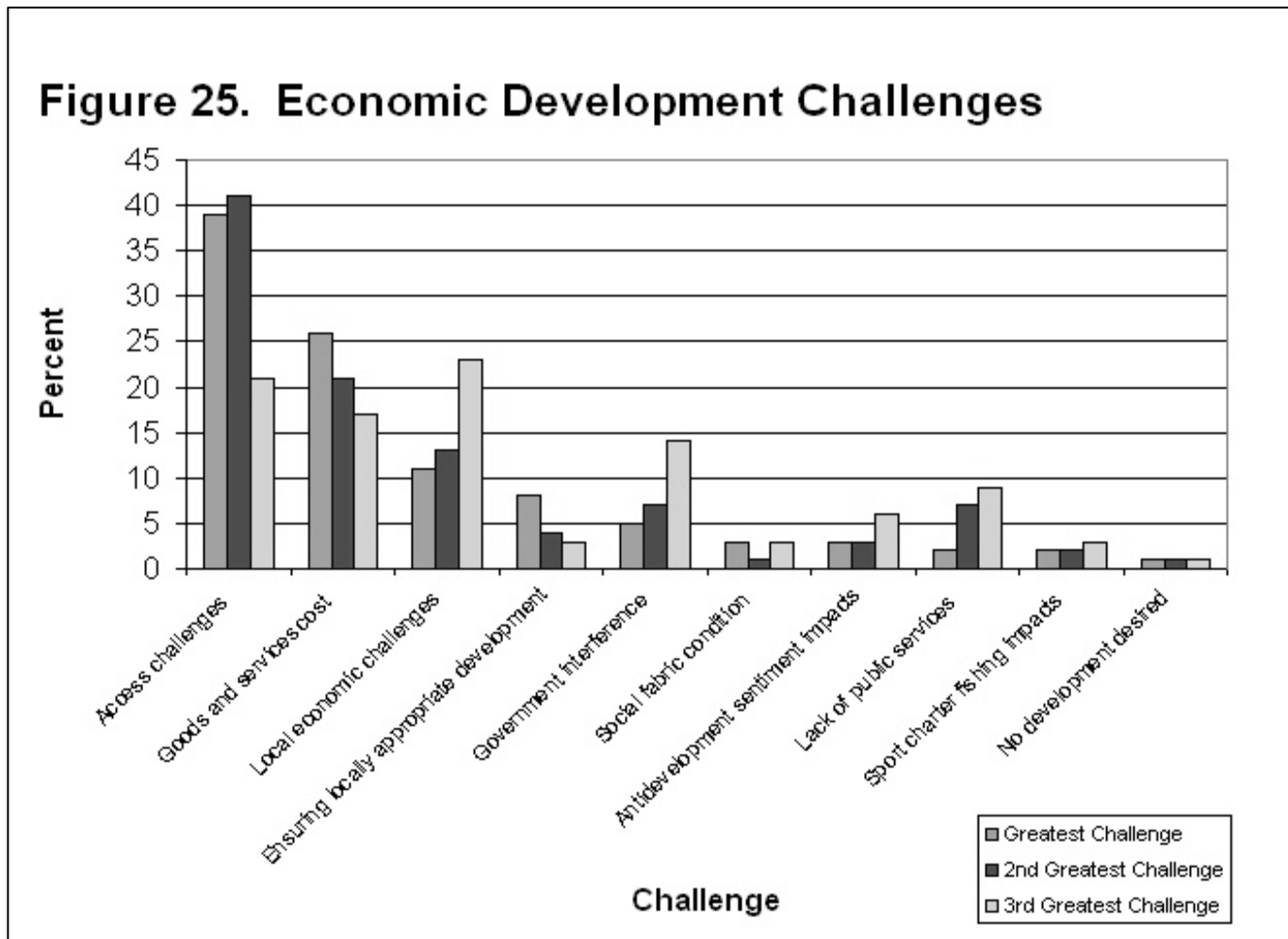
however, a smaller and more optimistic group (20%) suggest current business opportunities are good (18%) or very good (2%) (Figure 23). Respondents are similarly concerned about the future of local businesses. Only one-quarter (26%) suggest the overall future of local business development is good (23%) or very good (3%). In contrast, three-quarters (74%) report future local business opportunities are fair (54%) to poor (20%) (Figure 24).

Survey respondents were queried regarding greatest challenges to economic development in Gustavus. For this particular open-ended survey questionnaire item, respondents were allowed to provide any qualitative written response. To quantitatively summarize responses, qualitative responses are categorized according to common content. Appendix F contains a complete list of verbatim qualitative responses. Response categories are reported in Table 9 and visually represented in Figure 25.

**Table 9. Economic Development Challenges**

Category	General Description	Comment Examples
Access challenges	Cost, availability, or reliability of freight or transportation to or from Gustavus.	"High freight delivery cost." "Poor marine access." "Transportation to other communities." "Remote."
Goods and services cost	High direct cost of goods and services.	"High utilities." "Cost of energy and fuel." "Keep increasing costs minimized."
Social fabric condition	Divisiveness within the community caused by social, religious, or political factors.	"Bring community factions together." "Attitude toward business people." "Religious sectors."
Lack of public services	Additional infrastructure, utilities, or services are needed.	"Lack of wastewater treatment facility." "Health care." "Planning and zoning." "Reliable broadband internet."
Local economic challenges	Inherent challenges to local economic development.	"Skilled labor pool." "Seasonal nature of economy." "Small town size." "Fluctuating population."
Antidevelopment sentiment impacts	Local quality of life is threatened by those who are opposed to local economic development.	"Local radicals trying to prevent new business and economic growth." "People who want to stop change." "NIMBY people."
No development desired	Local quality of life is threatened by any and all economic development initiatives.	"We don't need more economic development in Gustavus." "To limit growth." "I don't want economic development."
Ensuring locally appropriate development	The desire to balance economic development with social, environmental, and other factors to maintain local quality of life.	"Maintaining current lifestyle while fostering some growth." "Conducting business through and by protecting our environment."
Government interference	Current or future complications caused by local, borough, state, or federal governmental units.	"Borough formation." "Park restrictions on personal use." "Property tax." "Local government interference."
Sport charter fishing impacts	Damage to current or future development caused by density of sport charter fishing industry.	"Better dock just means more depletion of resource." "Non-resident depletion of fisheries." "Charter fishing needs more regulation."

Respondents provide a wide range of responses regarding challenges to local economic development. Specifically, responses span ten thematic categories with no single category noted by a majority of respondents. Respondents most frequently cite access challenges including the cost, availability, or reliability of freight service or transportation to and from Gustavus as the greatest challenge to economic development (39%) (Figure 25). The remoteness of Gustavus from other communities and subsequent high cost of access to Gustavus, high freight delivery cost, and lack of transportation options are all considered significant access challenges. Related to Gustavus' remoteness and subsequent access challenges, one-quarter (26%) similarly suggest the high direct cost of local goods and services is the greatest impediment to economic development.



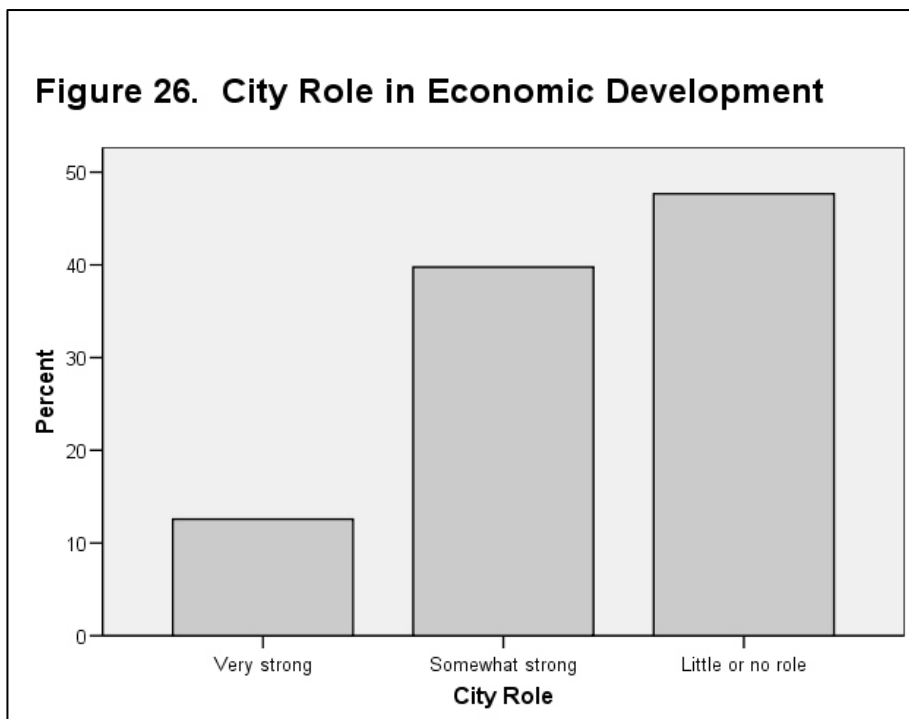
Of noteworthy importance, access challenges and cost of goods and services far outweigh all other noted economic development challenges. Specifically, only a minority (11%) report challenges inherent to the local economy including limited labor pool, seasonal economy, and seasonal population as the most significant challenge (i.e., greatest challenge). Interestingly, eight percent indicate the desire to balance economic development with social, environmental, and other elements of local quality of life (i.e., ensuring locally-appropriate development) as oftentimes challenging to local economic development (i.e., greatest challenge).

These comments acknowledge the difficulty in balancing the preservation of Gustavus' unique quality of life with supporting a healthy local economy.

Respondents were asked to provide three challenges to economic development in their rank order of importance (i.e., first, second, and third). Rank order findings indicate a relatively similar pattern in responses with respondents repeatedly rating access challenges, cost of goods and services, and local economy challenges as the greatest impediments to local economic development. Of noteworthy importance, a significant percentage (27% - 48%) of respondents refused to answer the question, which is likely attributable to lack of familiarity with local economic development challenges or unwillingness to provide a written response.

Local governments typically serve as a focal point for community affairs and activities. They provide a structure for decision-making and planning that enables a community to move forward on projects of local importance. The specific roles, responsibilities, and authority of local governments are largely at the discretion of constituents and locally-elected officials.

In Gustavus, there is significant debate regarding whether the city government should be involved in local economic development activities with respondents nearly equally divided. While a small majority (52%) indicate the city government should play either a very (13%) or somewhat (40%) strong role in local economic development, nearly half (48%) suggest the city has little or no role in economy-related endeavors (Figure 26). With a nearly equal split in public opinion, the City of Gustavus should exercise caution in directly participating in economic development endeavors. However, City-sponsored public infrastructure projects – especially those related to marine transportation – will provide critical indirect support for Gustavus' local economy.





## INFRASTRUCTURE DEVELOPMENT

Rural Southeast Alaska residents enjoy a lifestyle rich in natural resources, environmental beauty, and small town charm. In addition to positive aspects, there are also many challenges rural community residents face largely related to obtaining essential core services and building or maintaining critical physical infrastructure. Not surprisingly, Gustavus respondents echo concerns heard across rural Southeast Alaska: physical infrastructure and core services are often lacking and are critical to the community's future (Table 10).

**Table 10. Importance of Infrastructure Projects**

Infrastructure Project	Important*	Not Important
Improve dock for residential and recreational uses	94%	6%
Improve dock for commercial uses	88%	12%
Improve Health Care Clinic	86%	14%
Improve Internet connectivity	84%	16%
Replace bulk fuel tank farm	82%	18%
Develop hazardous waste disposal site at DRC	80%	20%
Develop public wastewater disposal	77%	23%
Improve DRC's refuse and landfill system	76%	24%
Develop a scrap metal storage facility at DRC	73%	27%
Improve DRC's recycling center	70%	30%
Develop public restrooms	70%	30%
Upgrade Wilson Rink Creek Road	63%	37%
Improve Salmon River Community Park playground equipment	62%	38%
Develop more bike and foot trails	58%	42%
Develop dry dock and boat repair facility	56%	44%
Develop community cemetery	54%	46%
Improve arterial City roads	53%	47%
Improve DRC's Community Chest	52%	48%
Develop Rink Creek substation for GVFD	51%	49%
Develop public campground	47%	53%
Develop a visitor center	42%	58%
Develop rifle and archery range	40%	60%
Develop way-finder signage	38%	62%
Develop public water system	33%	67%
Develop more public parks	32%	68%

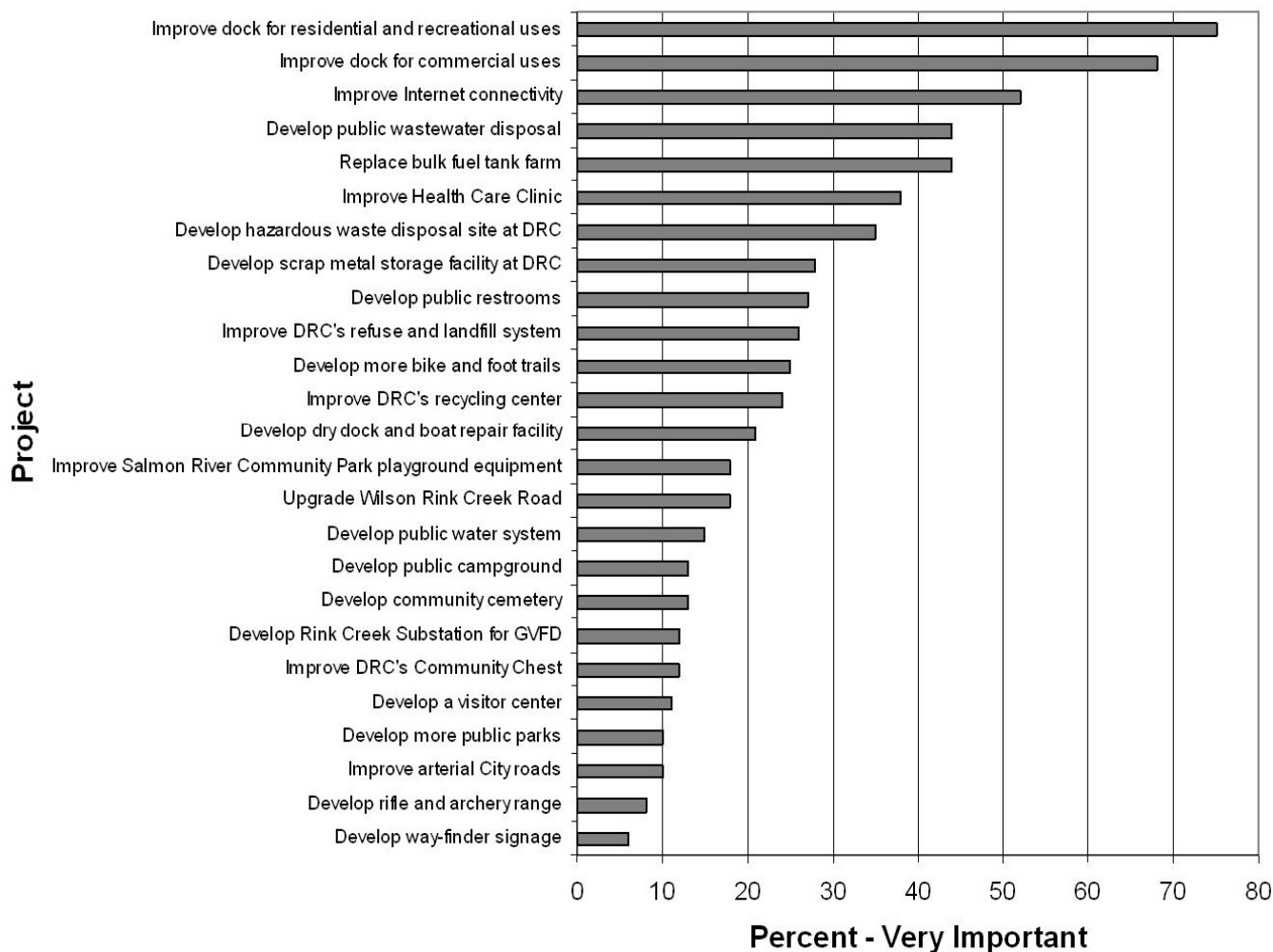
\* Includes respondents providing a very or somewhat important rating.

In particular, physical infrastructure related to marine facilities is viewed as very or somewhat important with nearly all respondents advocating for improving the dock for residential/recreational uses (94%) and commercial uses (88%). An overwhelming majority also indicate improving the Health Care Clinic (86%), Internet connectivity (84%), and replacing the bulk fuel farm (82%) are very or somewhat important projects. Solid waste disposal is also a high priority with over three-quarters of respondents indicating developing a hazardous waste disposal site at the Disposal and Recycling Center (DRC) (80%), improving DRC's refuse and landfill system (76%), and developing a scrap metal storage facility at DRC (73%) are very or somewhat important. An overwhelming majority of respondents are also concerned about wastewater disposal with over three-quarters suggesting a public wastewater system is very or somewhat important to Gustavus' future (77%). To a lesser extent, but still a strong majority, approximately two-thirds of respondents indicate improving the DRC's recycling center (70%) and upgrading Wilson Rink Creek Road (63%) are very or somewhat important.

Out of 25 potential infrastructure projects listed in the community survey, only six are considered to be of little or no importance by the majority of respondents including developing a public campground (53%), visitor center (58%), rifle and archery range (60%), way-finder signage (62%), public water system (67%), and public parks (68%). There is no consensus, for or against, regarding developing more bike and foot trails, a dry dock and boat repair facility, community cemetery, or Rink Creek Substation for the Gustavus Volunteer Fire Department. There is also lack of consensus regarding improving the DRC's Community Chest or arterial city roads.

Of noteworthy importance, at least half of all respondents identify improving Internet connectivity (52%), improving the dock for commercial uses (68%), and improving the dock for residential/recreational uses (75%) as very important to Gustavus' future (Figure 27).

**Figure 27. Importance of Infrastructure Projects**



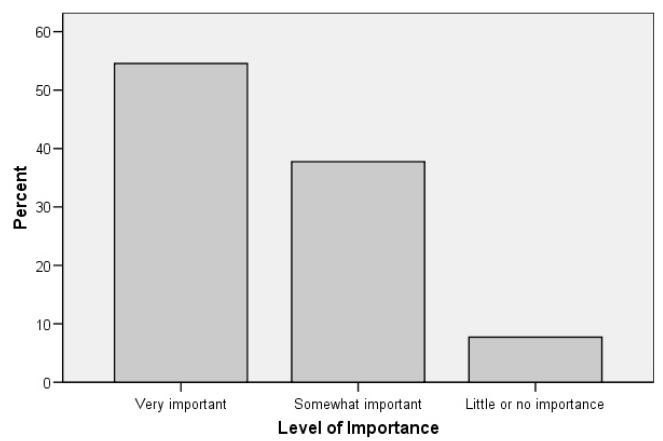
## COMMUNITY PLANNING

Community planning is an organized way of studying community needs and setting goals and objectives for future community development aimed at improving local quality of life. Respondents recognize the value of planning with nearly all respondents indicating community planning is important for Gustavus' future (92%); over half (54%) suggest it is very important (Figure 28). In contrast, only eight percent indicate planning has little or no importance to the community's future.

Community planning is generally implemented via land use regulation (i.e., planning and zoning) for the purpose of protecting people and property. Almost all respondents consider community planning important and most believe land use regulation is important for achieving ten specific community development outcomes. Specifically, nearly everyone suggests regulating land use is important (i.e., very or somewhat important) to protecting the environment (90%) and local quality of life (92%) (Table 11). An overwhelming majority also believe planning and zoning is important (i.e., very or somewhat important) to planning Gustavus' future (88%), protecting property values (83%), separating incompatible land uses (83%), avoiding private property land disputes (81%), and implementing the *Gustavus Strategic Plan* (80%). Although still a majority, fewer respondents are confident regarding planning and zoning achieving the following outcomes: obtaining platting authority (58%), controlling community growth (62%), and preventing large-scale tourism development (71%).

Planning and zoning is an authorized power of municipal governments – a power the City of Gustavus has not adopted or implemented. While zoning is generally simple in concept, its application is often complex and fraught with local debate. Consensus is lacking among respondents regarding level of support for the City of Gustavus exercising planning and zoning powers. Specifically, a slight majority (57%) are very (22%) or somewhat (35%) supportive

**Figure 28. Importance of Community Planning**



**Table 11. Importance of Planning and Zoning**

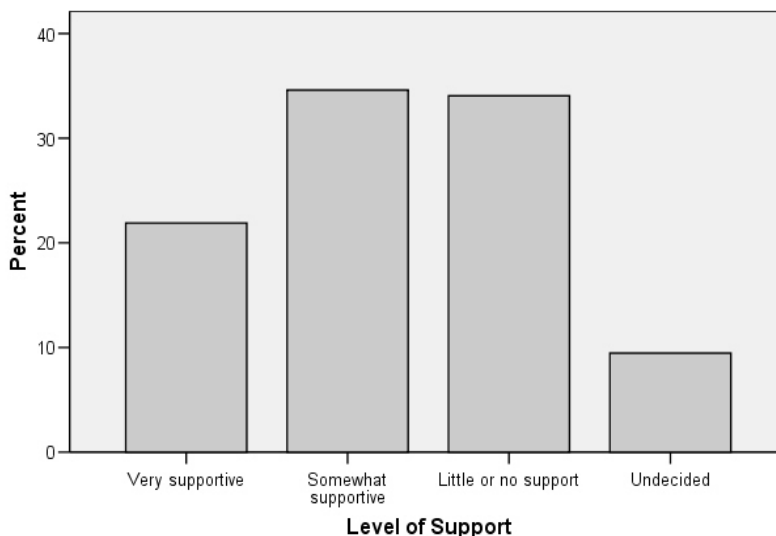
Planning Outcome	Important*	Not Important
Protecting local quality of life	92%	8%
Protecting the environment	90%	10%
Planning Gustavus' future	88%	12%
Protecting property values	83%	17%
Separating incompatible land uses	83%	17%
Avoiding private property land use disputes	81%	19%
Implementing the Gustavus Strategic Plan	80%	20%
Preventing large scale tourism development	71%	29%
Controlling community growth	62%	38%
Obtaining platting authority	58%	42%

\* Includes respondents providing a very or somewhat important rating.

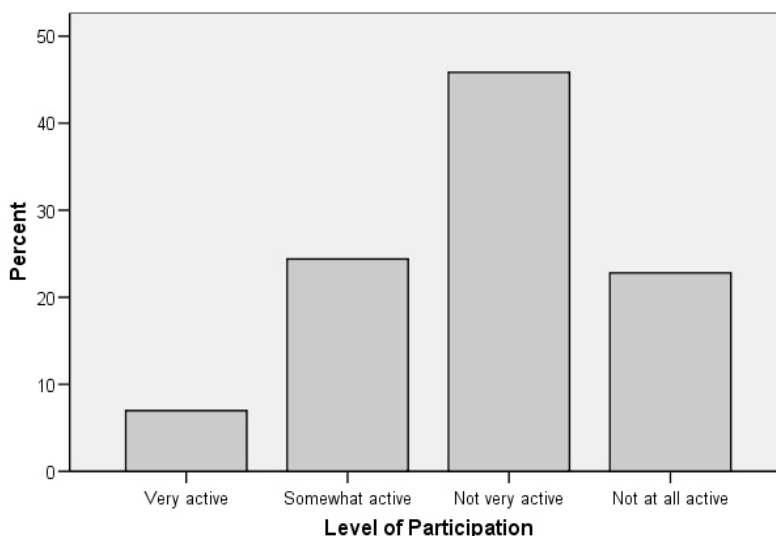
of the City adopting planning and zoning powers, whereas 34% offer little to no support (Figure 29). Of noteworthy importance, ten percent remain undecided. In short, while respondents highly value community planning and recognize the benefits of planning and zoning, many are hesitant regarding land use regulation in Gustavus.

Similar to prior findings related to respondents' level of participation in local government, the wide majority of respondents are not involved in Gustavus community planning activities. Specifically, approximately two-thirds (69%) suggest they have very limited (46%) to no involvement (23%) in local planning activities (Figure 30). In contrast, one-third (31%) indicate they are very (7%) or somewhat (24%) active. Although respondents value community planning, the actual execution of planning-related activities is carried out by a small group of dedicated volunteers. For example, three-quarters (74%) indicate they did not participate in the development of the *Gustavus Strategic Plan* (adopted 2005). On a more positive note, nearly 100 respondents (26%) indicate they were involved with *Plan* development.

**Figure 29. Support for Planning and Zoning**



**Figure 30. Participation in Community Planning**

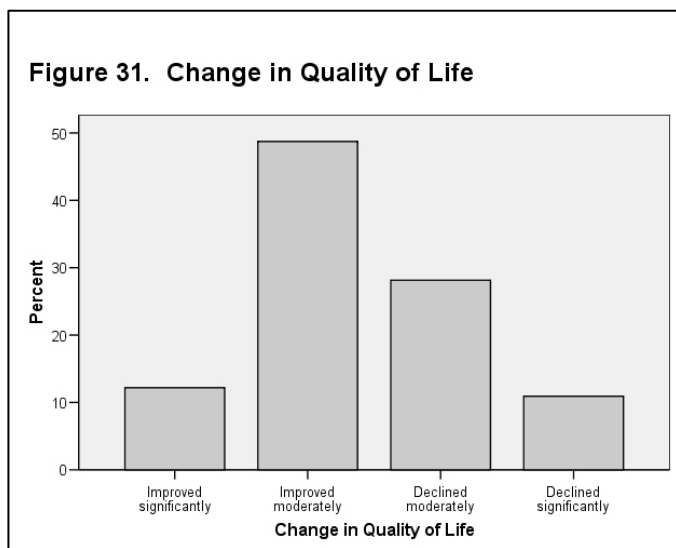


## LOCAL GOVERNMENT

Throughout this section, "city government" refers exclusively to the City of Gustavus municipal government including the city council, city staff, city services, and other city entities. The city government officially incorporated in April 2004.

The City of Gustavus incorporated as a second class city in April 2004. Since that time, city council members, city staff, and volunteers have worked hard to establish and manage the city government including writing the Code of Ordinances, conducting elections, developing a community strategic plan, municipal budgeting and financial management, and operating various city services and facilities.

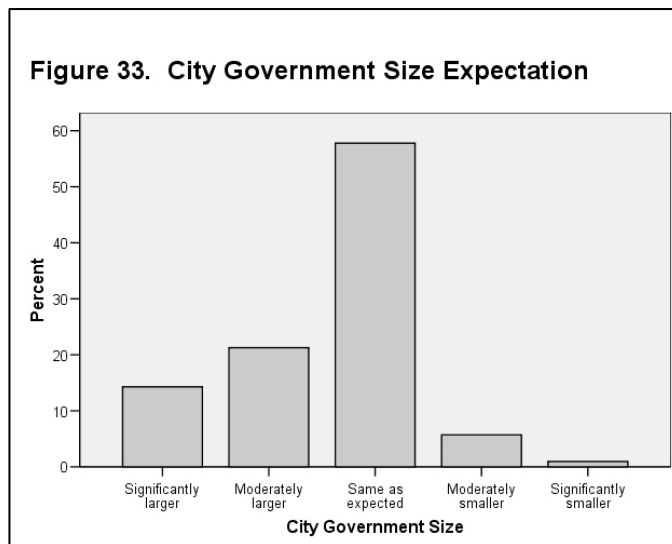
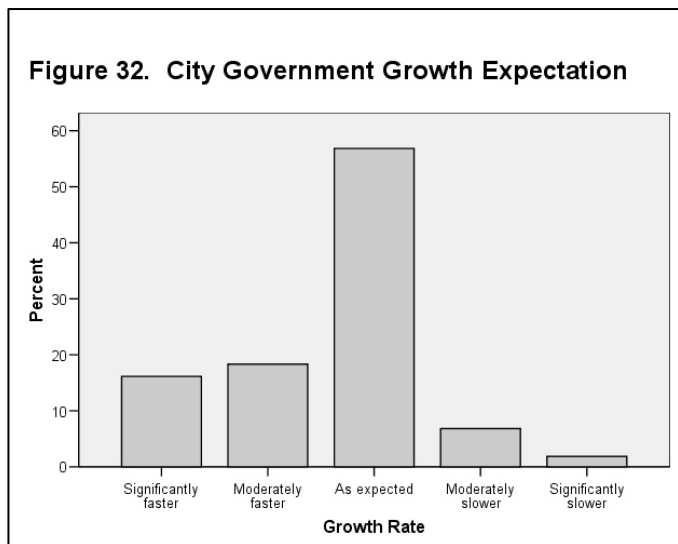
Adopting and implementing a city government is a monumental task and local leaders effectively established the City of Gustavus in a relatively short time. Despite the timely evolution of the city government structure and governance practices, there have been growing pains as the community transitions to a city government form of local governance. Specifically, anecdotal evidence suggests there have been many ups and downs in public sentiment regarding city government performance and how it has impacted local quality of life. For the first time, the City of Gustavus elected to comprehensively query community members regarding local government performance, impacts to quality of life, taxation, public participation, and other issues of local concern.



Three-quarters (74%) of respondents suggest the incorporation of the City of Gustavus has impacted local quality of life; one-quarter (26%) indicate it has not impacted quality of life. Of those respondents who suggest local quality of life has changed, nearly two-thirds (61%) indicate it has improved significantly (12%) or moderately (49%) (Figure 31). In contrast, approximately one-third (39%) report quality of life has declined moderately (28%) or significantly (11%). In short, despite vocal local accounts regarding the negative impact of local government on community quality of life, respondents note the community has changed, but changes have generally been positive or neutral in nature.

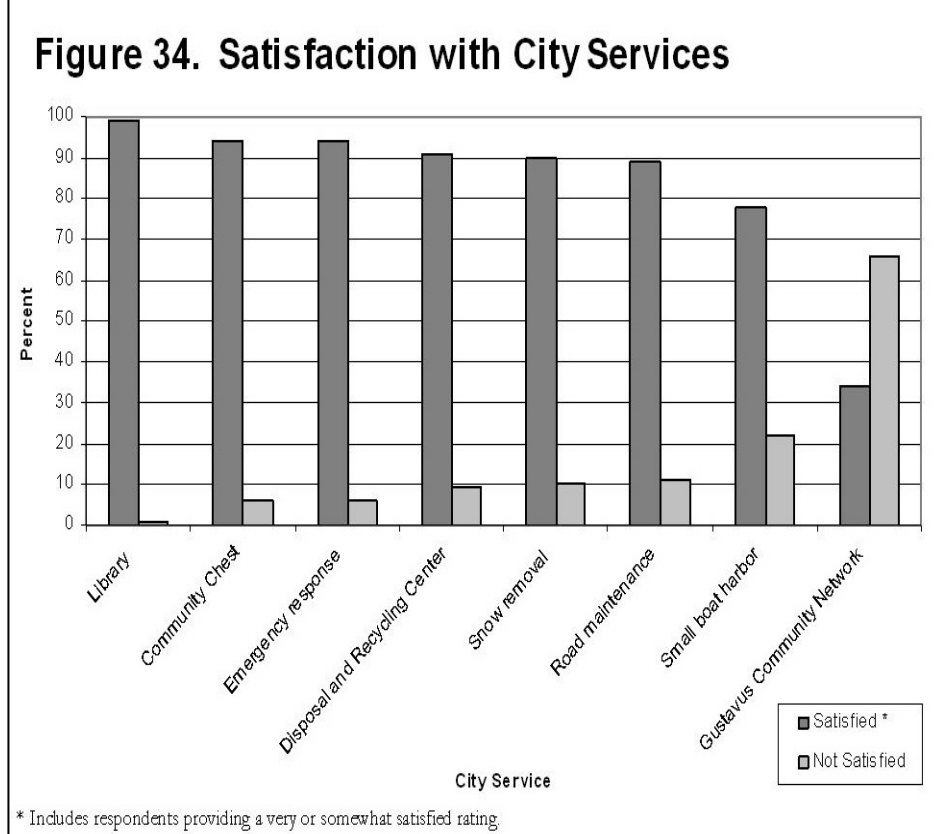
Respondents were queried regarding whether the city government has evolved faster, slower, or at the speed they expected. Over half (57%) suggest it has grown at the expected speed; one-third (34%) indicate it has grown significantly (16%) or moderately (18%) faster (Figure 32). In contrast, approximately one in ten respondents (9%) believe it has grown slower than expected.

Respondents were also queried regarding whether the current size of the city government is larger, smaller, or as expected. Similar to results regarding the speed of city government growth, the majority (58%) suggest the city government's size is as expected (Figure 33). Over one-third (35%) express concern by noting the city government has grown significantly (14%) or moderately (21%) larger than original expectations. In short, while the majority of respondents are not surprised by the speed or size of city government growth, a significant quantity (approximately one-third) suggest it has grown faster and larger than originally expected.



The City of Gustavus currently operates and maintains six primary services and facilities including the Library, Disposal and Recycling Center (DRC), Community Chest (i.e., part of DRC), emergency response (i.e., fire and medical), road maintenance, snow removal (i.e., part of road maintenance), Gustavus Community Network (i.e., Internet), and the small boat harbor.

Respondents were queried regarding the quality of the aforementioned city government services. Almost everyone (99%) is satisfied (i.e., very satisfied or satisfied) with the Library; over three-quarters (77%) are very satisfied (Figure 34). Approximately nine in ten



respondents are also satisfied (i.e., very satisfied or satisfied) with the Community Chest (94%), emergency response (95%), Disposal and Recycling Center (91%), snow removal (90%), and road maintenance (89%). Approximately two-thirds are very satisfied with the Disposal and Recycling Center (62%) and Community Chest (67%). Although generally satisfied, respondents indicate there is room for improvement in snow removal and small boat harbor with nearly half noting they are only somewhat satisfied (46% and 44% respectively). Respondents are least satisfied with the Gustavus Community Network with two-thirds (66%) suggesting they have little or no satisfaction.

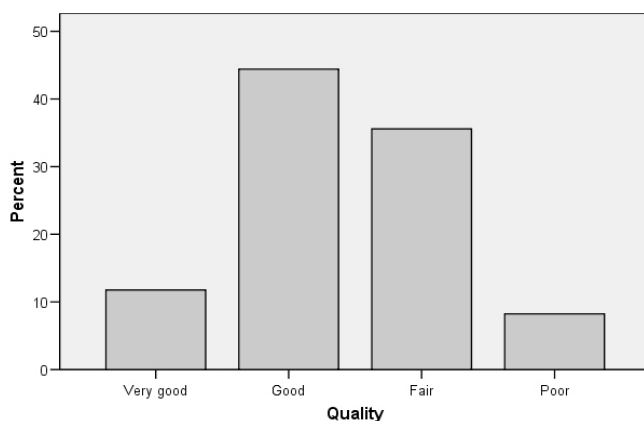
Respondents are satisfied with the quality of city government services and facilities as evidenced by the majority (56%) providing a very good (12%) or good (44%) general rating (Figure 35). Approximately one-third (36%) indicate city services are only fair; less than one in ten (8%) suggest city services and facilities are poor.

The majority (59%) of respondents suggest the overall quality of services delivered to Gustavus residents has either improved moderately (48%) or significantly (11%) since the incorporation of the city government (Figure 36). Only one in ten (10%) suggest the quality of services and facilities has declined. Of noteworthy importance, nearly one-third (32%) indicate the quality of services has remained the same.

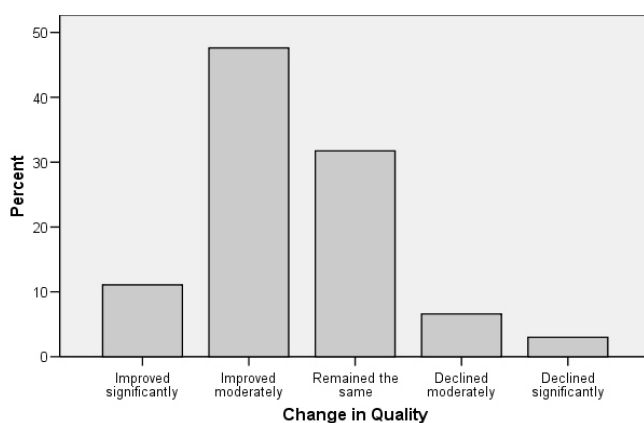
Despite relatively positive ratings regarding the current quality of various services and facilities and change over time, respondents are less confident regarding the city government's ability to effectively deliver services. Specifically, the majority (59%) of respondents suggest the City is only somewhat effective in delivering services; one-fifth (20%) indicate the city is minimally or not effective (Figure 37). In contrast, 21% suggest the city is very effective regarding overall service delivery.

Second class cities across Alaska provide varying quantities of services and facilities ranging from as few as two to as many as two dozen services.

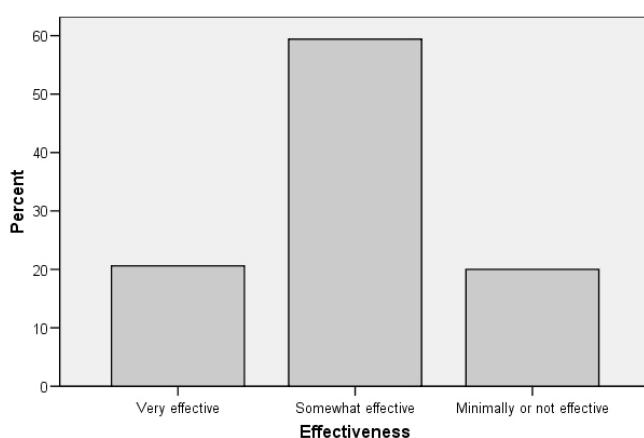
**Figure 35. Quality of City Services and Facilities**



**Figure 36. Change in Quality of City Services and Facilities**



**Figure 37. Effectiveness of City Service Delivery**



Gustavus provides six core services, but could potentially offer more based on public need, support, and willingness to pay. Respondents were queried regarding overall level of support for the City of Gustavus providing an additional 18 services ranging from establishing a local water/wastewater utility to providing animal control enforcement.

In total, the majority of respondents are interested (i.e., very supportive or somewhat supportive) in the City of Gustavus delivering an additional 12 services (Table 12). Respondents are particularly interested in waste disposal with over three-quarters recommending hazardous waste disposal (82%), scrap metal disposal (80%), and wastewater utility (78%). Over three-quarters are also interested in city operated and maintained bulk fuel tank farm (78%) and city-wide water quality testing (77%). Approximately two-thirds would appreciate the city participating in economic development (65%), establishing public restrooms (65%), building and maintaining a multi-purpose community building (64%), and establishing a community cemetery (61%). Of noteworthy importance, a majority also generally approve of city government land use regulation (60%), tourism promotion (60%), and firearm discharge regulation (53%).

**Table 12. Additional City Services**

Service	Supportive <sup>*</sup>	Not Supportive
Hazardous waste disposal	82%	18%
Scrap metal disposal	80%	20%
Wastewater utility	78%	22%
Bulk fuel tank farm	78%	22%
Water quality testing	77%	23%
Economic development	65%	35%
Public restrooms	65%	35%
Multi-purpose community building	64%	36%
Community cemetery	61%	39%
Land use regulation	60%	40%
Tourism promotion	60%	40%
Firearm discharge regulation	53%	47%
Expanded parks and recreation	50%	50%
Campground	44%	56%
Water utility	42%	58%
Animal control	41%	59%
Rifle and archery range	40%	60%
Police protection	30%	70%

<sup>\*</sup> Includes respondents providing a very or somewhat supportive rating.

Of noteworthy importance, none of the aforementioned services received a very supportive evaluation by the majority of respondents, suggesting respondents are cautiously interested in obtaining additional municipal services. Receiving the strongest support, respondents are very supportive of the City of Gustavus providing wastewater services (48%) and implementing city-wide water quality testing (41%). Developing a wastewater utility likely includes septic pumping and disposal services.

In contrast, a majority have little to no support for a public campground (56%), water utility (58%), animal control (59%), and rifle and archery range (60%). Likely echoing the sentiments of the independent-spirited homesteaders that originally established Gustavus, nearly three-quarters (70%) of community members show little or no support for the City of Gustavus implementing police protection as a municipal service.



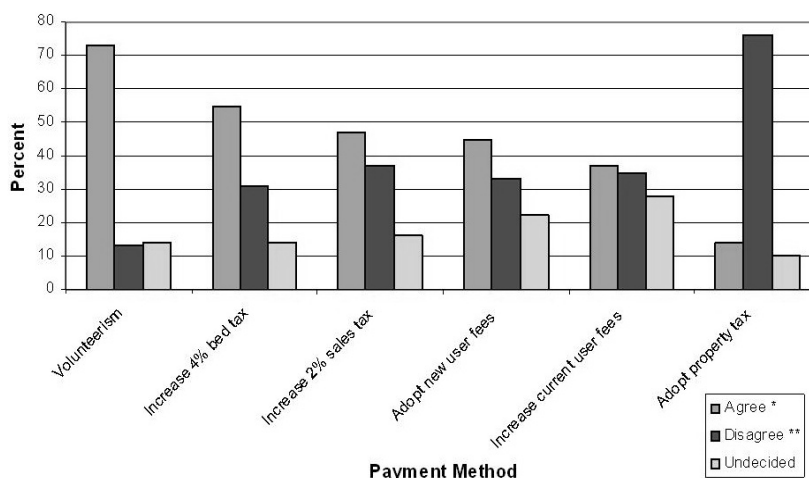
The ability of a local government to improve current services or offer additional services largely depends on constituents' willingness to pay. Respondents vary in their willingness to pay via a variety of methods thereby empowering the City of Gustavus to offer additional municipal services. Specifically, the majority (56%) of respondents are supportive of increasing bed taxation (currently 4%); slightly less than half (47%) are willing to increase sales tax (currently 2%), an additional 16% are undecided (Figure 38). Furthermore, slightly less than half are willing to adopt new user fees (46%).

Of noteworthy importance, community members are steadfast in their opposition to adopting property taxes (77%) strongly disagree. Noting some flexibility, approximately one-quarter of respondents are undecided regarding increasing current (28%) or adopting new (22%) user fees. Not surprisingly, nearly three-quarters (74%) support offering new services that are supported via local volunteers.

In total, community members are more interested in utilizing volunteers, taxing visitors, and considering user fee structures to fund additional community services. They are not interested in adopting local property taxes. Of particular importance, 37% oppose, 47% support, and 16% are undecided regarding increasing local sales tax.

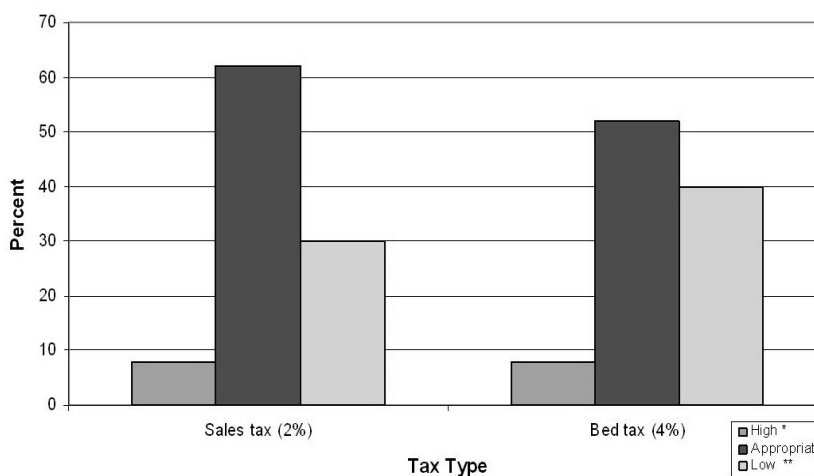
The City of Gustavus' current two-percent sales tax and four-percent bed tax generated critical revenue for the incorporation of the city government. Local taxation continues to be an important topic of discussion among residents, businesses, and visitors. When queried regarding the appropriateness of the city's current level of taxation, respondents overwhelming indicate the current tax structure is well-aligned with level of

**Figure 38. Willingness to Pay**



\* Includes respondents reporting they strongly agree or agree.  
\*\* Includes respondents reporting they strongly disagree or disagree.

**Figure 39. Current Level of Taxation**



\* Includes respondents providing a significantly or moderately high rating.  
\*\* Includes respondents providing a significantly or moderately low rating.

service and community willingness to pay. Specifically, nearly two-thirds (62%) suggest the sales tax is appropriate; nearly one-third (30%) indicate it is too low (Figure 39). Similarly, over half (52%) indicate the bed tax is appropriate; 40% report it is too low. Of noteworthy importance, only a small minority indicate the sales (8%) and bed (9%) taxes are too high, whereas a significant percentage indicate sales (30%) and bed (40%) taxes are too low. Respondents generally agree with current levels of taxation, but a significant number also feel increasing local tax rates is warranted – likely under specific conditions and for explicit purposes.

The city council is working to increase public involvement and is subsequently interested in the likelihood of community member participation in a variety of public involvement methods and forums. Specifically, respondents were queried regarding how likely they were to access their local government via 13 specific methods.

Almost all respondents are likely to keep abreast of local government affairs via relatively passive methods including reading city newsletters in the *Fairweather Reporter* (94%), reading regular constituent newsletters (93%), reading city council articles in the *Fairweather Reporter* (92%), and visiting public posting locations (82%); nearly three-quarters are very likely to read city government-related submissions to the *Fairweather Reporter* (Table 13). Furthermore, approximately two-thirds suggest they are willing to join issue-specific email or mail lists (68%), visit the city website (68%), and attend informal issue-specific discussion groups (63%). In contrast, over half suggest they are not likely or will not listen to KTOO Community Calendar radio announcements (57%), attend city council work sessions (62%), or listen to city council meetings via the Internet (65%). In sum, survey findings suggest respondents are more likely to read about local government affairs than actively participate in city meetings.

**Table 13. Methods of Public Participation**

Public Participation	Likely <sup>*</sup>	Not Likely	Will Not Use
Read city newsletter in <i>Fairweather Reporter</i>	94%	4%	2%
Read regular city newsletter mailed to all constituents	93%	5%	2%
Read city council member articles in <i>Fairweather Reporter</i>	92%	5%	3%
Visit public posting locations	82%	15%	3%
Visit City website	68%	24%	8%
Join email or mail list for specific City issues	68%	22%	10%
Attend informal issue-specific discussion groups	63%	31%	6%
Visit "City Information Center" at the Library	57%	37%	6%
Attend informal "Open House" with city council members	56%	35%	9%
Attend city council regular meeting	53%	39%	8%
Listen to KTOO Community Calendar radio announcements	43%	36%	21%
Attend city council work session	38%	51%	11%
Listen to city council meetings broadcast via Internet	35%	46%	19%

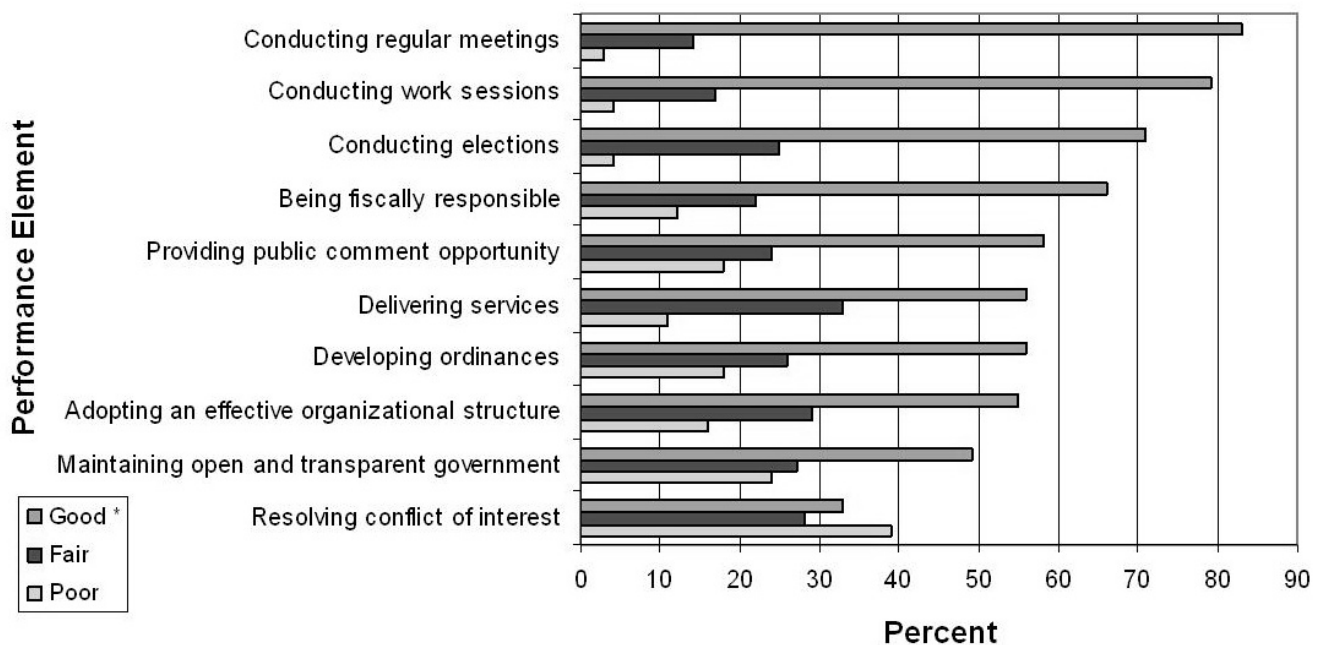
\*Includes respondents providing a very or somewhat likely rating.

Use of the “city government” term most often refers to elected officials, municipal employees, volunteers, city services, city facilities, and other local government entities. Evaluation of city government performance often includes reviewing the performance of city council members and staff. Respondents were queried regarding 28 specific elements of city government performance regarding city management, constituent relations, Gustavus representation, and the capacity to foster community well-being.

Over the past four years, the City of Gustavus has worked hard to implement an effective government structure and manage basic city affairs. Managing and operating a second class city government includes various core requirements including conducting city council meetings, conducting elections, developing ordinances, delivering services, and fiscal management. Of noteworthy importance, a significant percentage of respondents report they “don’t know” how the city government performs in regards to managing and operating city affairs (range 18% - 37%). The following analysis is based on respondents who were able to provide an informed evaluation.

An overwhelming majority of respondents indicate the City of Gustavus is very good or good at conducting regular meetings (83%) and work sessions (79%) (Figure 40). Nearly three-quarters (71%) also suggest the City of Gustavus is very good or good at conducting elections. Two-thirds (66%) positively rate (i.e., very good or good) the City’s fiscal responsibility including generating and spending revenue. Few respondents are unhappy with the City’s regular meetings (3%), work sessions (4%), and elections (4%).

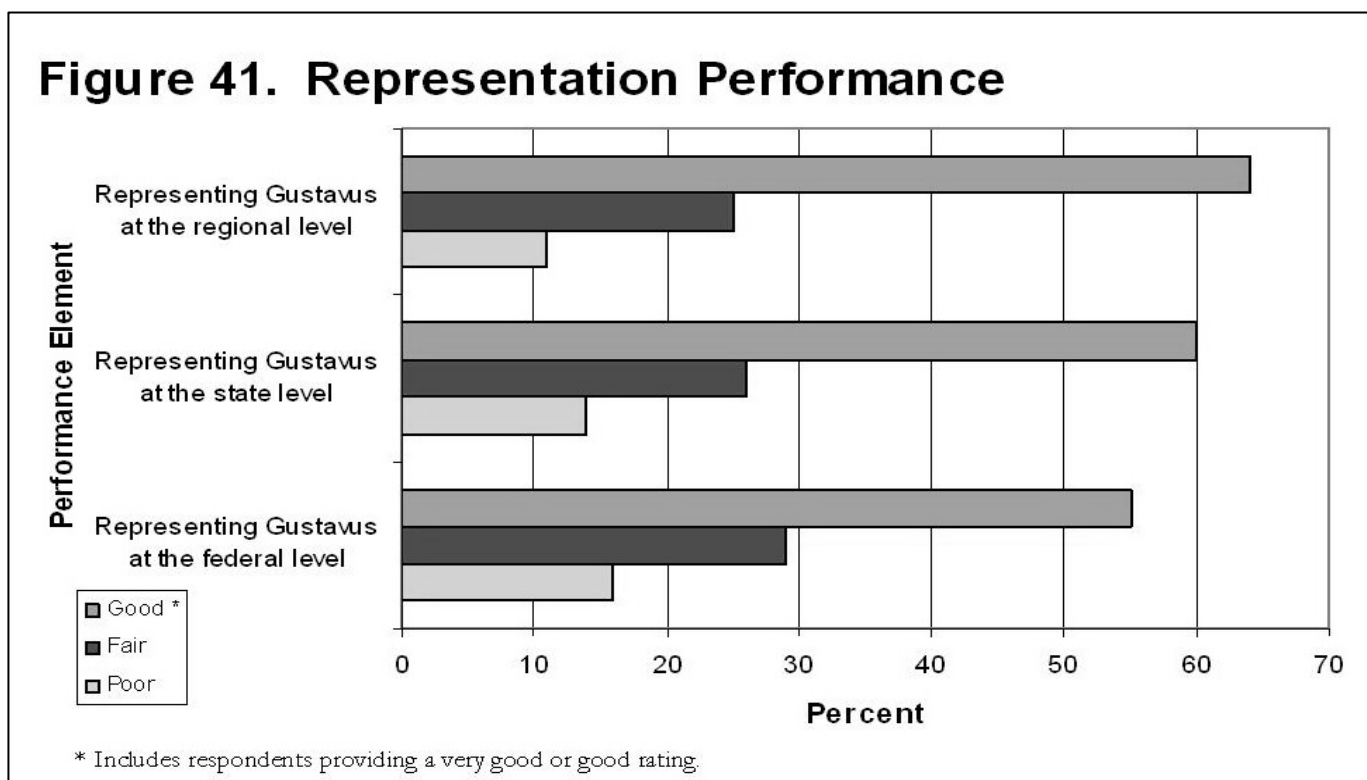
**Figure 40. City Management Performance**



\* Includes respondents providing a very good or good rating.

Over half of respondents suggest the City of Gustavus is very good or good at providing public comment opportunity (57%), delivering services (56%), developing ordinances (56%), and designing an effective organizational structure (55%). Respondents express less satisfaction with the city government’s performance related to the “softer” elements of local governance. In particular, a majority indicate the City of Gustavus is fair to poor at maintaining an open transparent government (51%) and resolving conflicts of interest (33%). Unfortunately in communities with limited populations, it is oftentimes difficult to avoid conflicts of interest and there is frequently a perception decisions are made behind closed doors due to local social networks.

Once incorporated, the City of Gustavus became the common voice and identity for the greater community of Gustavus to outside entities. There is no consensus among respondents regarding the city government's ability to represent Gustavus at the regional, state, or federal level; nearly half of all respondents were unable to levy an opinion as represented by "don't know" responses. In particular, the largest quantity of respondents suggest they don't know how the City of Gustavus is represented at the regional (42%), state (44%), or federal (49%) levels. Of respondents that are informed enough to provide an evaluation, nearly two-thirds indicate the City of Gustavus is good (i.e., very good or good) at representing Gustavus at regional (63%) and state (60%) functions; over half indicate Gustavus is represented well at the federal (55%) level (Figure 41).

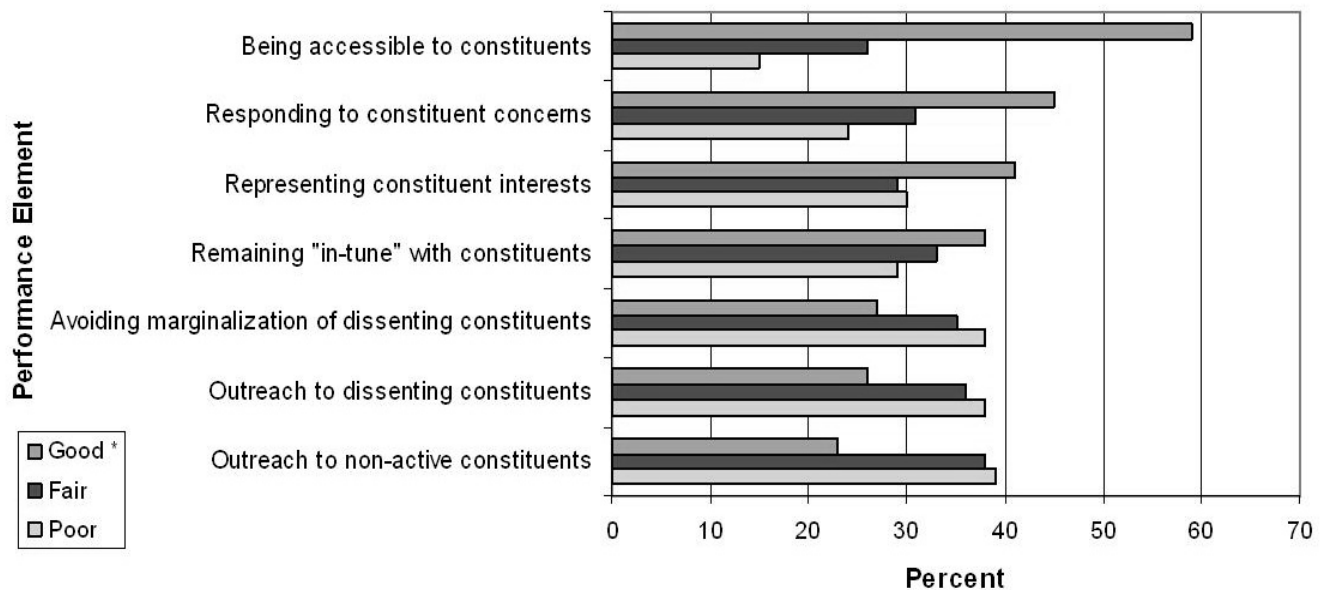


The most important element of a local government is the locally-elected officials, who are charged with managing the city government and making decisions in the best interest of constituents and the greater community. Consequently, representing constituents and protecting constituent relationships is critical to successfully serving as a locally-elected leader. The community survey queried respondents regarding seven specific elements of constituent relations (Figure 42). Similar to evaluating city management and representing Gustavus, a significant percentage of respondents are unable to evaluate the city government's relationship with constituents. "Don't know" responses range from 22% to 40% and are excluded from further analysis.

In total, respondents' opinions vary widely regarding how well the City of Gustavus represents constituent interests. Specifically, 41% of respondents suggest the city council is good (i.e., very good or good) at representing constituent interests; 14% indicate the city council is very good. In contrast, over one-quarter (29%) provide only a fair rating and nearly one-third (30%) are dissatisfied as evidenced by a poor rating.

Respondents are similarly divided regarding the city government's response to constituent concerns. Nearly half (45%) suggest the city council is good (i.e., very good or good) at responding to local concerns. In contrast, nearly one-third (31%) provide only a fair rating and nearly one-quarter (24%) are dissatisfied as evidenced by a poor rating.

**Figure 42. Constituent Relations Performance**



Remaining "in-tune" with constituents' preferences, values, and desires is oftentimes an important, but subjective evaluation. In communities equally divided by specific issues it is often a matter of opinion dependent upon how a particular decision impacted the individual or household. In Gustavus, community members are undecided regarding how well the city government remains "in-tune" with nearly equal percentages being satisfied, neutral, or dissatisfied. Specifically, 38% indicate the city government is good (i.e., very good or good) at remaining "in-tune"; 33% suggest the city government is only fair. In contrast, over one-quarter (29%) is steadfast in their opinion the city government performs poorly at remaining in-harmony with local desires.

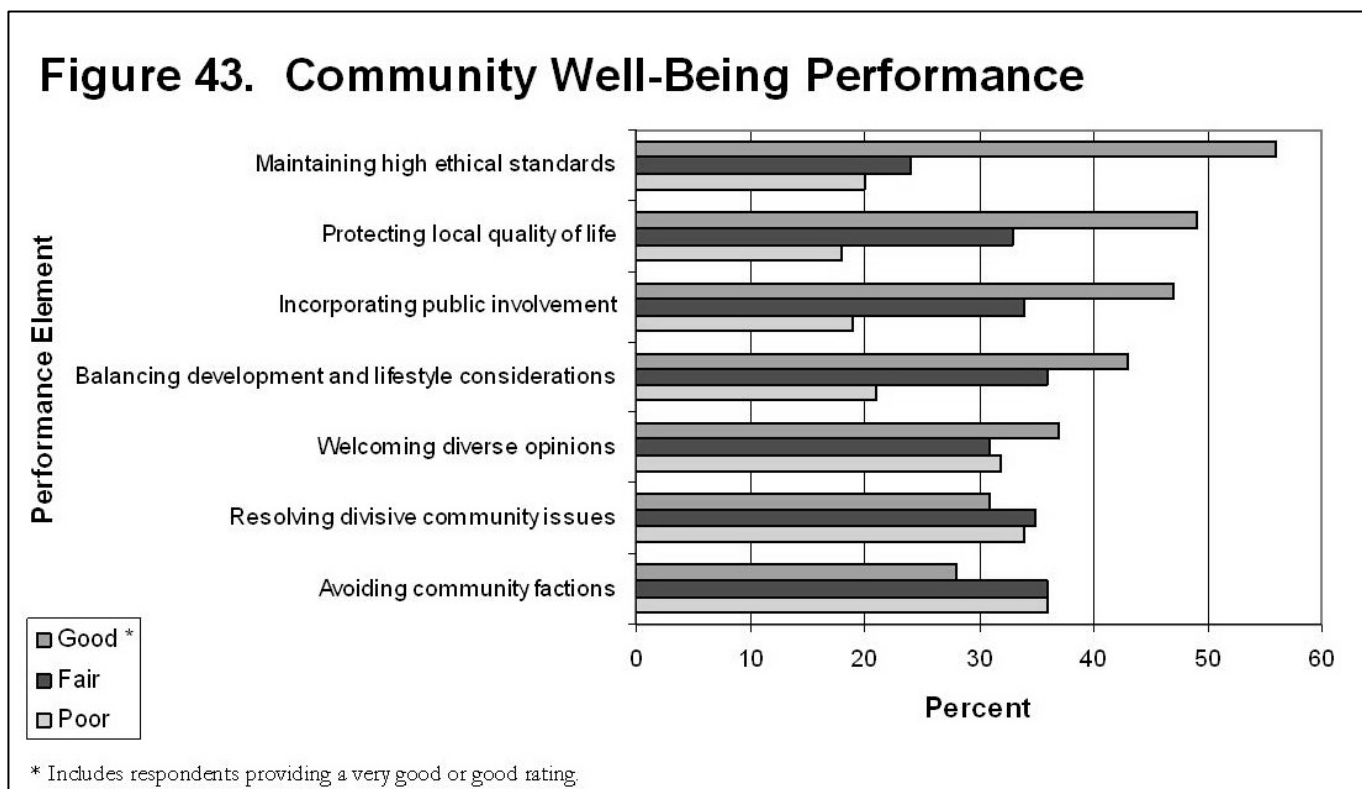
The majority (59%) of respondents positively (i.e., very good or good) rate the city government's accessibility to constituents; only 15% suggest overall accessibility is poor.

One of the most challenging elements of leadership is connecting with constituents who may disagree with city council decisions and volunteer committee recommendations. In these circumstances, it is critical to foster understanding, respect, and avoid marginalization of community members. Respondents are generally not satisfied with the city government's efforts to reach out to those who may disagree with city council decisions; more respondents provide a negative rating than a positive rating. Specifically, only one-quarter suggest the city council is good (i.e., very good or good) at avoiding marginalization of dissenting constituents

(27%) and outreach to dissenting constituents (26%). In contrast, over one-third indicate the city council performs poorly at outreach (38%) and avoiding marginalization (38%).

Most communities have a segment of the population that is not active in local government affairs. In Gustavus, community members are somewhat disappointed with outreach to non-active constituents as evidenced by more respondents providing a negative than positive rating. Specifically, over one-third (39%) suggest the City of Gustavus is poor at outreach to non-active constituents; nearly one-quarter (22%) provide a positive evaluation (i.e., very good or good). Of noteworthy importance, over one-third (38%) are relatively neutral providing only a fair rating.

A minimally discussed but important element of local government responsibility is fostering community and social well-being. These particular elements are difficult to articulate, include in a community plan, or dedicate city resources towards promoting. However, experience suggests a community in constant conflict oftentimes results in irreparable consequences for local social fabric and quality of life. Similar to prior survey findings, a significant quantity (21% to 36%) of respondents are unable to evaluate the city government's performance regarding resolving community conflict, welcoming diversity, maintaining high ethical standards, and protecting quality of life.



Considering only respondents who provided an evaluation, survey findings suggest there is little agreement among respondents (Figure 43). Nearly half (49%) suggest the City of Gustavus does a good (i.e., very good or good) job of protecting local quality of life; only 18% provide a poor rating. Nearly half also agree the City performs well in regards to balancing development and lifestyle considerations (43%); nearly one-quarter (21%) believes the City does a poor job.

Respondents are generally concerned about the City of Gustavus' ability to resolve local conflict. Specifically, only one-quarter (28%) indicate the city government is good (i.e., very good or good) at avoiding community factions; over one-third (36%) indicate the City performs poorly. Similarly, over one-third (34%) suggest the City of Gustavus does a poor job of resolving divisive community issues; less respondents (32%) indicate the City does a good (i.e., very good or good) job.

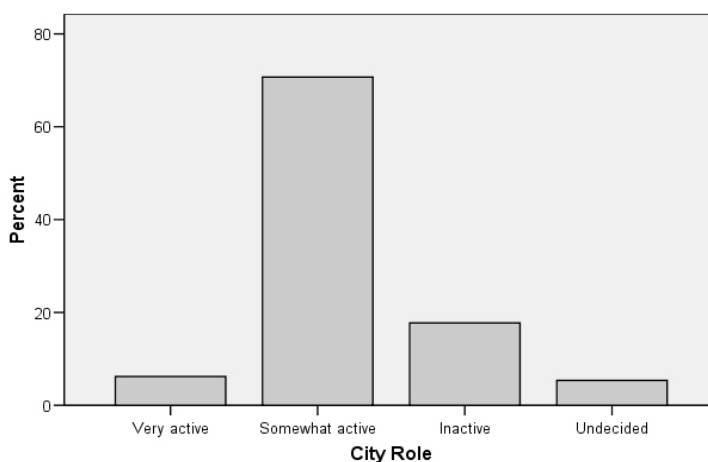
Nearly half (47%) of respondents indicate the City of Gustavus does a good (i.e., very good or good) job incorporating public involvement; only a minority (19%) suggest the City performs poorly. Respondents are split regarding the City's performance welcoming diverse opinions with nearly equal portions providing a good (37%), fair (31%), or poor (32%) rating. On a positive note, the majority (56%) of respondents believe the City maintains high ethical standards; 21% provide a poor rating.

Despite respondents' varied opinions and sentiments regarding specific elements of city government performance, nearly three-quarters (71%) of respondents agree the city's future role is to remain somewhat active – providing some services and regulations (Figure 44). Of cautionary note, 18% suggest they prefer the City of Gustavus be inactive – providing few or no services and regulations. In contrast, only six percent indicate they prefer the City to be very active – providing many services and regulations.

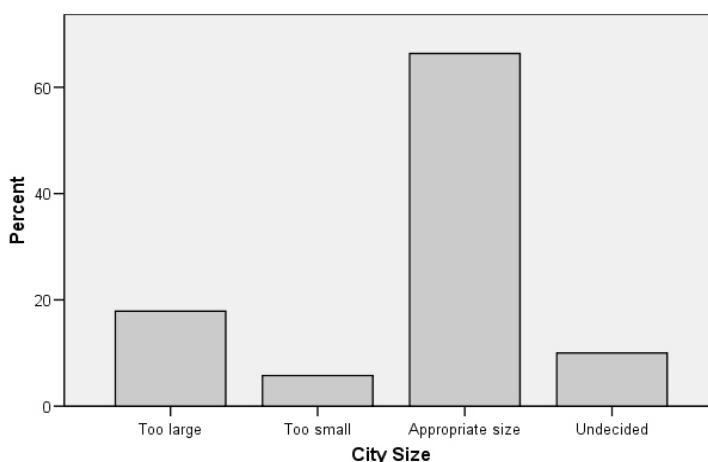
Supporting prior findings, two-thirds (66%) of respondents believe the City of Gustavus' current size is appropriate (Figure 45). Eighteen percent suggest the City's current size is too large; six percent indicate it is too small. Interestingly, ten percent are undecided. In short, community members generally believe the city government is the appropriate size and hope the future will yield much of the same – the City of Gustavus maintaining a somewhat active role by providing some services and regulations.

Community member confidence in the city council to make good decisions for the greater Gustavus community is critical to securing citizen support for the city government. Respondents are generally confident in the city council's ability to make good decisions for the

**Figure 44. Preferred Future City Role**



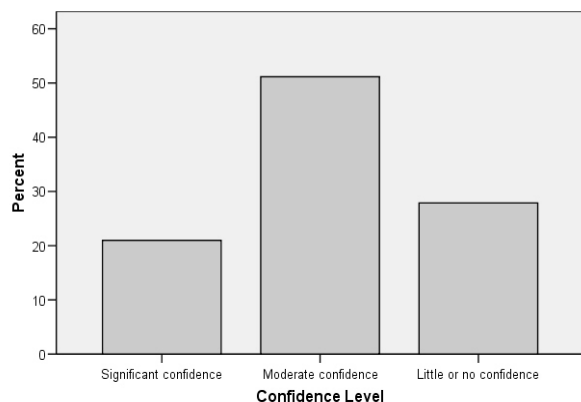
**Figure 45. Current City Government Size**



greater Gustavus community. Specifically, nearly three-quarters (72%) indicate they have significant (21%) or moderate confidence (51%) (Figure 46). Despite varying levels of optimism by a majority, a strong minority are apprehensive considering over one-quarter (28%) suggest they have little or no confidence.

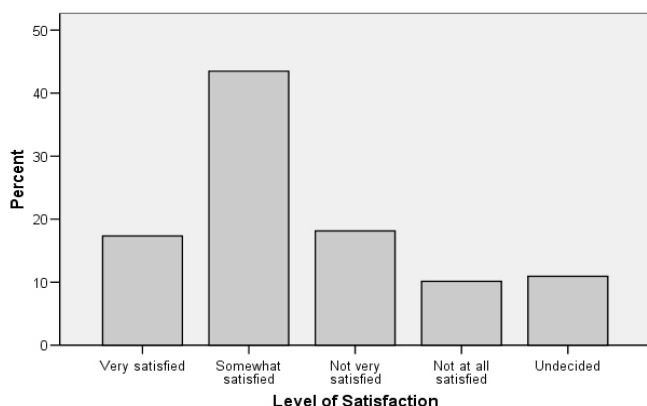
Constituent support for city government is often linked to overall level of satisfaction with city government performance including council members, employees, services, and facilities. Respondents are generally satisfied with the City of Gustavus with a majority (61%) indicating they are very (17%) or somewhat (44%) satisfied (Figure 47). Over one-quarter (28%) are generally not satisfied (i.e., not very satisfied or not at all satisfied); ten percent are not at all satisfied. A cautionary note is warranted considering more respondents are generally not satisfied (28%) than very satisfied (17%). These polarized opinions in combination with nearly half (44%) of respondents suggesting they have limited satisfaction (i.e., somewhat satisfied) suggest the City of Gustavus should work towards increasing constituent support.

**Figure 46. Confidence in City Council**

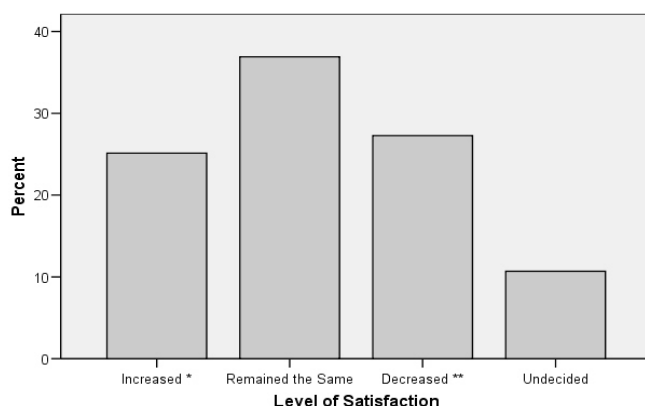


Respondents were queried regarding how their overall level of satisfaction with the City of Gustavus has evolved since incorporation of the city government in 2004. In short, respondents have varying evaluations of how their opinions have changed over time. Over one-third (37%) confirm their level of satisfaction has remained largely the same; the city government has performed as expected (Figure 48). One-quarter (25%) indicate the city government has exceeded expectations, whereas nearly an equal amount (27%) suggest city government has not performed as expected. Eleven percent report they are undecided regarding how their opinions have changed over time. Of cautionary note, more respondents indicate their overall level satisfaction has decreased (27%) than increased (25%).

**Figure 47. Satisfaction with City Government**



**Figure 48. Change in Satisfaction with City Government**



\* Indicates respondents providing an increased significantly or moderately rating.

\*\* Indicates respondents providing a decreased significantly or moderately rating.



## SPECIAL TOPICS - DISPOSAL AND RECYCLING CENTER (DRC)

The City of Gustavus operates a Disposal and Recycling Center (DRC), which employs approximately one full-time and two part-time staff to operate and maintain refuse disposal, recycling, and Community Chest services (i.e., second-hand store). The DRC Committee, a volunteer group, guides overall management decisions, makes policy recommendations, and provides planning input regarding DRC's future. Similar to road maintenance, the DRC is an essential city service and decisions regarding the DRC are sometimes the topic of local discussion. Consequently, the City of Gustavus elected to query respondents regarding overall quality of DRC services, decision-making considerations, and user fees.

**Table 14. Level of Use of DRC Services**

DRC Service	Daily	Weekly	1x-2x per Month*	Quarterly	Annually	Do Not Use
Refuse disposal	0%	18%	39%	15%	13%	15%
Recycling	1%	25%	37%	17%	10%	10%
Community Chest	0%	18%	33%	22%	13%	14%

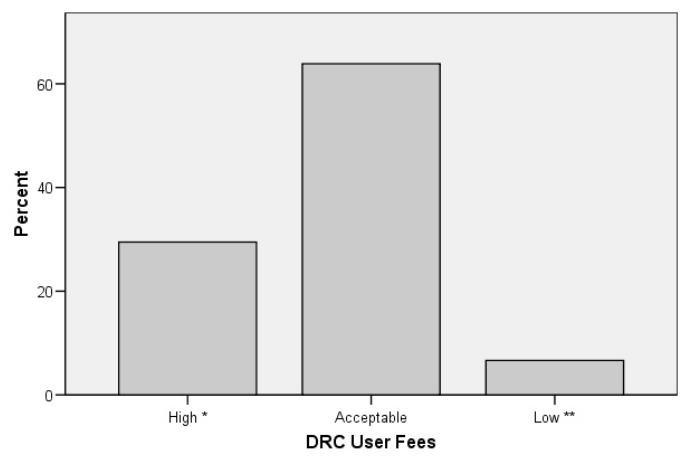
\* Includes respondent responses of semi-monthly or monthly.

Frequency of respondents' use of DRC's refuse disposal, recycling, and Community Chest services widely varies. In particular, one-third or more suggest they use refuse disposal (39%), recycling (37%), and the Community Chest (33%) monthly or semi-monthly (Table 14). In contrast, one-quarter (25%) use the recycling center weekly; one-fifth use the refuse disposal (18%) and Community Chest (18%) weekly. Of noteworthy importance, approximately one in ten respondents do not use DRC's refuse disposal (15%), recycling (10%), or Community Chest (14%) services.

DRC operational costs are generally paid for by a mix of user fees (63%), City of Gustavus subsidy (33%), and grants or fundraising (4%). When queried about DRC user fees, nearly two-thirds of respondents felt current DRC user fees are acceptable (64%) (Figure 49). Twenty-nine percent indicate user fees are generally high (i.e., significantly or moderately high). In contrast, only seven percent suggest user fees are too low (i.e., significantly or moderately low).

An essential component of planning DRC's future is evaluating current refuse disposal and recycling needs, future community growth, and users' "willingness to pay" for services. Currently, users pay approximately two-thirds (63%) of DRC's total operational costs; the City of Gustavus subsidizes

**Figure 49. DRC User Fees**



\* Indicates respondents providing a significantly or moderately high rating.

\*\* Indicates respondents providing a significantly or moderately low rating.

one-third (33%). An additional four percent is generated via grants and fundraising. Respondents were queried regarding willingness to consider an alternative funding ratio (i.e., increase, decrease, or maintain current user fees).

Respondents value the DRC and some are willing to pay a greater percentage of overall operating costs, as indicated by approximately one-third (35%) recommending an increase in user fees thereby decreasing City subsidy (Figure 50). Specifically, one-quarter (25%) are willing to pay 75% of operating costs; an additional ten percent would pay 100%. In contrast, one-third (31%) prefer a decrease in user fees as represented by those noting user fees should cover one-half (24%) or one-quarter (7%) of operating costs.

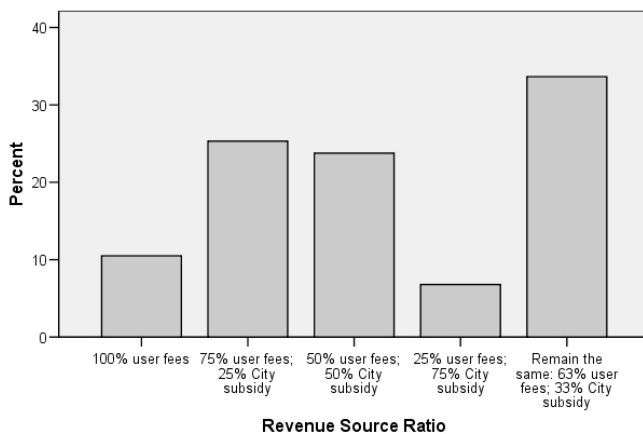
One-third (34%) of respondents prefer maintaining the current funding ratio (i.e., 63% user fees/33% City subsidy). Of noteworthy importance, the community survey did not query respondents regarding level of interest in decreasing DRC's level of service in order to decrease operational costs and lower user fees.

The City of Gustavus is discussing DRC's capacity to meet current and future refuse disposal needs, including potentially relocating the facility. Respondents express a strong desire to be involved in planning DRC's future. Specifically, nearly two-thirds (63%) want to either be very (9%) or somewhat (54%) involved in planning and decision-making activities (Figure 51). Of noteworthy importance, over one-third (37%) do not want to be involved – leaving overall facility decision-making and planning authority to the city council.

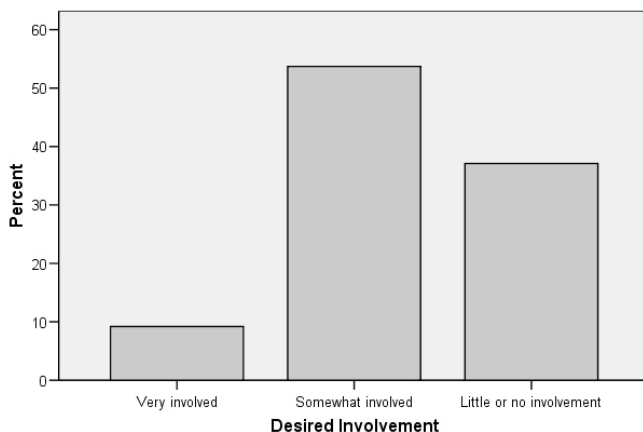
Three DRC expansion alternatives are being considered to accommodate future refuse disposal needs. For the purpose of comparing alternatives and providing guidance for the City of Gustavus, respondents were asked to rank considerations (or variables) in their relative order of decision-making importance. That is, respondents were not asked to select their preferred option, but were instead asked to provide guidance regarding how the city council should compare alternatives.

Nearly half of respondents (47%) indicate overall environmental impact is the most important consideration in considering DRC expansion alternatives (Figure 52); all other considerations are only reported as the most important consideration by minority of respondents ranging from 3% (user fees) to 16% (avoiding illegal

**Figure 50. Preferred DRC Revenue Sources**

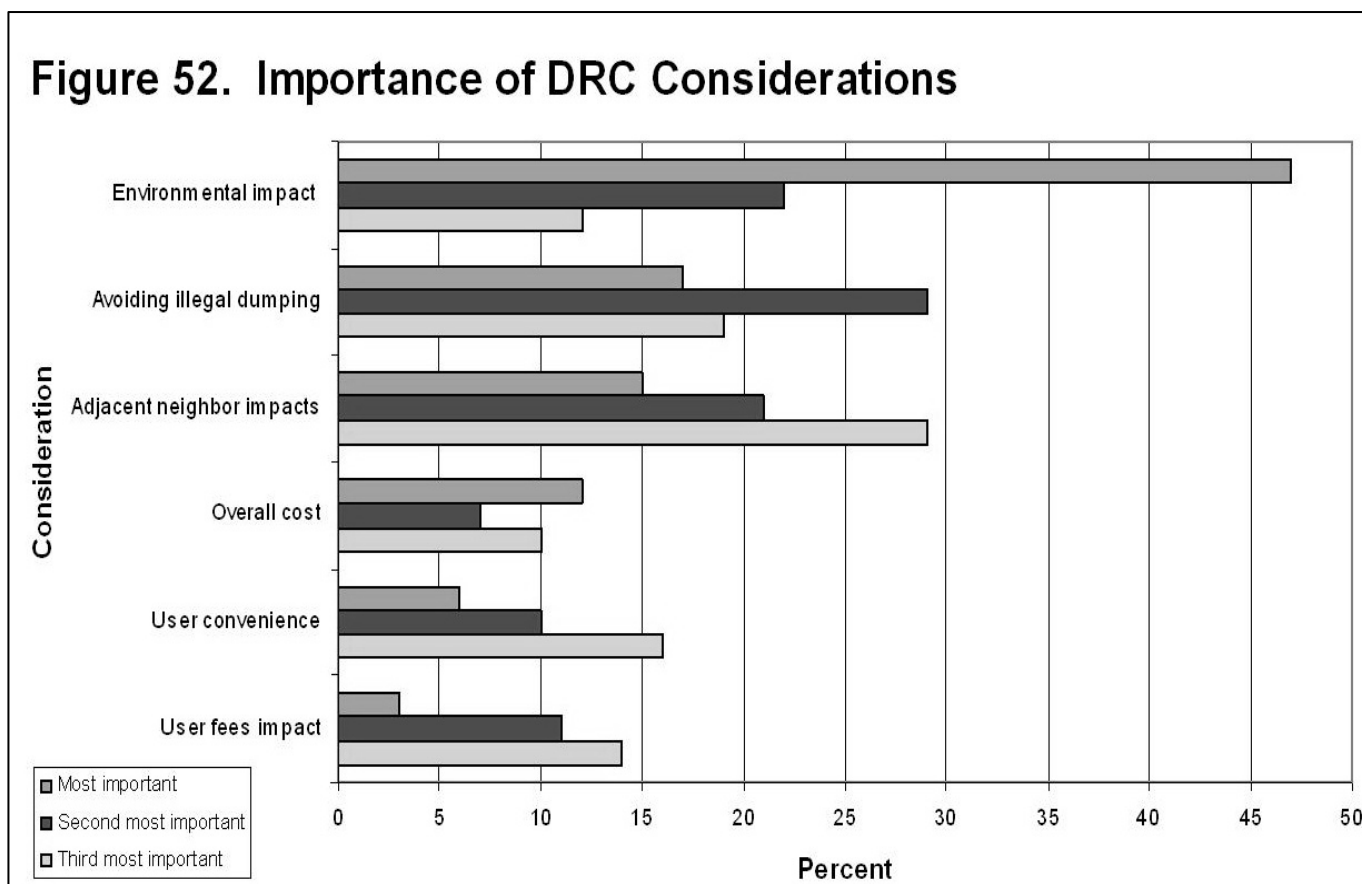


**Figure 51. Involvement in Planning DRC's Future**



dumping). Respondents are generally split regarding the second most important consideration with approximately one-quarter noting avoiding illegal dumping (29%), overall environmental impact (21%), and adjacent neighbor impacts (21%) are important. There is no consensus or majority opinion regarding the third most important consideration with respondents most frequently citing adjacent neighbor impacts (28%); remaining respondents are nearly equally split between the additional considerations.

In short, respondents are generally most concerned about environmental impact, avoiding illegal dumping, and adjacent neighbor impacts when considering DRC expansion alternatives. In contrast, respondents are least concerned about user fees, overall cost of expansion, and user convenience.



## SPECIAL TOPICS - ALASKA MARINE HIGHWAY SYSTEM (AMHS)

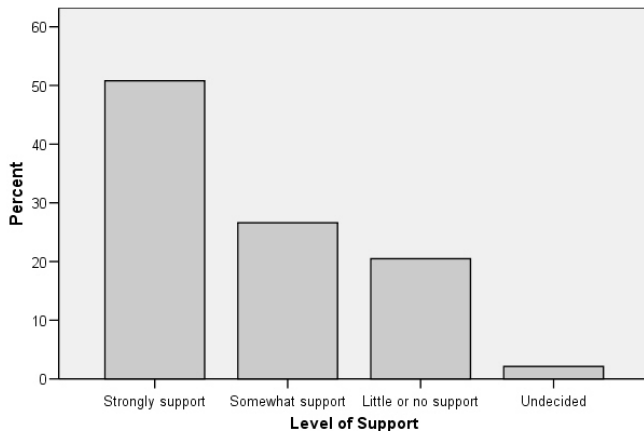
Gustavus is not currently served by the Alaska Marine Highway System (AMHS) (i.e., ferry service). In recent years, obtaining AMHS service has become a frequent topic of local discussion, research, and debate. The positive impacts of obtaining an additional mode of transportation are often weighed against the perceived negative impacts of ferry service including increased local traffic, recreational vehicle access, and various negative impacts to overall quality of life. For the first time, the City of Gustavus elected to comprehensively query community members regarding level of support for obtaining AMHS service and concerns regarding potential impacts to the local community.

In concept, respondents overwhelmingly favor obtaining AMHS service for Gustavus with over three-quarters (77%) indicating support (i.e., strongly or somewhat support); over half (51%) are strongly supportive of pursuing AMHS service (Figure 53). In contrast, less than one-quarter (21%) report they generally do not support obtaining AMHS service.

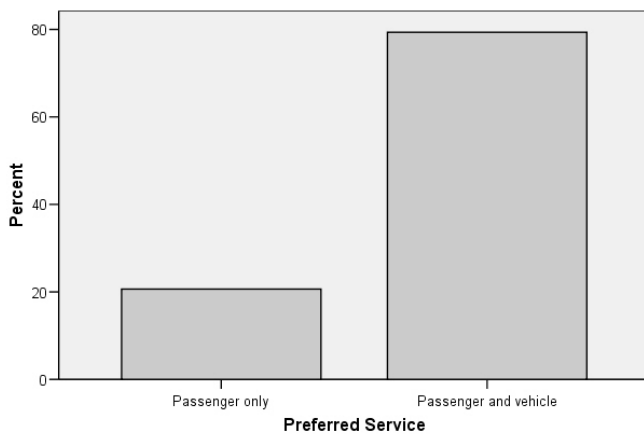
Of respondents that either strongly or somewhat support AMHS service for Gustavus (77%), the overwhelming majority (79%) suggest they prefer passenger and vehicle service (Figure 54). A minority (21%) suggest they would prefer passenger only AMHS service thereby prohibiting vehicle access to Gustavus via AMHS.

Respondents that generally support AMHS service (77%) were further queried regarding preferred frequency of service. Nearly three-quarters of respondents are supportive (i.e., strongly or somewhat supportive) of weekly service either on a seasonal (71%) or year-round basis (70%) (Figure 55). Approximately two-thirds (65%) of respondents support (i.e., strongly or somewhat supportive) semi-monthly (65%) and monthly (61%) AMHS year-round service. In contrast, a majority of respondents have little or no support for daily service on a seasonal (58%) or year-round (74%) basis. Approximately half do not support AMHS service on a semi-monthly (48%) or monthly (59%) seasonal basis.

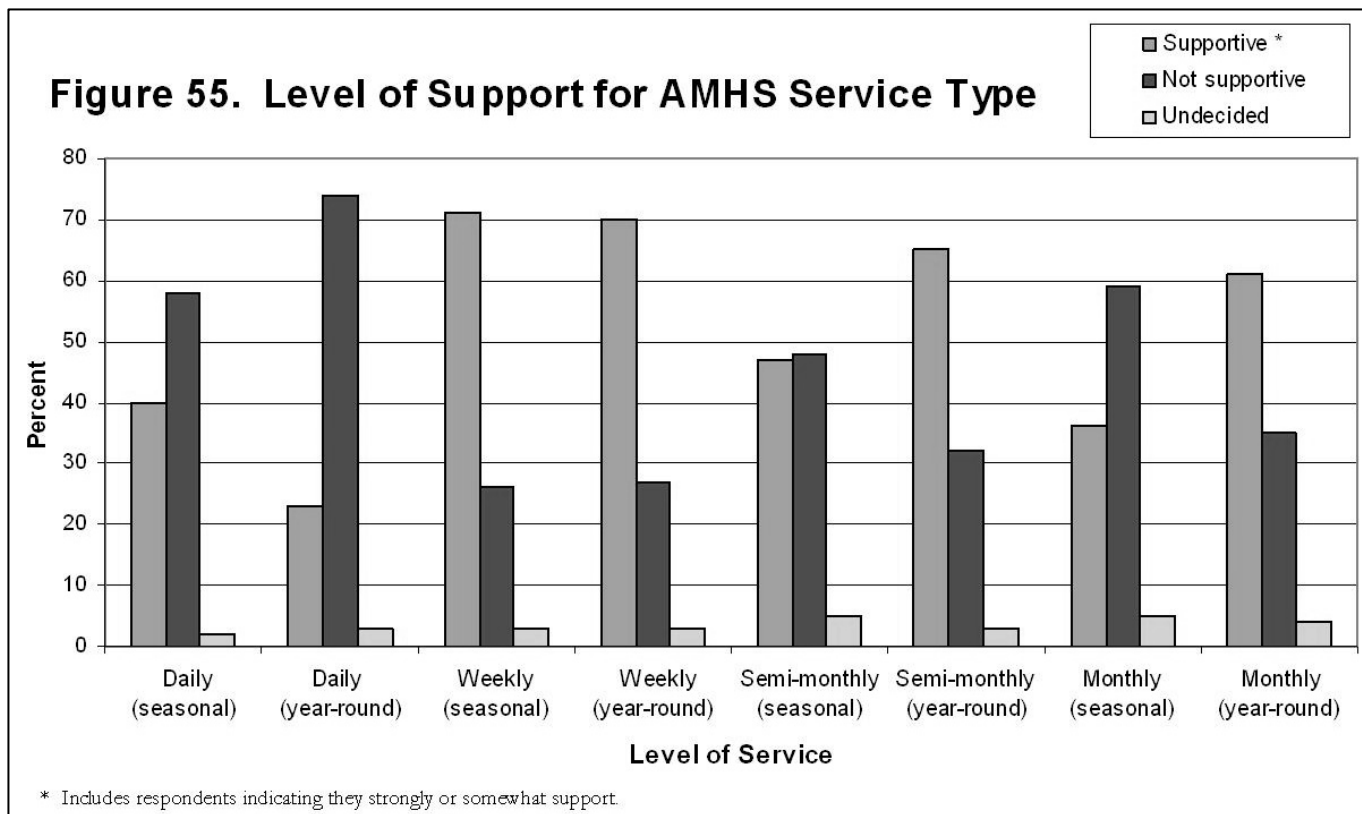
**Figure 53. Level of Support for AMHS Service**



**Figure 54. Preferred Type of AMHS Service**

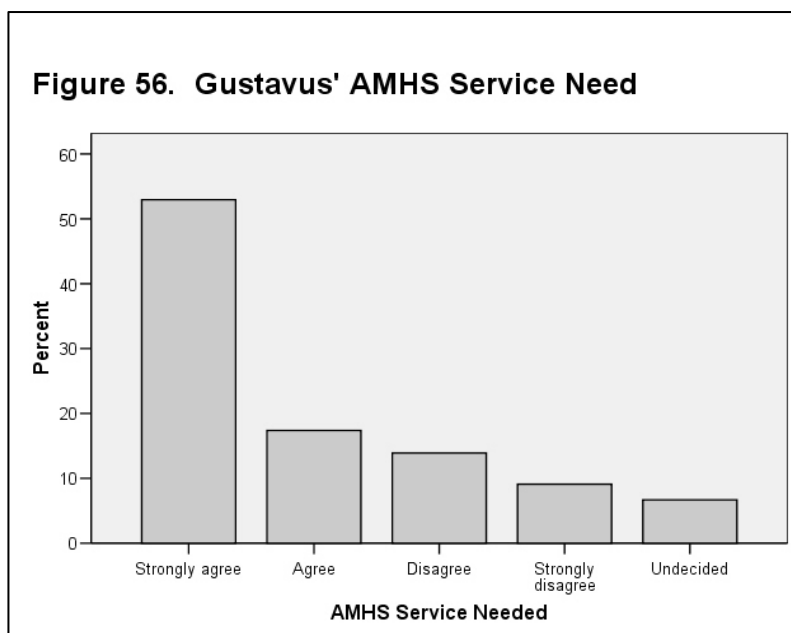


In short, survey results suggest respondents generally support weekly service regardless of annual schedule; respondents also generally support semi-monthly and monthly service on a year-round basis. Respondents do not prefer daily service regardless of its annual schedule.

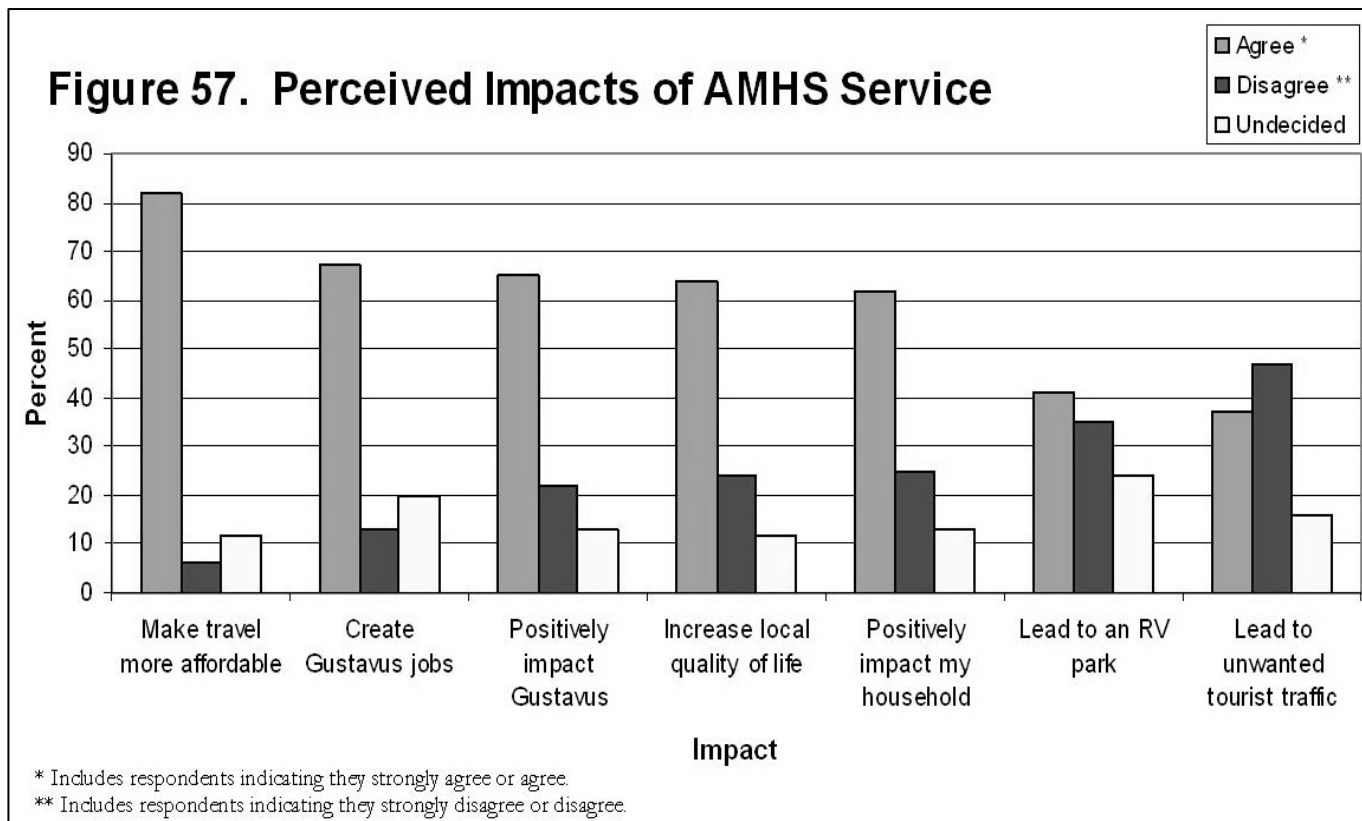


Community member opinions and attitudes regarding AMHS service are often guided by perceptions of positive and negative local impacts. Respondents were queried regarding eight common beliefs regarding potential impacts to the greater Gustavus community. In general, respondents believe Gustavus needs ferry service (70%); over half (53%) strongly assert Gustavus needs ferry service (Figure 56).

Approximately two-thirds of respondents also agree (i.e., strongly agree or agree) ferry service will increase local quality of life (64%), positively impact the greater Gustavus community (65%), positively impact households (62%), and create Gustavus jobs (67%) (Figure 57).



Furthermore, an overwhelming majority suggest ferry service will make travel more affordable (82%). In contrast, over one-third (37%) believe AMHS service will lead to unwanted tourist traffic. In summary, Gustavus community members support AMHS ferry service and agree obtaining service will lead to various positive local impacts; however, caution is noted by some regarding the increase in tourist traffic and recreational vehicle traffic.

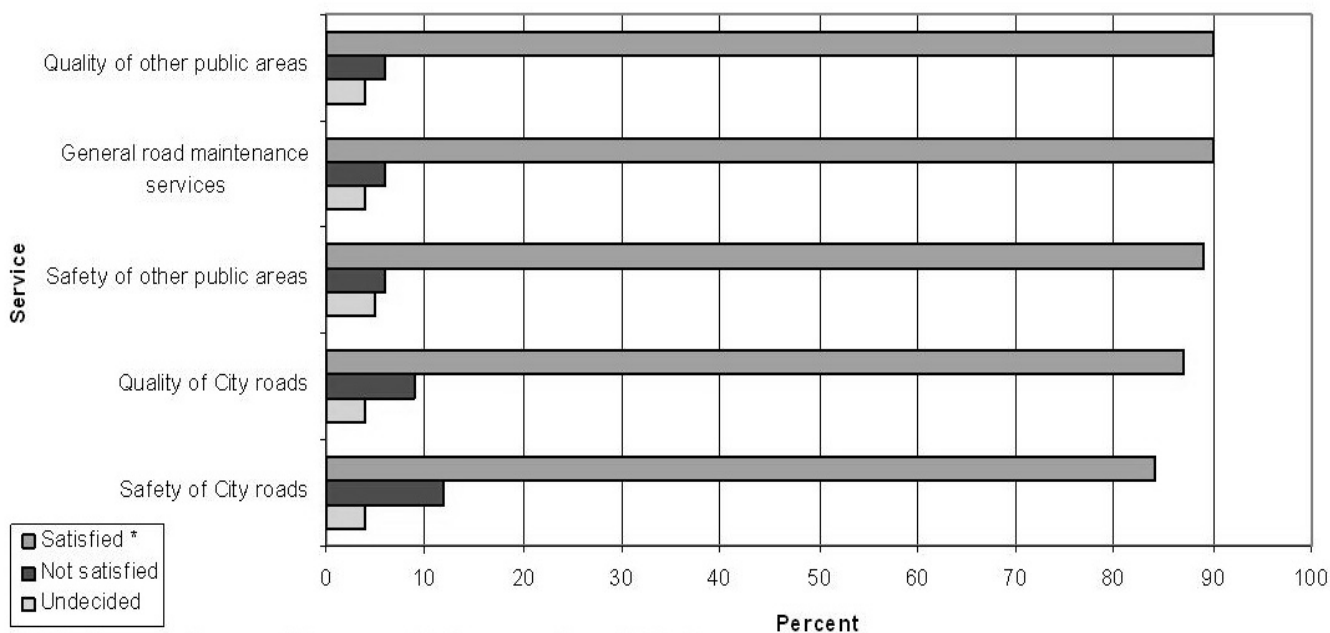


## SPECIAL TOPICS - ROAD MAINTENANCE

The City of Gustavus utilizes eleven volunteer committees that work to deliver services, advise the city council, collect public input, and explore important community issues. As an essential city service and frequent topic of local discussion, the City of Gustavus elected to query respondents regarding overall quality of road maintenance and opinions regarding financing the city service. In total, the City of Gustavus maintains approximately 30 miles of road.

Respondents are generally satisfied with the quality, safety, and maintenance of city roads. Specifically, an overwhelming majority of respondents are either very or somewhat satisfied with road maintenance services (90%), quality of city roads (87%), and safety of city roads (84%) (Figure 58). Nearly everyone is also satisfied (i.e., very or somewhat satisfied) with the overall quality (90%) and safety (89%) of other public areas maintained by the city including the harbor, library, and school. Although not a significant percentage, some respondents are least satisfied with overall road safety (12%) including elements of visibility, drainage, and surface.

**Figure 58. Road Maintenance Level of Satisfaction**

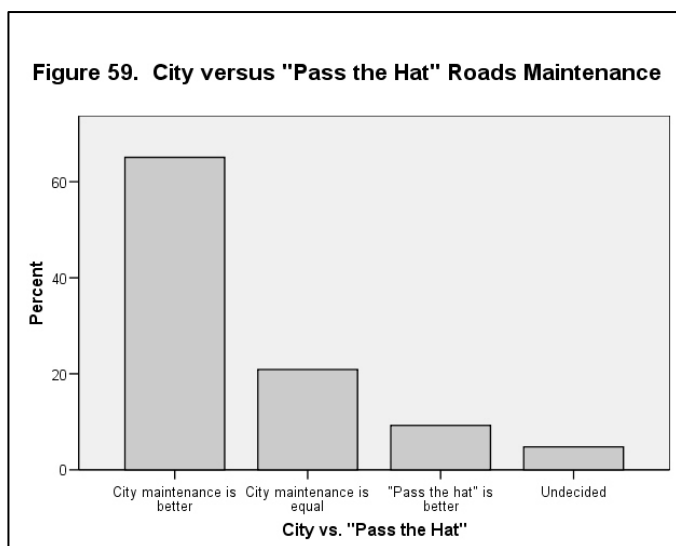


\* Includes respondents providing a very satisfied or somewhat satisfied rating.

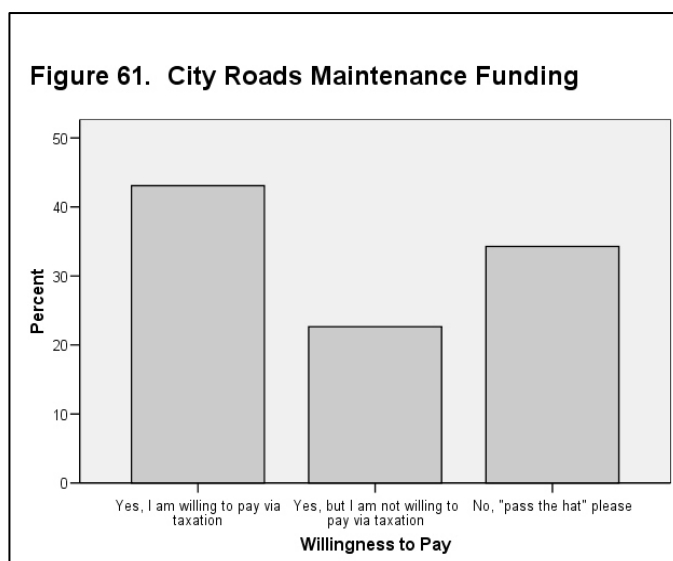
Prior to the incorporation of the city government, Gustavus road maintenance was completed through an informal “pass the hat” volunteer method of funding, managing, and maintaining roads. Respondents were asked to compare roads maintained by the city to roads maintained via “pass the hat” method. Approximately two-thirds (65%) of respondents indicate city maintenance is better than “pass the hat”

maintenance (Figure 59). Nearly one-quarter indicate city maintenance is equivalent to “pass the hat” maintenance (21%). Only a minority (9%) suggest “pass the hat” is better than city maintenance.

City road maintenance is currently managed by a volunteer Road Committee sometimes resulting in inconsistent road maintenance and volunteer burnout. Although respondents are generally satisfied with current road maintenance and believe city maintained roads are better than “pass the hat” maintained roads, there is disagreement regarding whether the city should hire a roads manager to oversee road maintenance and operations. In particular, a narrow majority (55%) indicate they are either very (19%) or somewhat (36%) supportive of hiring a roads manager (Figure 60). In contrast, approximately one-third (36%) suggest they generally are not supportive of employing a roads manager.



Road maintenance is a costly city service to provide. City of Gustavus road maintenance is currently funded by the United States Forest Service, Timber Receipts Program. In 2006, the City of Gustavus received \$117,000 to maintain roads. The Timber Receipts Program is at significant risk of being substantially reduced in the near future. Respondents were asked to provide guidance regarding continuing road maintenance under the worst case scenario. Forty-three percent (43%) would want city road maintenance to continue and are willing to pay for the service via taxation (Figure 61). An additional 23% of respondents would like to see the City maintain roads, but are not willing to pay via taxation. One-third (34%) of respondents would prefer the City not maintain roads and the community return to a “pass the hat” method of road maintenance.





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## SUMMARY

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In collaboration with the City of Gustavus, the Alaska Department of Commerce, Community, and Economic Development, Division of Community and Regional Affairs (DCRA) conducted a community survey of local residents, registered voters, business owners, fishermen, and other community members. The purpose of the survey was to gather community input regarding local quality of life, community development priorities, local government performance, and additional areas of community concern.

The community survey was conducted during January 2008. In total, 645 adult individuals were identified as Gustavus community members and/or stakeholders including Gustavus registered voters, persons listed in the Alaska Communications Systems (ACS) Directory, persons listed in the Gustavus Inn Directory, commercial fishing permit holders, Gustavus Electric Company customers, local business license holders, and individuals otherwise identified as community members by local leaders. Three-hundred eighty-four (384) survey questionnaires were completed and returned yielding a 60% response rate. Of noteworthy importance, the City of Gustavus adopted a broad and inclusive definition of community member and/or stakeholder to capture the diversity of local interests including year-round residents, seasonal residents, local businesses, and registered voters. Consequently, the community survey identified 645 community members while 2000 U.S. Census figures report a local population of 429 residents.

Demographic analysis suggests the median age of respondents is 53 years of age, which is significantly higher than the statewide median age of 32. The majority of respondents (61%) are 45 to 64 years old. Respondent gender reflects a balanced population with nearly equal quantities of male (54%) and female (46%). Eighty-four percent of respondents are Alaska residents, 72% are Gustavus registered voters, 88% own Gustavus property, 37% own a Gustavus business, and 95% report being a full-time, part-time, or seasonal resident. Of respondents that indicate being a Gustavus resident, 42% suggest they are part-time or seasonal residents while 58% report being full-time residents. On average, residents (i.e., part-time, full-time, or seasonal) spend eight months per year in Gustavus and have been a resident for 16 years.

Eighty percent of respondents indicate local quality of life is good or very good; however, respondents are divided when reporting how quality of life has changed over time (i.e., improved, declined, or remained the same). Over half of respondents suggest reducing cost of living (62%), improving freight delivery (57%), and protecting the environment (62%) are very important to preserving or improving local quality of life. At least eight in ten respondents suggest the failing dock (90%), high utility rates (89%), high freight delivery costs (87%), potential multi-city regional borough government (83%), and ground water quality (82%) threaten (i.e., severely or somewhat) the community.

Respondents generally believe the local economy is struggling with 83% rating the current condition of the economy as fair or weak. Interestingly, nearly two-thirds (62%) expect Gustavus' economy to grow moderately or significantly during the next ten years. Respondents lack confidence in the local business climate as 80% indicate current business opportunities are either fair or poor. Respondents are similarly concerned about the future of local businesses with three-quarters (74%) predicting a fair to poor future scenario. Respondents generally suggest community access, cost of goods and services, and local economy conditions are the greatest impediments to local economic development.

At least half of all respondents identify improving Internet connectivity (52%), improving the dock for commercial uses (68%), and improving the dock for residential/recreational uses (75%) as very important to Gustavus' future.

Respondents recognize the value of planning with nearly all respondents indicating community planning is important for Gustavus' future (92%); over half (54%) suggest it is very important. Consensus is lacking among respondents regarding level of support for the City of Gustavus exercising planning and zoning powers. Specifically, a slight majority (57%) are supportive (i.e., very or somewhat supportive) of the City adopting planning and zoning powers, whereas 34% offer little to no support.

Three-quarters (74%) of respondents suggest the incorporation of the City of Gustavus has impacted local quality of life; nearly two-thirds (61%) indicate it has improved significantly (12%) or moderately (49%). Respondents are generally satisfied with the quality of city government services and facilities as evidenced by the majority (56%) providing a very good (12%) or good (44%) rating. Almost everyone is satisfied (i.e., very or somewhat satisfied) with the Library (99%); respondents are least satisfied with the Gustavus Community Network with two-thirds (66%) suggesting they have little or no satisfaction. Respondents generally agree with current levels of taxation (i.e., sales and bed tax), but a significant number also feel increasing local tax rates is warranted – likely under specific conditions and for explicit purposes. Respondents generally positively rate the City of Gustavus' administration and management capacity, but simultaneously express concern regarding constituent relations and community well-being. In sum, the majority of respondents indicate the City of Gustavus is the appropriate size (66%), have confidence in the city council (72%), and are generally satisfied with the city government (61%).

Similar to other rural Southeast Alaska communities, Gustavus community members appreciate their community for a variety of reasons including environmental beauty, clean air and water, personal freedoms, recreational opportunity, availability of natural resources, and unique social characteristics. Respondents also recognize the importance of community planning, developing and maintaining critical physical infrastructure, and supporting core services to maintain rural lifestyles and local businesses. Four years after the incorporation of the City of Gustavus (April 2004), respondents indicate the city government is the appropriate size, positively rate city services, and surmise the city government has impacted local quality of life in mostly a positive or neutral manner.

Community survey results provide a framework for developing strategies to enhance community quality of life, guide community development, plan projects of local importance, and address community concerns regarding local government performance. Most importantly, using a survey to gather community input can serve as a foundation for developing locally-appropriate strategies to improve community socioeconomic conditions.

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## APPENDIX A: EDUCATIONAL CAMPAIGN

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Gustavus School





STATE OF ALASKA  
DEPARTMENT OF  
**COMMERCE**  
COMMUNITY AND  
ECONOMIC DEVELOPMENT

Division of Community and Regional Affairs

*Sarah Palin, Governor*  
*Emil Notti, Commissioner*  
*Tara Jollie, Director*

December 10, 2007

Name  
Address  
C,S,Z

Dear [Name],

In collaboration with the City of Gustavus, the Alaska Division of Community and Regional Affairs is conducting a three-year anniversary review of Gustavus' newly incorporated city government (April 2004). The primary objectives of this project include: 1) comparing petition projections to current city government conditions; 2) reviewing the evolution of the city government's organizational structure; and 3) collecting public input regarding the city government and current community conditions.

The most objective and comprehensive method for collecting public input is conducting a community survey of local residents, registered voters, business owners, and other community members. As a community stakeholder, you will receive a mail-out survey during January 2008 that explores local quality of life, city government performance, community development priorities, and areas of community concern.

**Your participation in the community survey is important to evaluating city government performance, local development opportunities, and planning Gustavus' future.** To help inform your response to the community survey, please find enclosed a brief document summarizing the local government review project and describing the City of Gustavus government. If your winter address differs from the address used for this mailer, please update your current address by returning the enclosed self-addressed stamped reply card.

Please feel free to contact me directly with any questions, comments, or concerns you may have regarding the community survey or larger local government review project. Your participation in the community survey is important to planning the City of Gustavus' future and I appreciate your effort.

Sincerely,

Nicole Grewe, Ph.D.  
Development Specialist  
Direct: (907) 465-8249  
Email: [nicole.grewe@alaska.gov](mailto:nicole.grewe@alaska.gov)

P.O. Box 110809, Juneau, Alaska 99811-0809  
Telephone: (907) 465-4751 Fax: (907) 465-4761 Text Telephone: (907) 465-5437  
Website: <http://www.commerce.state.ak.us/dca>



DIVISION OF COMMUNITY AND REGIONAL AFFAIRS

## CITY OF GUSTAVUS: THREE-YEAR ANNIVERSARY REVIEW

### INTRODUCTION

Using local option city incorporation procedures, thirty-eight qualified Gustavus voters petitioned the State of Alaska in 2003 to incorporate the City of Gustavus, thereby initiating a rigorous process of petition review by the State of Alaska's Local Boundary Commission (LBC) and Department of Commerce, Community, and Economic Development staff. Following a local election, the City of Gustavus was duly incorporated as a 2<sup>nd</sup> class city in the Unorganized Borough on April 1, 2004.

Once incorporated, rarely do fledgling cities evaluate the local government's current status, performance, and growth in as systematic or comprehensive manner. In an effort to provide the City of Gustavus with an objective review of the new municipality's evolution, the Alaska Division of Community and Regional Affairs is conducting a three-year anniversary review of Gustavus' newly incorporated city government. Primary project objectives include:

- 1) Compare petition projections to current city government conditions with focus on services, revenue, and expenditures;
- 2) Review the evolution of the city government's organizational structure; and,
- 3) Collect public input regarding city government performance, local quality of life, community development opportunities, and areas of community concern.



### COMMUNITY PROFILE

Once known as Strawberry Point due to an abundance of wild strawberries, Gustavus was founded as an agricultural homestead during 1914. Of noteworthy importance, original Gustavus homesteaders successfully requested to be excluded from Glacier Bay National Monument (1925) and subsequently excluded from Glacier Bay National Park (1925) laying the foundation for an independent community to grow adjacent to one of America's environmental treasures.

Gustavus' historical roots as a community rich in natural resources exists today. Many of the residents who migrated to Gustavus value a rural lifestyle, access to abundant natural resources, scenic beauty, and ability to practice subsistence activities. With Glacier Bay National Park as its

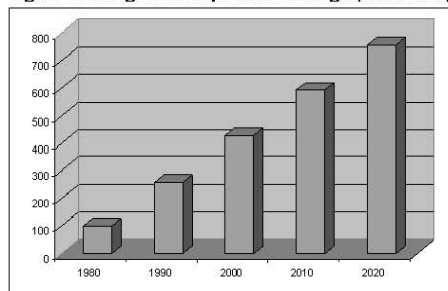
December 2007

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immediate neighbor, Gustavus' economy is largely seasonal. An estimated 60,000 visitors annually transit the small community creating economic opportunities including accommodations, eco-tourism activities, retail sales, and sport fishing. Many services and facilities are available in Gustavus including a U.S. Post Office, school, airport, small boat harbor, dock, electric utility, bulk fuel facility, library, refuse disposal, emergency services, medical services, and road maintenance.

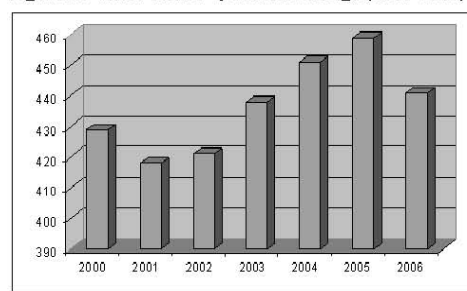
2000 U.S. Census Bureau figures indicate Gustavus' total population is 429. 2006 Alaska Department of Commerce, Community, and Economic Development's certified population estimate reports 441 residents. U.S. Census Bureau figures indicate steady population growth from 98 to 429 residents during the past 30 years (Figure 1). In recent years, Gustavus has experienced less robust population growth fluctuating between 418 and 459 residents (Figure 2).

**Figure 1. Long-Term Population Change (1980-2020)**



Source: U.S. Census Bureau and Alaska Department of Labor and Workforce Development

**Figure 2. Short-Term Population Change (2000-2006)**



Source: Alaska Department of Labor and Workforce Development



## CITY GOVERNMENT PROFILE

The City of Gustavus was incorporated by the State of Alaska as a 2<sup>nd</sup> class city in the Unorganized Borough during April 2004.

The total jurisdictional area of the City of Gustavus is 39.25 square miles, which includes 29.23 square miles of land and 10.02 square miles of tidelands and submerged lands. The City is governed by seven city council members, one of which is designated as the mayor (Table 1). The City delivers services via two full-time, three part-time, and four part-time seasonal positions largely dedicated to providing emergency response services required for jet service. There are 11 committees comprised of 51 volunteer members that work to deliver services, advise the city council, collect public input, and explore important community issues. There are an additional 52 citizen volunteers that work at the library, Disposal and Recycling Center, and fire department.

As petitioned in 2003, the City of Gustavus offers five primary services and/or facilities including library, recycling and refuse disposal, emergency response, road maintenance, and Internet service (Table 2). The City added the small boat harbor as a municipal service during 2007. The 2003

**Table 1. City Organizational Structure**

City Position	Quantity
City Council	7
Mayor	1*
Employees	9
Committees	11
Citizen Volunteers	103

Source: City of Gustavus

\* The Mayor is also a member of the city council.

December 2007

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petition projected average annual revenues of \$554,597 for the first three years of city incorporation (FY05 – FY07). Actual revenue figures suggest the City of Gustavus has collected an annual average of \$628,358 for the same time period. The 2003 petition projected the city government would spend an annual average of \$417,714 for its first three years of city incorporation (FY05 – FY07). Echoing projections, actual figures for the same time period suggest the City of Gustavus has expended an annual average of \$417,959.

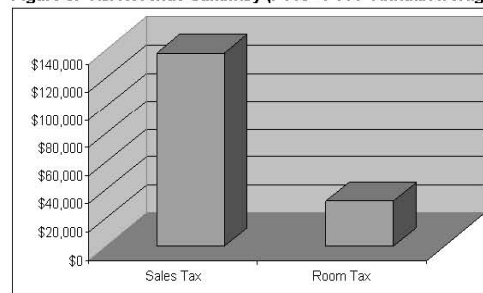
**Table 2. City of Gustavus Profile**

	2003 Petition	FY05 - FY07
City Services and Facilities	Library	✓
	Disposal and Recycling Center (DRC)	✓
	Community Chest (DRC)	✓
	Emergency Response	✓
	Road Maintenance	✓
	Gustavus Community Network	✓
	Economic Development - Gustavus Visitor Association Funding	✓
	Small Boat Harbor	✓
Annual Revenue (Average)		\$554,597
Annual Expenses (Average)		\$417,714
		\$628,358*
		\$417,959*

\* FY07 revenue and expenses are City of Gustavus budget estimates and are subject to change.

The City of Gustavus adopted a two-percent sales tax and four-percent room tax. As proposed in 2003, half of the four percent room tax is submitted directly to the Gustavus Visitors Association to fund economic development activities. Equaling 2003 petition projections, the City of Gustavus generated an annual average of \$137,751 in sales tax during FY05 – FY06 (Figure 3). During the same two-year time period, the City generated an annual average of \$32,103 in room tax. Unlike the revenue generated via sales tax, actual room tax revenue is 67% percent lower than the annual average projected in the 2003 petition of \$98,151.

**Figure 3. Tax Revenue Summary (FY05 - FY06\* Annual Average)**



Source: Alaska Department of Commerce, Community, and Economic Development

\* FY05 and FY06 are the most current and verifiable figures

## SOUTHEAST ALASKA 2<sup>ND</sup> CLASS CITIES

Presently, there are 145 city governments and 17 organized borough governments in Alaska. Of the 145 city governments, 114 (79%) are 2<sup>nd</sup> class city governments. In total, nine 2<sup>nd</sup> class cities are located in Southeast Alaska (Table 3).

Describing 2<sup>nd</sup> class cities located across Southeast Alaska provides a background context for evaluating the City of Gustavus. In 2006, 2,253 people resided in a Southeast 2<sup>nd</sup> class city. Population estimates range from a minimum of 32 residents in Kupreanof to a maximum of 482 residents in Angoon and Thome Bay. On average, Southeast 2<sup>nd</sup> class cities are inhabited by 250 people per city (median 162, Figure 4). In contrast, 441 people currently reside in Gustavus.

**Table 3. Southeast Alaska 2<sup>nd</sup> Class Cities**

2 <sup>nd</sup> Class City	Year Incorporated	2006 Population
Angoon	1963	482
Coffman Cove	1989	162
Gustavus	2004	441
Kasaan	1976	59
Kupreanof	1975	32
Port Alexander	1974	64
Saxman	1929	422
Tenakee Springs	1971	109
Thome Bay	1982	482

Source: Alaska Department of Commerce, Community, and Economic Development

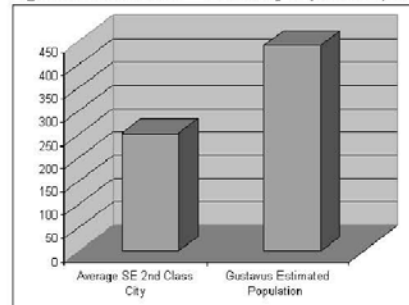
December 2007

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Southeast Alaska 2<sup>nd</sup> class cities provide a variety of services and facilities including water/wastewater utilities, emergency response, public safety, planning and zoning, library, parks and recreation, refuse collection, harbor/docks, and road maintenance. Southeast 2<sup>nd</sup> class cities vary widely in the total quantity of services provided ranging from a minimum of two (Port Alexander) to a maximum of eight (Thome Bay) services. The City of Gustavus currently offers six primary services and facilities including library, emergency response, recycling and refuse disposal, road maintenance, Internet service, and small boat harbor.

**Figure 4. Southeast 2<sup>nd</sup> Class City Population (2006)**

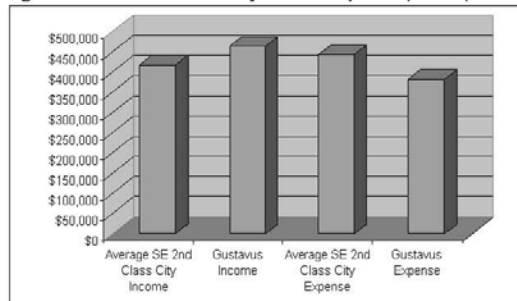


Source: Alaska Department of Labor and Workforce Development

Similar to the City of Gustavus' organizational structure, the average 2<sup>nd</sup> class city in Southeast Alaska includes a mayor, city council, city clerk, several city employees, and various citizen committees. Southeast 2<sup>nd</sup> class cities have an average of seven paid employees. Slightly higher than the regional average, the City of Gustavus has nine paid positions; however, three are strictly dedicated to jet service emergency response, an amenity unique to Gustavus.

Representative of the diversity and quantity of services offered by Southeast 2<sup>nd</sup> class cities, overall municipal revenue and expense also varies. During FY2005, Southeast 2<sup>nd</sup> class cities collected an average \$417,663 and spent an average \$443,430 per city. In comparison, the City of Gustavus generated \$464,568 and spent \$382,526 (Figure 5). In short, the City of Gustavus generated 11% more and spent 14% less than the average Southeast 2<sup>nd</sup> class city.

**Figure 5. Southeast 2<sup>nd</sup> Class City Revenue/Expenses (FY2005)**



Source: Alaska Department of Commerce, Community, and Economic Development

## SUMMARY

During the past ninety-three years, Gustavus has evolved from a small agricultural homestead into a vibrant national park gateway community of 441 residents. Throughout the past twenty-eight years, community governance has transitioned from a non-profit community association (incorporated 1979) into a 2<sup>nd</sup> class city government (incorporated 2004). The new municipal government provides six primary services including library, emergency response, recycling and refuse disposal, road maintenance, Internet service, and small boat harbor. The City of Gustavus administers a two-percent sales tax and four-percent room tax. During its first three years of existence, the city government generated more revenue (13%) and spent the same amount of revenue as projected in the 2003 petition. When compared to other Southeast Alaska 2<sup>nd</sup> class cities, the City of Gustavus provides an average quantity of services, employs an average number of staff, generates more revenue, and spends less revenue.

PREPARED BY NICOLE GREWE, PH.D. AND ERIC CALDWELL, RESEARCH AND ANALYSIS SECTION  
DIVISION OF COMMUNITY AND REGIONAL AFFAIRS  
ALASKA DEPARTMENT OF COMMERCE, COMMUNITY, AND ECONOMIC DEVELOPMENT





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## APPENDIX B: SURVEY INSTRUMENT AND COVER LETTERS

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Gustavus Disposal and Recycling Center





STATE OF ALASKA  
DEPARTMENT OF  
**COMMERCE**  
COMMUNITY AND  
ECONOMIC DEVELOPMENT

Division of Community and Regional Affairs

*Sarah Palin, Governor*  
*Emil Notti, Commissioner*  
*Tara Jollie, Director*

January 7, 2008

Dear [Name],

In collaboration with the City of Gustavus, the Alaska Division of Community and Regional Affairs is conducting a three-year anniversary review of Gustavus' newly incorporated city government (April 2004). A critical component of the project is the enclosed community survey of local residents, registered voters, business owners, and other community members. The purpose of the survey is to gather input regarding local quality of life, city government performance, community development priorities, and areas of community concern. As a community stakeholder, your input is important to evaluating city government performance, local development opportunities, and planning Gustavus' future.

Community stakeholders that do not reside in Gustavus may not be familiar with local Gustavus conditions or city government activities. Many questionnaire items include the option **"Don't Know."** Please use this response category as it applies because it provides useful information regarding community stakeholder familiarity of local conditions and city government activities.

**This community survey is completely confidential.** Do not sign your name to the survey. The survey contains an identification number for mailing purposes only. The Division of Community and Regional Affairs will analyze the data and report survey findings in summary form only. Completed surveys will not be available to the general public or any other entity for review. If you would like to receive a summary of survey findings, please check "yes" to survey questionnaire item #67 on page 18.

**Surveys are due to the Division of Community and Regional Affairs by January 23, 2008.** Please mail the survey using the enclosed self-addressed stamped envelope to Nicole Grewe at the Alaska Department of Commerce, Community, and Economic Development, Division of Community and Regional Affairs, P.O. Box 110809, Juneau, AK, 99811-0809.

Please feel free to contact myself or Eric Caldwell, Research Analyst, directly with any questions, comments, or concerns you may have regarding the community survey or the larger local government review project. Your participation in this survey is important to planning the City of Gustavus' future. Thank you for your time and effort.

Sincerely,

Nicole Grewe, Ph.D.  
Development Specialist  
Phone: (907) 465-8249  
Email: nicole.grewe@alaska.gov

Eric Caldwell  
Research Analyst  
Phone: (907) 465-3961  
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P.O. Box 110809, Juneau, Alaska 99811-0809  
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Website: <http://www.commerce.state.ak.us/dca>



STATE OF ALASKA  
DEPARTMENT OF  
**COMMERCE**  
COMMUNITY AND  
ECONOMIC DEVELOPMENT

Division of Community and Regional Affairs

*Sarah Palin, Governor*  
*Emil Notti, Commissioner*  
*Tara Jollie, Director*

January 31, 2008

Dear [Name],

In collaboration with the City of Gustavus, the Alaska Division of Community and Regional Affairs is conducting a three-year anniversary review of Gustavus' newly incorporated city government (April 2004). A critical component of the project is gathering input regarding local quality of life, city government performance, community development projects, and areas of community concern via the enclosed community survey.

Approximately one month ago, this community survey was mailed to you. As of today, we have not received your completed survey. If you have already completed and returned the survey, please accept our sincere gratitude. If not, we would greatly appreciate having you take a few minutes to complete the enclosed survey.

As a community stakeholder, your input is important to evaluating city government performance and planning Gustavus' future. Stakeholders that do not reside in Gustavus may not be familiar with local conditions or city government activities. Many questionnaire items include the option "Don't Know." Please use this response category as it applies because it provides useful information regarding stakeholder familiarity of local conditions and city government activities.

**This community survey is completely confidential.** Do not sign your name to the survey. The Division of Community and Regional Affairs will analyze the data and report survey findings in summary form only. Completed surveys will not be available to the general public, the City of Gustavus, or any other entity for review.

**Surveys are due to the Division of Community and Regional Affairs by February 25, 2008.** Please mail the survey using the enclosed self-addressed stamped envelope to Nicole Grewe at the Alaska Department of Commerce, Community, and Economic Development, Division of Community and Regional Affairs, P.O. Box 110809, Juneau, AK, 99811-0809.

Please feel free to contact me with any questions or concerns you may have regarding the community survey or the larger local government review project. Your participation in this survey is important to planning the City of Gustavus' future. Thank you for your time and effort.

Sincerely,

Nicole Grewe, Ph.D.  
Development Specialist  
Phone: (907) 465-8249  
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Website: <http://www.commerce.state.ak.us/dca>

# ***Gustavus, Alaska:*** ***2008 Community Survey***



Division of Community and Regional Affairs

in collaboration with the City of Gustavus





If you do not live in Gustavus, you may not be familiar with local Gustavus conditions. Please use the questionnaire response "Don't Know" as it applies.

Throughout the survey, "city government" or "City" refers exclusively to the City of Gustavus municipal government (incorporated 2004) including city staff, city services, and city entities. "Gustavus" refers to the greater Gustavus community.

## Quality of Life

**1. In general, how would you rate Gustavus' current quality of life?**

- ☐ Very good
- ☐ Good
- ☐ Fair
- ☐ Poor
- ☐ Don't know

**2. How has Gustavus' quality of life changed during the past ten years?**

- ☐ Improved significantly
- ☐ Improved moderately
- ☐ Remained the same
- ☐ Declined moderately
- ☐ Declined significantly
- ☐ Don't know

**3. How would you rate the overall quality of the following Gustavus services and facilities?**

Service/Facility	Very Good	Good	Fair	Poor	Don't Know
Electricity	1	2	3	4	5
Bulk fuel tank farm	1	2	3	4	5
Health Care Clinic	1	2	3	4	5
Airport	1	2	3	4	5
Dock	1	2	3	4	5
Retail trade (e.g., goods, groceries, hardware)	1	2	3	4	5
Restaurants	1	2	3	4	5
Accommodations (e.g., lodges, B & Bs, inns)	1	2	3	4	5
Gustavus Visitors Association (GVA)	1	2	3	4	5
Air transportation	1	2	3	4	5
Water transportation	1	2	3	4	5
Freight delivery	1	2	3	4	5
School	1	2	3	4	5
City government	1	2	3	4	5
Other (please specify):	1	2	3	4	5



**4. How would you rate the overall quality of Gustavus' services and facilities?**

- ☐ Very good
- ☐ Good
- ☐ Fair
- ☐ Poor
- ☐ Don't know

**5. People define quality of life differently and have various reasons for appreciating a community. Please rate how important the following community attributes are to Gustavus' quality of life.**

<b>Community Attribute</b>	<b>Very Important</b>	<b>Somewhat Important</b>	<b>Little or No Importance</b>	<b>Don't Know</b>
Friendliness of people	1	2	3	4
Rural character	1	2	3	4
Relaxed lifestyle	1	2	3	4
Remote location	1	2	3	4
Scenic beauty	1	2	3	4
Outdoor recreational opportunity	1	2	3	4
Availability of natural resources (e.g., fish, game)	1	2	3	4
Safe community	1	2	3	4
Community volunteerism	1	2	3	4
Glacier Bay National Park gateway community	1	2	3	4
Personal freedoms	1	2	3	4
2 <sup>nd</sup> class city government (e.g., City of Gustavus)	1	2	3	4
No regional borough government	1	2	3	4
Coexistence with wildlife	1	2	3	4
Dark night sky	1	2	3	4
Privacy	1	2	3	4
Quiet	1	2	3	4
Close-knit community	1	2	3	4
Economic opportunities	1	2	3	4
Small community	1	2	3	4
Clean air and water	1	2	3	4
Pristine environment	1	2	3	4
Other (please specify):	1	2	3	4

**6. The State of Alaska reports Gustavus' population is 441 (2006 certified population). In 20 years (2027), what population size do you feel is ideal for Gustavus?**

\_\_\_\_\_ 2027 ideal population

**7. How important are the following community initiatives to improving Gustavus' quality of life?**

<i>Community Initiative</i>	<i>Very Important</i>	<i>Somewhat Important</i>	<i>Little or No Importance</i>	<i>Don't Know</i>
Local business development	1	2	3	4
Promote tourism industry	1	2	3	4
Grow Gustavus' economy	1	2	3	4
Increase local job opportunities	1	2	3	4
Improve freight delivery	1	2	3	4
Increase year-round population	1	2	3	4
Increase seasonal population	1	2	3	4
Promote cooperation with other communities	1	2	3	4
Encourage environmental protection	1	2	3	4
Reduce cost of living (e.g., fuel, electricity, goods)	1	2	3	4
Improve community appearance	1	2	3	4
Keep Gustavus unchanged	1	2	3	4
Improve current city government services (e.g., DRC, roads, library)	1	2	3	4
Add city government services (e.g., septic, parks, cemetery)	1	2	3	4
Form multi-city regional borough government	1	2	3	4
Form single-city borough government (i.e., Gustavus Borough)	1	2	3	4
Other (please specify):	1	2	3	4

**8. How would you describe your level of participation in Gustavus community activities?**

- ☐ Very active
- ☐ Somewhat active
- ☐ Not very active
- ☐ Not at all active

**9. Which of the following best represents your desired future for Gustavus?**

(select only one)

- ☐ Fishing community (e.g., commercial, sport)
- ☐ Eco-tourism community (e.g., accommodations, activities)
- ☐ Retirement community
- ☐ Lifestyle community (e.g., alternative living)
- ☐ Family-oriented community
- ☐ Religious community
- ☐ Subsistence community
- ☐ National park gateway community
- ☐ Undecided
- ☐ Other (please specify): \_\_\_\_\_

**10. Indicate by circling the appropriate number if you feel each of the following severely threatens, somewhat threatens, or does not threaten Gustavus' future.**

<i>Community Threat</i>	<i>Severely Threatens</i>	<i>Somewhat Threatens</i>	<i>Little or No Threat</i>	<i>Don't Know</i>
People moving into Gustavus	1	2	3	4
People moving out of Gustavus	1	2	3	4
Cruise ship tourism industry	1	2	3	4
Large scale tourism development	1	2	3	4
Limited local jobs	1	2	3	4
Abuse of illegal substances	1	2	3	4
Abuse of legal substances	1	2	3	4
Inadequate dock	1	2	3	4
Lack of Alaska Marine Highway System ferry service	1	2	3	4
Frequency of regional air service	1	2	3	4
High regional air service cost	1	2	3	4
High utility rates (e.g., electricity, fuel)	1	2	3	4
Frequency of freight delivery	1	2	3	4
High freight delivery cost	1	2	3	4
Limited health care services	1	2	3	4
Local indifference about community	1	2	3	4
Failure of community members to work together	1	2	3	4
Lack of local volunteerism	1	2	3	4
Ground water quality	1	2	3	4
Lack of public water system	1	2	3	4
Lack of public wastewater disposal (e.g., septic pumping)	1	2	3	4
Package store alcohol sales	1	2	3	4
Alcohol sales restrictions (e.g., local option election)	1	2	3	4
City of Gustavus (e.g., city government)	1	2	3	4
Potential multi-city regional borough government	1	2	3	4
Land use regulation (e.g., planning and zoning)	1	2	3	4
Lack of compliance with City ordinances	1	2	3	4
Seasonal residents influencing community direction	1	2	3	4
Hunting within City limits	1	2	3	4
Lack of police protection	1	2	3	4
Crime rate	1	2	3	4
Commercial sport fishing (e.g., charter sport fishing)	1	2	3	4
All-Terrain Vehicle (ATV) use of roads	1	2	3	4
All-Terrain Vehicle (ATV) use of beaches and wetlands	1	2	3	4
Pollution (e.g., air, water)	1	2	3	4
Seasonal residents not valuing community	1	2	3	4
Becoming Juneau's bedroom community	1	2	3	4
Other (please specify):	1	2	3	4

## Economic Development

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

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

12. How do you expect Gustavus' economy to change during the next ten years?

- ☐ Grow significantly
- ☐ Grow moderately
- ☐ Remain the same
- ☐ Decline moderately
- ☐ Decline significantly
- ☐ Don't know

13. How would you rate current business opportunities in Gustavus?

- ☐ Very good
- ☐ Good
- ☐ Fair
- ☐ Poor
- ☐ Don't know

14. How would you rate the overall future of local business development in Gustavus?

- ☐ Very good
- ☐ Good
- ☐ Fair
- ☐ Poor
- ☐ Don't know

15. What are the three greatest challenges to economic development in Gustavus?

(List in order of importance)

Greatest challenge: \_\_\_\_\_

2<sup>nd</sup> greatest challenge: \_\_\_\_\_

3<sup>rd</sup> greatest challenge: \_\_\_\_\_

- ☐ Don't know

**16. How strong of a role should the city government play in local economic development?**

- ☐ Very strong
- ☐ Somewhat strong
- ☐ Little or no role
- ☐ Don't know

## Infrastructure Development

**17. How important are the following infrastructure projects to Gustavus' future?**

<i>Infrastructure Project</i>	<i>Very Important</i>	<i>Somewhat Important</i>	<i>Little or No Importance</i>	<i>Don't Know</i>
Improve dock for commercial uses	1	2	3	4
Improve dock for residential and recreational uses	1	2	3	4
Develop dry dock and boat repair facility	1	2	3	4
Upgrade Wilson Rink Creek Road	1	2	3	4
Improve arterial City roads	1	2	3	4
Develop Rink Creek Substation for GVFD	1	2	3	4
Develop community cemetery	1	2	3	4
Replace bulk fuel tank farm	1	2	3	4
Develop public water system	1	2	3	4
Develop public wastewater disposal (e.g., septic pumping)	1	2	3	4
Improve DRC's refuse and landfill system	1	2	3	4
Improve DRC's recycling center	1	2	3	4
Improve DRC's Community Chest	1	2	3	4
Develop hazardous waste disposal site at DRC	1	2	3	4
Develop scrap metal storage facility at DRC	1	2	3	4
Improve internet connectivity	1	2	3	4
Develop a visitor center	1	2	3	4
Improve Health Care Clinic	1	2	3	4
Develop rifle and archery range	1	2	3	4
Develop more bike and foot trails	1	2	3	4
Develop public restrooms	1	2	3	4
Develop public campground	1	2	3	4
Improve Salmon River Community Park play equipment	1	2	3	4
Develop more public parks	1	2	3	4
Develop way-finder signage (e.g., visitor points of interest)	1	2	3	4
Other (please specify):	1	2	3	4

## Community Planning

**18. How important is community planning for Gustavus' future?**

- ☐ Very important
- ☐ Somewhat important
- ☐ Little or no importance
- ☐ Don't know

**19. How important is regulating land use (i.e., land use planning and zoning) for the following outcomes?**

<i>Outcome</i>	<i>Very Important</i>	<i>Somewhat Important</i>	<i>Little or No Importance</i>	<i>Don't Know</i>
Planning Gustavus' future	1	2	3	4
Implementing the Gustavus Strategic Plan (2005)	1	2	3	4
Protecting property values	1	2	3	4
Separating incompatible land uses (e.g., industrial and residential)	1	2	3	4
Avoiding private property land use disputes	1	2	3	4
Protecting the environment	1	2	3	4
Protecting local quality of life	1	2	3	4
Obtaining platting authority (e.g., currently State of Alaska)	1	2	3	4
Controlling community growth	1	2	3	4
Preventing large-scale tourism development	1	2	3	4
Other (please specify):	1	2	3	4

**20. Land use planning is not a service the City of Gustavus currently offers and is not under consideration. How supportive would you be if the city government considered planning and zoning during the long-term future?**

- ☐ Very supportive
- ☐ Somewhat supportive
- ☐ Little or no support
- ☐ Undecided

**21. How would you describe your level of involvement in Gustavus community planning activities?**

- ☐ Very active
- ☐ Somewhat active
- ☐ Not very active
- ☐ Not at all active

**22. Did you participate in the development of the Gustavus Strategic Plan (2005)?**

- ☐ Yes
- ☐ No

## Local Government

Throughout this section, "city government" refers exclusively to the City of Gustavus municipal government including the city council, city staff, city services, other city entities. The city government officially incorporated in April 2004. Please respond to survey questions within the context of the city government and its impact on the greater Gustavus community.

23. In your opinion, has Gustavus' *quality of life* changed because of the incorporation of the city government (2004)?

- ☐ Yes (go to question 23a)
- ☐ No (go to question 24)
- ☐ Don't know (go to question 24)

23a. How has quality of life changed?

- ☐ Improved significantly
- ☐ Improved moderately
- ☐ Declined moderately
- ☐ Declined significantly

24. Has the city government grown faster, slower, or at the speed you expected?

- ☐ Significantly faster
- ☐ Moderately faster
- ☐ As expected
- ☐ Moderately slower
- ☐ Significantly slower
- ☐ Don't know

25. Has the city government evolved to be larger, smaller, or the same as you expected?

- ☐ Significantly larger
- ☐ Moderately larger
- ☐ Same as expected
- ☐ Moderately smaller
- ☐ Significantly smaller
- ☐ Don't know

26. What is your level of satisfaction with the following city government services and facilities?

Service/Facility	Very Satisfied	Somewhat Satisfied	Little or No Satisfaction	Don't Know
Library	1	2	3	4
Disposal and Recycling Center (e.g., DRC)	1	2	3	4
Community Chest (e.g., part of DRC)	1	2	3	4
Emergency response (e.g., fire, medical)	1	2	3	4
Road maintenance	1	2	3	4
Gustavus Community Network (e.g., internet)	1	2	3	4
Snow removal (e.g., snow plowing)	1	2	3	4
Small boat harbor	1	2	3	4

**27. How would you rate the overall quality of city government services and facilities?**

- ☐ Very good
- ☐ Good
- ☐ Fair
- ☐ Poor
- ☐ Don't know

**28. Since the incorporation of the city government, has the overall quality of services delivered to Gustavus residents improved, declined, or remained the same?**

- ☐ Improved significantly
- ☐ Improved moderately
- ☐ Remained the same
- ☐ Declined moderately
- ☐ Declined significantly
- ☐ Don't know

**29. In your opinion, is the city government effective in delivering services to Gustavus residents?**

- ☐ Very effective
- ☐ Somewhat effective
- ☐ Minimally or not effective
- ☐ Don't know

**30. If the city government considers providing additional services, how supportive are you of the City of Gustavus providing the following services?**

Service	Very Supportive	Somewhat Supportive	Little or No Support	Don't Know
Water utility	1	2	3	4
Wastewater utility (e.g., septic pumping and disposal)	1	2	3	4
Water quality testing	1	2	3	4
Land use regulation (e.g., planning and zoning)	1	2	3	4
Public restrooms	1	2	3	4
Expanded parks and recreation	1	2	3	4
Campground	1	2	3	4
Multi-purpose community building	1	2	3	4
Hazardous waste disposal	1	2	3	4
Scrap metal disposal	1	2	3	4
Police protection	1	2	3	4
Rifle and archery range	1	2	3	4
Bulk fuel tank farm	1	2	3	4
Economic development	1	2	3	4
Firearm discharge regulation	1	2	3	4
Animal control (e.g., regulation, housing)	1	2	3	4
Community cemetery	1	2	3	4
Tourism promotion (e.g., GVA or other)	1	2	3	4
Other (please specify):	1	2	3	4

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- 31. The ability of a local government to improve current services or offer additional services is dependent upon community interest and willingness to pay. If the city government considers improving or adding services, do you agree or disagree with the following methods of payment?**

<i>Method of Payment</i>	<i>Strongly Agree</i>	<i>Agree</i>	<i>Undecided</i>	<i>Disagree</i>	<i>Strongly Disagree</i>
Increase sales tax – currently 2%	1	2	3	4	5
Increase bed tax – currently 4%	1	2	3	4	5
Adopt property tax	1	2	3	4	5
Adopt new user fees	1	2	3	4	5
Increase current user fees	1	2	3	4	5
Volunteerism	1	2	3	4	5
Other (please specify):	1	2	3	4	5

- 32. Is the city government's current level of taxation high, low, or at the appropriate level?**

<i>Tax</i>	<i>Significantly High</i>	<i>Moderately High</i>	<i>Appropriate Level</i>	<i>Moderately Low</i>	<i>Significantly Low</i>	<i>Don't Know</i>
Sales tax (2%)	1	2	3	4	5	6
Bed tax (4%)	1	2	3	4	5	6

- 33. The city council is working to increase public involvement. Please rate how likely you are to use the following methods of public participation:**

<i>Method of Participation</i>	<i>Very Likely</i>	<i>Somewhat Likely</i>	<i>Not Likely</i>	<i>Will Not Use</i>	<i>Don't Know</i>
Attend city council regular meeting	1	2	3	4	5
Attend city council work session	1	2	3	4	5
Read city newsletter in <i>Fairweather Reporter</i>	1	2	3	4	5
Read city council member articles in <i>Fairweather Reporter</i>	1	2	3	4	5
Visit public posting locations	1	2	3	4	5
Visit "City Information Center" at the Library	1	2	3	4	5
Attend informal "Open House" with city council members	1	2	3	4	5
Attend informal issue-specific discussion groups	1	2	3	4	5
Read regular city newsletter mailed to all constituents	1	2	3	4	5
Listen to city council meetings broadcast via Internet	1	2	3	4	5
Join email or mail list for specific City issues	1	2	3	4	5
Listen to KTOO Community Calendar radio announcements	1	2	3	4	5
Visit City website	1	2	3	4	5
Other (please specify):	1	2	3	4	5

**34. Please rate the following elements of the city government's performance:**

<i>Performance Element</i>	<i>Very Good</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't Know</i>
Conducting regular meetings	1	2	3	4	5
Conducting work sessions	1	2	3	4	5
Providing public comment opportunity	1	2	3	4	5
Developing ordinances	1	2	3	4	5
Adopting an effective organizational structure	1	2	3	4	5
Representing constituent interests	1	2	3	4	5
Protecting local quality of life	1	2	3	4	5
Delivering services	1	2	3	4	5
Resolving conflict of interest	1	2	3	4	5
Being accessible to constituents	1	2	3	4	5
Being fiscally responsible (i.e., generating and spending revenue)	1	2	3	4	5
Responding to constituent concerns	1	2	3	4	5
Maintaining open and transparent government	1	2	3	4	5
Conducting elections	1	2	3	4	5
Representing Gustavus at the regional level	1	2	3	4	5
Representing Gustavus at the state level	1	2	3	4	5
Representing Gustavus at the federal level	1	2	3	4	5
Welcoming diverse opinions	1	2	3	4	5
Incorporating public involvement	1	2	3	4	5
Balancing development and lifestyle considerations	1	2	3	4	5
Remaining "in-tune" with constituents	1	2	3	4	5
Outreach to non-active constituents	1	2	3	4	5
Avoiding community factions	1	2	3	4	5
Outreach to dissenting constituents	1	2	3	4	5
Resolving divisive community issues	1	2	3	4	5
Avoiding marginalization of dissenting constituents	1	2	3	4	5
Maintaining high ethical standards	1	2	3	4	5
Other (please specify):	1	2	3	4	5

**35. Which of the following statements best describes the future role you prefer for the city government?**

- ☐ Very active, provides many services and regulations.
- ☐ Somewhat active, provides some services and regulations.
- ☐ Inactive, provides few or no services and regulations.
- ☐ Undecided

**36. How much confidence do you have in the city council to make good decisions for the greater Gustavus community?**

- ☐ Significant confidence
- ☐ Moderate confidence
- ☐ Little or no confidence
- ☐ Don't know

**37. Currently, what is your overall level of satisfaction with the city government?**

- ☐ Very satisfied
- ☐ Somewhat satisfied
- ☐ Not very satisfied
- ☐ Not at all satisfied
- ☐ Undecided

**38. How has your overall level of satisfaction with the city government changed since its incorporation?**

- ☐ Increased significantly
- ☐ Increased moderately
- ☐ Remained the same
- ☐ Decreased moderately
- ☐ Decreased significantly
- ☐ Undecided

**39. In your opinion, is the current city government too large, too small, or the appropriate size?**

- ☐ Too large
- ☐ Too small
- ☐ Appropriate size
- ☐ Undecided
- ☐ Don't know

**40. If you have additional comments regarding the city government, please include them below.**

## Special Topics

The City of Gustavus (i.e., city government) utilizes eleven volunteer committees that work to deliver services, advise the city council, collect public input, and explore important community issues. Several committees are seeking public input regarding very specific community issues including Disposal and Recycling Center (DRC) operations, Alaska Marine Highway System (AMHS) ferry service, and road maintenance.

**41. Please rate your level of satisfaction with road maintenance:**

<i>Road Maintenance</i>	<i>Very Satisfied</i>	<i>Somewhat Satisfied</i>	<i>Little or No Satisfaction</i>	<i>Undecided</i>
General road maintenance services	1	2	3	4
Quality of City roads (e.g., drivability, appearance)	1	2	3	4
Safety of City roads (e.g., visibility, drainage, surface)	1	2	3	4
Quality of other public areas (e.g., harbor, library, school)	1	2	3	4
Safety of other public areas (e.g., harbor, library, school)	1	2	3	4
Other (please specify):	1	2	3	4

**42. Prior to the incorporation of the city government, road maintenance was completed through an informal "pass the hat" and volunteer method of funding, managing, and maintaining roads. How do current City maintained roads compare to prior "pass the hat" maintained roads?**

- ☐ City maintenance is better than "pass the hat" maintenance.
- ☐ City maintenance is equal to "pass the hat" maintenance.
- ☐ "Pass the hat" maintenance is better than City maintenance
- ☐ Undecided
- ☐ Don't know

**43. City road maintenance is currently managed by a volunteer Roads Committee sometimes resulting in inconsistent road maintenance and volunteer burnout. What is your level of support for the city government employing a roads manager to oversee road maintenance and operations?**

- ☐ Very supportive
- ☐ Somewhat supportive
- ☐ Little or no support
- ☐ Undecided

**44. City road maintenance is funded by a USFS Timber Receipts program, which may be discontinued in the near future. In 2006, the City of Gustavus received \$117,000 to maintain roads. If the program is discontinued, should the city government continue to provide road maintenance services?**

- ☐ Yes, I am willing to pay via taxation.
- ☐ Yes, but I am not willing to pay via taxation.
- ☐ No, "pass the hat" please.
- ☐ Don't know

**45. Approximately how often do you use Disposal and Recycling Center (DRC) services?**

<b>DRC Service</b>	<b>Daily</b>	<b>Weekly</b>	<b>Semi-Monthly</b>	<b>Monthly</b>	<b>Quarterly</b>	<b>Annually</b>	<b>Do Not Use</b>
Refuse disposal (e.g., trash, landfill)	1	2	3	4	5	6	7
Recycling	1	2	3	4	5	6	7
Community Chest (e.g., thrift store)	1	2	3	4	5	6	7

**46. In general, are current DRC user fees high, low, or acceptable?**

- ☐ Significantly high
- ☐ Moderately high
- ☐ Acceptable
- ☐ Moderately low
- ☐ Significantly low
- ☐ Don't know

**47. DRC operational costs are generally paid for by 63% user fees, 33% City subsidy, and 4% grants and fundraising (FY08 Budget). In your opinion, how should the city government pay for DRC expenses?**

- ☐ 100% user fees
- ☐ 75% user fees; 25% City subsidy
- ☐ 50% user fees; 50% City subsidy
- ☐ 25% user fees; 75% City subsidy
- ☐ Remain the same: 63% user fees; 33% City subsidy
- ☐ Don't know

**48. The city council is discussing the DRC's capacity to meet current and future refuse disposal needs, including potentially relocating the facility. How involved do you want to be with planning DRC's future?**

- ☐ Very involved
- ☐ Somewhat involved
- ☐ Little or no involvement
- ☐ Don't know

**49. Three DRC expansion alternatives are being considered to accommodate future refuse disposal needs. The city council is seeking public input regarding how to evaluate the alternatives. For the purpose of comparing alternatives, please rank the following considerations in their order of importance:**

(1 = most important through 6 = least important. Use each number only once.)

- \_\_\_\_\_ Environmental impact
- \_\_\_\_\_ User convenience
- \_\_\_\_\_ Adjacent neighbor impacts
- \_\_\_\_\_ Avoiding illegal dumping
- \_\_\_\_\_ User fees impact
- \_\_\_\_\_ Overall cost

**50. How supportive are you of obtaining Alaska Marine Highway System (AMHS) ferry service for Gustavus?**

- ☐ Strongly support (go to question 50a)
- ☐ Somewhat support (go to question 50a)
- ☐ Little or no support (go to question 51)
- ☐ Undecided (go to question 51)



**50a. What is your preferred type of service?**

(select only one)

- ☐ Passenger only
- ☐ Passenger and vehicle
- ☐ Don't know
- ☐ Other: \_\_\_\_\_

**50b. Please indicate your level of support for the following levels of AMHS service:**

<b>AMHS Level of Service</b>	<b>Strongly Support</b>	<b>Somewhat Support</b>	<b>Little or No Support</b>	<b>Undecided</b>
Daily (seasonal only)	1	2	3	4
Daily (year-round)	1	2	3	4
Weekly (seasonal only)	1	2	3	4
Weekly (year-round)	1	2	3	4
Semi-monthly (seasonal only)	1	2	3	4
Semi-monthly (year-round)	1	2	3	4
Monthly (seasonal only)	1	2	3	4
Monthly (year-round)	1	2	3	4
Other (please specify):	1	2	3	4

**51. Please indicate whether you agree or disagree with the following statements regarding AMHS ferry service and impacts for Gustavus:**

<b>AMHS Ferry Service Statement</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Undecided</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
Gustavus needs ferry service	1	2	3	4	5
Ferry service will increase local quality of life	1	2	3	4	5
Ferry service will lead to unwanted tourist traffic	1	2	3	4	5
Ferry service will lead to a RV park	1	2	3	4	5
Ferry service will create Gustavus jobs	1	2	3	4	5
Ferry service will positively impact my household	1	2	3	4	5
Ferry service will positively impact Gustavus	1	2	3	4	5
Ferry service will make travel more affordable	1	2	3	4	5
Other (please specify):	1	2	3	4	5

## Demographics

We need to ask a few questions about your background and past experiences. This information will be used for statistical analysis only and will remain strictly confidential.

**52. How old are you?**

\_\_\_\_\_ years

**53. What is your gender?**

- ☐ Male  
☐ Female

**54. Are you a resident of Alaska?**

- ☐ Yes (go to question 55)  
☐ No (go to question 54a)

**54a. In which state are you a resident?**

\_\_\_\_\_ (abbreviation)

**55. Are you registered to vote in Gustavus?**

- ☐ Yes  
☐ No

**56. Are you a resident of Gustavus (i.e., full time, part time, or seasonal)?**

- ☐ Yes (go to question 56a)  
☐ No (go to question 57)

**56a. Which of the following best describes your Gustavus residency status?**

- ☐ Full-time resident  
☐ Part-time resident  
☐ Seasonal resident (summer only)  
☐ Glacier Bay National Park seasonal staff  
☐ Other: \_\_\_\_\_

**56b. Which of the following best describes your Gustavus residency status?**

- ☐ Primary residence  
☐ Secondary residence  
☐ Other: \_\_\_\_\_

**57. Approximately what percentage of your lifetime have you spent in Gustavus?**

\_\_\_\_\_ % (mark "0" if none)

**56c. Approximately how many months per year do you spend in Gustavus?**

\_\_\_\_\_ months

**58. Do you own property in Gustavus?**

- ☐ Yes  
☐ No

**56d. How long have you been a Gustavus resident?**

\_\_\_\_\_ years

**59. How many people, including yourself, live in your household?** (Write "1" if living alone.)

\_\_\_\_\_ persons

**60. How many people in your household are under 18 years of age?** (Write "0" if none.)

\_\_\_\_\_ persons

**61. Do you own a business in Gustavus?**

- ☐ Yes
- ☐ No

**62. What is your current employment status?**

- ☐ Employed or self-employed on a **full-time** basis
- ☐ Employed or self-employed on a **part-time** basis
- ☐ Full-time homemaker
- ☐ Retired
- ☐ Student
- ☐ Unemployed
- ☐ Other: \_\_\_\_\_

**63. During the past 12 months, approximately how many City of Gustavus meetings have you attended?**

<i>Meeting</i>	<i>Quantity</i>
City council regular meeting	
City council work session	
Committee meeting	
Other (please specify):	

**64. Aside from the City of Gustavus, what is your general level of support for local government?**

- ☐ Strongly support
- ☐ Moderately support
- ☐ Little to no support
- ☐ Opposed to local government
- ☐ Undecided



**65. What is your level of experience serving, working, or volunteering for a local government?**

<i>Local Government Participation</i>	<i>Significant Experience</i>	<i>Moderate Experience</i>	<i>Little or No Experience</i>	<i>Don't Know</i>
Elected official (e.g., city council)	1	2	3	4
Appointed official (e.g., committee member)	1	2	3	4
Employee	1	2	3	4
Contractor	1	2	3	4
Volunteer	1	2	3	4
Other (please specify):	1	2	3	4

**66. What was your approximate household income from all sources, before taxes, in 2006?**

- ☐ \$9,999 or less
- ☐ \$10,000 - \$19,999
- ☐ \$20,000 - \$29,999
- ☐ \$30,000 - \$39,999
- ☐ \$40,000 - \$49,999
- ☐ \$50,000 - \$59,999
- ☐ \$60,000 - \$74,999
- ☐ \$75,000 or more

**67. Would you like to receive a summary of survey results?**

- ☐ Yes
- ☐ No

**68. If you have additional comments regarding this community survey or the larger local government review project, please include them below or on a separate sheet.**



**This community survey is being conducted by the Alaska Department of Commerce, Community, and Economic Development, Division of Community and Regional Affairs in collaboration with the City of Gustavus. If you have any questions or comments regarding the survey, please contact**

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**APPENDIX C: FREQUENCY DISTRIBUTIONS, ALL RESPONDENTS (N = 384)**

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Fairweather Range



## Quality of Life

**1. In general, how would you rate Gustavus' current quality of life?**

**28%** Very good  
**49%** Good  
**17%** Fair  
**2%** Poor  
**2%** Don't know  
**2%** Missing

**2. How has Gustavus' quality of life changed during the past ten years?**

**7%** Improved significantly  
**34%** Improved moderately  
**20%** Remained the same  
**22%** Declined moderately  
**5%** Declined significantly  
**9%** Don't know  
**3%** Missing

**3. How would you rate the overall quality of the following Gustavus services and facilities?**

Service/Facility	Very Good	Good	Fair	Poor	Don't Know	Missing
Electricity	6%	26%	35%	29%	2%	2%
Bulk fuel tank farm	3%	15%	28%	32%	19%	3%
Health Care Clinic	10%	32%	36%	8%	12%	2%
Airport	44%	45%	7%	1%	1%	2%
Dock	1%	6%	14%	73%	3%	3%
Retail trade (e.g., goods, groceries, hardware)	7%	31%	44%	15%	1%	2%
Restaurants	11%	35%	35%	15%	2%	2%
Accommodations (e.g., lodges, B & Bs, inns)	19%	46%	18%	2%	13%	2%
Gustavus Visitors Association (GVA)	5%	19%	26%	15%	33%	2%
Air transportation	33%	51%	12%	1%	1%	2%
Water transportation	2%	9%	18%	58%	11%	2%
Freight delivery	2%	20%	34%	38%	4%	2%
School	5%	31%	29%	10%	23%	2%
City government	10%	30%	31%	15%	11%	3%
Other	4%	1%	0%	5%	0%	90%

**4. How would you rate the overall quality of Gustavus' services and facilities?**

4% Very good  
 39% Good  
 45% Fair  
 8% Poor  
 2% Don't know  
 2% Missing

**5. People define quality of life differently and have various reasons for appreciating a community. Please rate how important the following community attributes are to Gustavus' quality of life.**

<b>Community Attribute</b>	<b>Very Important</b>	<b>Somewhat Important</b>	<b>Little or No Importance</b>	<b>Don't Know</b>	<b>Missing</b>
Friendliness of people	74%	22%	1%	1%	2%
Rural character	64%	28%	5%	2%	1%
Relaxed lifestyle	69%	26%	3%	1%	1%
Remote location	52%	34%	12%	1%	1%
Scenic beauty	79%	17%	2%	1%	1%
Outdoor recreational opportunity	67%	28%	3%	1%	1%
Availability of natural resources (e.g., fish, game)	70%	25%	4%	0%	1%
Safe community	79%	17%	2%	0%	2%
Community volunteerism	51%	38%	6%	3%	2%
Glacier Bay National Park gateway community	28%	39%	30%	2%	1%
Personal freedoms	73%	22%	2%	1%	2%
2 <sup>nd</sup> class city government (e.g., City of Gustavus)	19%	41%	33%	6%	1%
No regional borough government	43%	22%	24%	10%	1%
Coexistence with wildlife	71%	23%	5%	1%	0%
Dark night sky	51%	25%	20%	3%	1%
Privacy	74%	22%	2%	1%	1%
Quiet	74%	21%	3%	1%	1%
Close-knit community	48%	43%	7%	1%	1%
Economic opportunities	31%	43%	21%	3%	2%
Small community	53%	35%	8%	2%	2%
Clean air and water	87%	10%	1%	1%	1%
Pristine environment	69%	23%	5%	1%	2%
Other	8%	0%	0%	0%	92%

**6. The State of Alaska reports Gustavus' population is 441 (2006 certified population). In 20 years (2027), what population size do you feel is ideal for Gustavus?**

Mean: 788 residents  
 Median: 600 residents  
 Mode: 500 residents  
 High: 4500 residents  
 Low: 150 residents  
 Missing: 9%

**7. How important are the following community initiatives to improving Gustavus' quality of life?**

<i>Community Initiative</i>	<i>Very Important</i>	<i>Somewhat Important</i>	<i>Little or No Importance</i>	<i>Don't Know</i>	<i>Missing</i>
Local business development	32%	44%	21%	1%	2%
Promote tourism industry	31%	38%	28%	1%	2%
Grow Gustavus' economy	31%	36%	28%	2%	3%
Increase local job opportunities	39%	33%	24%	1%	3%
Improve freight delivery	56%	28%	13%	1%	2%
Increase year-round population	12%	27%	58%	1%	2%
Increase seasonal population	8%	26%	62%	2%	2%
Promote cooperation with other communities	22%	44%	28%	4%	2%
Encourage environmental protection	50%	33%	13%	1%	3%
Reduce cost of living (e.g., fuel, electricity, goods)	61%	25%	12%	0%	2%
Improve community appearance	20%	48%	29%	1%	2%
Keep Gustavus unchanged	29%	31%	35%	2%	3%
Improve current city government services (e.g., DRC, library)	16%	50%	29%	3%	2%
Add city government services (e.g., septic, parks, cemetery)	17%	36%	42%	3%	2%
Form multi-city regional borough government	3%	10%	71%	13%	3%
Form single-city borough government (i.e., Gustavus Borough)	19%	22%	41%	15%	3%
Other	10%	0%	0%	0%	90%

**8. How would you describe your level of participation in Gustavus community activities?**

12% Very active  
 43% Somewhat active  
 32% Not very active  
 11% Not at all active  
 2% Missing

**9. Which of the following best represents your desired future for Gustavus?**

(select only one)

7% Fishing community (e.g., commercial, sport)  
 11% Eco-tourism community (e.g., accommodations, activities)  
 3% Retirement community  
 16% Lifestyle community (e.g., alternative living)  
 17% Family-oriented community  
 1% Religious community  
 9% Subsistence community  
 6% National park gateway community  
 23% Undecided  
 5% Other  
 2% Missing

**10. Indicate by circling the appropriate number if you feel each of the following severely threatens, somewhat threatens, or does not threaten Gustavus' future.**

<i>Community Threat</i>	<i>Severely Threatens</i>	<i>Somewhat Threatens</i>	<i>Little or No Threat</i>	<i>Don't Know</i>	<i>Missing</i>
People moving into Gustavus	9%	33%	53%	2%	3%
People moving out of Gustavus	21%	38%	36%	2%	3%
Cruise ship tourism industry	34%	24%	37%	2%	3%
Large scale tourism development	47%	24%	25%	2%	2%
Limited local jobs	33%	40%	23%	2%	2%
Abuse of illegal substances	31%	28%	33%	6%	2%
Abuse of legal substances	27%	37%	30%	4%	2%
Inadequate dock	63%	24%	10%	1%	2%
Lack of Alaska Marine Highway System ferry service	41%	23%	34%	1%	1%
Frequency of regional air service	10%	34%	53%	2%	1%
High regional air service cost	33%	42%	22%	2%	1%
High utility rates (e.g., electricity, fuel)	56%	30%	11%	1%	2%
Frequency of freight delivery	23%	43%	32%	1%	1%
High freight delivery cost	48%	38%	13%	0%	1%
Limited health care services	21%	55%	22%	1%	1%
Local indifference about community	29%	38%	27%	5%	1%
Failure of community members to work together	31%	40%	22%	6%	1%
Lack of local volunteerism	23%	46%	26%	4%	1%
Ground water quality	43%	35%	17%	3%	2%
Lack of public water system	10%	22%	60%	6%	2%
Lack of public wastewater disposal (e.g., septic pumping)	32%	37%	25%	4%	2%
Package store alcohol sales	18%	24%	53%	4%	1%
Alcohol sales restrictions (e.g., local option election)	7%	15%	65%	10%	3%
City of Gustavus (e.g., city government)	14%	26%	52%	7%	1%
Potential multi-city regional borough government	40%	32%	14%	12%	2%
Land use regulation (e.g., planning and zoning)	21%	33%	39%	5%	2%
Lack of compliance with City ordinances	9%	40%	39%	10%	2%
Seasonal residents influencing community direction	25%	35%	35%	3%	2%
Hunting within City limits	29%	32%	34%	4%	1%
Lack of police protection	6%	25%	64%	3%	2%
Crime rate	8%	22%	63%	6%	1%
Commercial sport fishing (e.g., charter sport fishing)	31%	30%	36%	2%	1%
All-Terrain Vehicle (ATV) use of roads	12%	27%	58%	2%	1%
All-Terrain Vehicle (ATV) use of beaches and wetlands	39%	27%	31%	2%	1%
Pollution (e.g., air, water)	25%	34%	37%	2%	2%
Seasonal residents not valuing community	32%	33%	30%	3%	2%
Becoming Juneau's bedroom community	14%	25%	52%	7%	2%
Other	8%	1%	0%	0%	91%



## Economic Development

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

- 0% Very strong
- 15% Strong
- 50% Fair
- 24% Weak
- 8% Don't know
- 3% Missing

**12. How do you expect Gustavus' economy to change during the next ten years?**

- 4% Grow significantly
- 52% Grow moderately
- 26% Remain the same
- 5% Decline moderately
- 2% Decline significantly
- 9% Don't know
- 2% Missing

**13. How would you rate current business opportunities in Gustavus?**

- 2% Very good
- 16% Good
- 44% Fair
- 29% Poor
- 7% Don't know
- 2% Missing

**14. How would you rate the overall future of local business development in Gustavus?**

- 2% Very good
- 21% Good
- 48% Fair
- 18% Poor
- 8% Don't know
- 3% Missing

**15. What are the three greatest challenges to economic development in Gustavus?**  
 (List in order of importance)

<b>Challenge</b>	<b>Greatest Challenge</b>	<b>2<sup>nd</sup> Greatest Challenge</b>	<b>3<sup>rd</sup> Greatest Challenge</b>
Access challenges	29%	27%	11%
Goods and services cost	19%	14%	9%
Social fabric condition	2%	1%	1%
Lack of public services	1%	4%	5%
Local economic challenges	8%	9%	12%
Antidevelopment sentiment impacts	2%	2%	3%
No development desired	1%	1%	1%
Ensuring locally appropriate development	6%	3%	2%
Government interference	4%	4%	7%
Sport charter fishing impacts	1%	1%	1%
Other	5%	5%	9%
Missing	22%	29%	39%

**16. How strong of a role should the city government play in local economic development?**

11% Very strong  
 35% Somewhat strong  
 43% Little or no role  
 6% Don't know  
 5% Missing

## Infrastructure Development

### 17. How important are the following infrastructure projects to Gustavus' future?

<i>Infrastructure Project</i>	<i>Very Important</i>	<i>Somewhat Important</i>	<i>Little or No Importance</i>	<i>Don't Know</i>	<i>Missing</i>
Improve dock for commercial uses	65%	20%	12%	1%	2%
Improve dock for residential and recreational uses	72%	19%	6%	1%	2%
Develop dry dock and boat repair facility	20%	32%	41%	4%	3%
Upgrade Wilson Rink Creek Road	16%	42%	35%	4%	3%
Improve arterial City roads	10%	40%	44%	3%	3%
Develop Rink Creek Substation for GVFD	10%	32%	42%	12%	4%
Develop community cemetery	12%	37%	43%	5%	3%
Replace bulk fuel tank farm	36%	31%	15%	15%	3%
Develop public water system	14%	17%	60%	7%	2%
Develop public wastewater disposal (e.g., septic pumping)	41%	30%	22%	4%	3%
Improve DRC's refuse and landfill system	24%	47%	23%	2%	4%
Improve DRC's recycling center	22%	44%	28%	2%	4%
Improve DRC's Community Chest	11%	38%	44%	4%	3%
Develop hazardous waste disposal site at DRC	32%	42%	19%	3%	4%
Develop scrap metal storage facility at DRC	26%	41%	25%	4%	4%
Improve internet connectivity	48%	31%	15%	3%	3%
Develop a visitor center	10%	29%	55%	3%	3%
Improve Health Care Clinic	35%	45%	13%	4%	3%
Develop rifle and archery range	7%	31%	56%	4%	2%
Develop more bike and foot trails	23%	32%	40%	2%	3%
Develop public restrooms	26%	40%	28%	3%	3%
Develop public campground	13%	31%	50%	3%	3%
Improve Salmon River Community Park play equipment	16%	42%	36%	3%	3%
Develop more public parks	10%	21%	63%	3%	3%
Develop way-finder signage (e.g., visitor points of interest)	6%	30%	58%	3%	3%
Other	7%	1%	0%	0%	92%

## Community Planning

### 18. How important is community planning for Gustavus' future?

- 52% Very important
- 36% Somewhat important
- 7% Little or no importance
- 2% Don't know
- 3% Missing

### 19. How important is regulating land use (i.e., land use planning and zoning) for the following outcomes?

<i>Outcome</i>	<i>Very Important</i>	<i>Somewhat Important</i>	<i>Little or No Importance</i>	<i>Don't Know</i>	<i>Missing</i>
Planning Gustavus' future	40%	40%	11%	5%	4%
Implementing the Gustavus Strategic Plan (2005)	22%	33%	14%	25%	6%
Protecting property values	41%	34%	15%	6%	4%
Separating incompatible land uses (e.g., industrial and residential)	41%	34%	16%	5%	4%
Avoiding private property land use disputes	34%	36%	17%	8%	5%
Protecting the environment	58%	27%	9%	3%	3%
Protecting local quality of life	62%	24%	7%	3%	4%
Obtaining platting authority (e.g., currently State of Alaska)	14%	30%	31%	20%	5%
Controlling community growth	24%	30%	34%	7%	5%
Preventing large-scale tourism development	44%	22%	26%	4%	4%
Other	4%	1%	0%	0%	95%

### 20. Land use planning is not a service the City of Gustavus currently offers and is not under consideration. How supportive would you be if the city government considered planning and zoning during the long-term future?

- 21% Very supportive
- 33% Somewhat supportive
- 33% Little or no support
- 9% Undecided
- 4% Missing

### 21. How would you describe your level of involvement in Gustavus community planning activities?

- 7% Very active
- 24% Somewhat active
- 44% Not very active
- 22% Not at all active
- 3% Missing

### 22. Did you participate in the development of the Gustavus Strategic Plan (2005)?

- 25% Yes
- 72% No
- 3% Missing

## Local Government

**23. In your opinion, has Gustavus' *quality of life* changed because of the incorporation of the city government (2004)?**

- 62%** Yes (go to question 23a) →  
**23%** No (go to question 24)  
**12%** Don't know (go to question 24)  
**3%** Missing (go to question 24)

**23a. How has quality of life changed?**

(N = 239)

- 12%** Improved significantly  
**49%** Improved moderately  
**28%** Declined moderately  
**11%** Declined significantly  
**0%** Missing

**24. Has the city government grown faster, slower, or at the speed you expected?**

- 13%** Significantly faster  
**15%** Moderately faster  
**48%** As expected  
**6%** Moderately slower  
**2%** Significantly slower  
**13%** Don't know  
**3%** Missing

**25. Has the city government evolved to be larger, smaller, or the same as you expected?**

- 12%** Significantly larger  
**17%** Moderately larger  
**47%** Same as expected  
**5%** Moderately smaller  
**1%** Significantly smaller  
**14%** Don't know  
**4%** Missing

**26. What is your level of satisfaction with the following city government services and facilities?**

Service/Facility	Very Satisfied	Somewhat Satisfied	Little or No Satisfaction	Don't Know	Missing
Library	71%	20%	1%	5%	3%
Disposal and Recycling Center (e.g., DRC)	57%	28%	8%	4%	3%
Community Chest (e.g., part of DRC)	59%	24%	6%	8%	3%
Emergency response (e.g., fire, medical)	47%	33%	5%	12%	3%
Road maintenance	40%	43%	10%	3%	4%
Gustavus Community Network (e.g., internet)	4%	24%	54%	15%	3%
Snow removal (e.g., snow plowing)	33%	35%	7%	20%	5%
Small boat harbor	30%	39%	19%	8%	4%

**27. How would you rate the *overall quality* of city government services and facilities?**

- 11%** Very good  
**39%** Good  
**32%** Fair  
**7%** Poor  
**9%** Don't know  
**2%** Missing

**28. Since the incorporation of the city government, has the overall quality of services delivered to Gustavus residents improved, declined, or remained the same?**

10% Improved significantly  
 41% Improved moderately  
 28% Remained the same  
 6% Declined moderately  
 2% Declined significantly  
 11% Don't know  
 2% Missing

**29. In your opinion, is the city government effective in delivering services to Gustavus residents?**

18% Very effective  
 52% Somewhat effective  
 18% Minimally or not effective  
 10% Don't know  
 2% Missing

**30. If the city government considers providing additional services, how supportive are you of the City of Gustavus providing the following services?**

Service	Very Supportive	Somewhat Supportive	Little or No Support	Don't Know	Missing
Water utility	17%	21%	54%	6%	2%
Wastewater utility (e.g., septic pumping and disposal)	46%	29%	21%	3%	1%
Water quality testing	39%	34%	23%	2%	2%
Land use regulation (e.g., planning and zoning)	20%	36%	38%	5%	1%
Public restrooms	27%	35%	33%	3%	2%
Expanded parks and recreation	18%	28%	48%	3%	3%
Campground	12%	29%	54%	3%	2%
Multi-purpose community building	26%	35%	34%	3%	2%
Hazardous waste disposal	42%	36%	17%	3%	2%
Scrap metal disposal	37%	39%	19%	3%	2%
Police protection	7%	22%	66%	3%	2%
Rifle and archery range	11%	27%	57%	3%	2%
Bulk fuel tank farm	31%	35%	19%	13%	2%
Economic development	24%	37%	33%	4%	2%
Firearm discharge regulation	26%	23%	44%	5%	2%
Animal control (e.g., regulation, housing)	10%	28%	55%	5%	2%
Community cemetery	18%	38%	37%	5%	2%
Tourism promotion (e.g., GVA or other)	23%	33%	38%	4%	2%
Other	5%	0%	1%	0%	94%

**31. The ability of a local government to improve current services or offer additional services is dependent upon community interest and willingness to pay. If the city government considers improving or adding services, do you agree or disagree with the following methods of payment?**

<i>Method of Payment</i>	<i>Strongly Agree</i>	<i>Agree</i>	<i>Undecided</i>	<i>Disagree</i>	<i>Strongly Disagree</i>	<i>Missing</i>
Increase sales tax – currently 2%	14%	32%	16%	25%	11%	2%
Increase bed tax – currently 4%	23%	32%	13%	22%	8%	2%
Adopt property tax	6%	7%	10%	40%	35%	2%
Adopt new user fees	13%	32%	21%	21%	10%	3%
Increase current user fees	10%	25%	27%	23%	11%	4%
Volunteerism	33%	39%	14%	8%	4%	2%
Other	6%	1%	0%	0%	0%	93%

**32. Is the city government's current level of taxation high, low, or at the appropriate level?**

<i>Tax</i>	<i>Significantly High</i>	<i>Moderately High</i>	<i>Appropriate Level</i>	<i>Moderately Low</i>	<i>Significantly Low</i>	<i>Don't Know</i>	<i>Missing</i>
Sales tax (2%)	3%	4%	58%	22%	6%	5%	2%
Bed tax (4%)	4%	4%	46%	26%	10%	8%	2%

**33. The city council is working to increase public involvement. Please rate how likely you are to use the following methods of public participation:**

<i>Method of Participation</i>	<i>Very Likely</i>	<i>Somewhat Likely</i>	<i>Not Likely</i>	<i>Will Not Use</i>	<i>Don't Know</i>	<i>Missing</i>
Attend city council regular meeting	13%	36%	36%	8%	5%	2%
Attend city council work session	8%	27%	47%	10%	6%	2%
Read city newsletter in <i>Fairweather Reporter</i>	68%	21%	4%	2%	3%	2%
Read council member articles in <i>Fairweather Reporter</i>	67%	21%	5%	3%	3%	1%
Visit public posting locations	48%	30%	14%	3%	3%	2%
Visit "City Information Center" at the Library	17%	37%	35%	6%	3%	2%
Attend informal open house with city council members	14%	38%	33%	9%	4%	2%
Attend informal issue-specific discussion groups	18%	42%	29%	6%	4%	1%
Read regular city newsletter mailed to all constituents	66%	24%	5%	2%	2%	1%
Listen to city council meetings broadcast via Internet	10%	23%	44%	19%	2%	2%
Join email or mail list for specific City issues	33%	33%	21%	9%	2%	2%
Listen to KTOO Community Calendar announcements	22%	20%	34%	20%	2%	2%
Visit City website	24%	41%	23%	8%	2%	2%
Other	4%	0%	0%	0%	0%	96%

**34. Please rate the following elements of the city government's performance:**

<i>Performance Element</i>	<i>Very Good</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't Know</i>	<i>Missing</i>
Conducting regular meetings	31%	27%	10%	2%	27%	3%
Conducting work sessions	28%	23%	11%	2%	33%	3%
Providing public comment opportunity	17%	26%	19%	14%	20%	4%
Developing ordinances	13%	21%	16%	10%	35%	5%
Adopting an effective organizational structure	11%	25%	19%	11%	30%	4%
Representing constituent interests	10%	19%	20%	22%	25%	4%
Protecting local quality of life	9%	29%	25%	13%	21%	3%
Delivering services	10%	34%	25%	9%	18%	4%
Resolving conflict of interest	7%	15%	19%	26%	29%	4%
Being accessible to constituents	15%	29%	20%	11%	22%	3%
Being fiscally responsible (i.e., generating and spending revenue)	22%	24%	16%	9%	26%	3%
Responding to constituent concerns	7%	23%	21%	16%	29%	4%
Maintaining open and transparent government	12%	24%	20%	17%	23%	4%
Conducting elections	22%	33%	19%	3%	19%	4%
Representing Gustavus at the regional level	13%	22%	14%	6%	41%	4%
Representing Gustavus at the state level	10%	22%	14%	7%	43%	4%
Representing Gustavus at the federal level	8%	19%	14%	8%	47%	4%
Welcoming diverse opinions	7%	19%	22%	22%	27%	3%
Incorporating public involvement	10%	25%	25%	14%	22%	4%
Balancing development and lifestyle considerations	6%	23%	25%	14%	28%	4%
Remaining "in-tune" with constituents	5%	22%	23%	20%	26%	4%
Outreach to non-active constituents	2%	13%	25%	26%	31%	3%
Avoiding community factions	3%	14%	22%	22%	35%	4%
Outreach to dissenting constituents	2%	13%	21%	23%	36%	5%
Resolving divisive community issues	4%	17%	23%	23%	29%	4%
Avoiding marginalization of dissenting constituents	3%	12%	20%	22%	39%	4%
Maintaining high ethical standards	16%	22%	16%	14%	28%	4%
Other	1%	0%	0%	1%	0%	98%

**35. Which of the following statements best describes the future role you prefer for the city government?**

- 6%** Very active, provides many services and regulations.
- 65%** Somewhat active, provides some services and regulations.
- 16%** Inactive, provides few or no services and regulations.
- 5%** Undecided
- 8%** Missing



**36. How much confidence do you have in the city council to make good decisions for the greater Gustavus community?**

- 19% Significant confidence
- 47% Moderate confidence
- 25% Little or no confidence
- 7% Don't know
- 2% Missing

**37. Currently, what is your overall level of satisfaction with the city government?**

- 17% Very satisfied
- 42% Somewhat satisfied
- 18% Not very satisfied
- 10% Not at all satisfied
- 11% Undecided
- 2% Missing

**38. How has your overall level of satisfaction with the city government changed since its incorporation?**

- 4% Increased significantly
- 21% Increased moderately
- 36% Remained the same
- 15% Decreased moderately
- 12% Decreased significantly
- 10% Undecided
- 2% Missing

**39. In your opinion, is the current city government too large, too small, or the appropriate size?**

- 15% Too large
- 5% Too small
- 57% Appropriate size
- 9% Undecided
- 11% Don't know
- 3% Missing

**40. If you have additional comments regarding the city government, please include them below.**

- 29% Had additional comments
- 71% Did not have additional comments

## Special Topics

### 41. Please rate your level of satisfaction with road maintenance:

<i>Road Maintenance</i>	<i>Very Satisfied</i>	<i>Somewhat Satisfied</i>	<i>Little or No Satisfaction</i>	<i>Undecided</i>	<i>Missing</i>
General road maintenance services	40%	47%	6%	4%	3%
Quality of City roads (e.g., drivability, appearance)	37%	49%	8%	4%	2%
Safety of City roads (e.g., visibility, drainage, surface)	33%	50%	11%	4%	2%
Quality of other public areas (e.g., harbor, library, school)	40%	47%	6%	4%	3%
Safety of other public areas (e.g., harbor, library, school)	39%	47%	6%	5%	3%
Other	1%	0%	5%	0%	94%

### 42. Prior to the incorporation of the city government, road maintenance was completed through an informal "pass the hat" and volunteer method of funding, managing, and maintaining roads. How do current City maintained roads compare to prior "pass the hat" maintained roads?

57% City maintenance is better than "pass the hat" maintenance.  
 18% City maintenance is equal to "pass the hat" maintenance.  
 8% "Pass the hat" maintenance is better than City maintenance  
 4% Undecided  
 11% Don't know  
 2% Missing

### 43. City road maintenance is currently managed by a volunteer Roads Committee sometimes resulting in inconsistent road maintenance and volunteer burnout. What is your level of support for the city government employing a roads manager to oversee road maintenance and operations?

19% Very supportive  
 35% Somewhat supportive  
 36% Little or no support  
 8% Undecided  
 2% Missing

### 44. City road maintenance is funded by a USFS Timber Receipts program, which may be discontinued in the near future. In 2006, the City of Gustavus received \$117,000 to maintain roads. If the program is discontinued, should the city government continue to provide road maintenance services?

36% Yes, I am willing to pay via taxation.  
 19% Yes, but I am not willing to pay via taxation.  
 28% No, "pass the hat" please.  
 14% Don't know  
 3% Missing

**45. Approximately how often do you use Disposal and Recycling Center (DRC) services?**

<i>DRC Service</i>	<i>Daily</i>	<i>Weekly</i>	<i>Semi-Monthly</i>	<i>Monthly</i>	<i>Qtly.</i>	<i>Annually</i>	<i>Do Not Use</i>	<i>Missing</i>
Refuse disposal (e.g., trash, landfill)	0%	18%	22%	15%	15%	13%	14%	3%
Recycling	1%	23%	22%	13%	17%	10%	10%	4%
Community Chest (e.g., thrift store)	0%	17%	18%	13%	21%	13%	13%	5%

**46. In general, are current DRC user fees high, low, or acceptable?**

- 8% Significantly high
- 18% Moderately high
- 58% Acceptable
- 6% Moderately low
- 0% Significantly low
- 9% Don't know
- 1% Missing

**47. DRC operational costs are generally paid for by 63% user fees, 33% City subsidy, and 4% grants and fundraising (FY08 Budget). In your opinion, how should the city government pay for DRC expenses?**

- 9% 100% user fees
- 21% 75% user fees; 25% City subsidy
- 20% 50% user fees; 50% City subsidy
- 6% 25% user fees; 75% City subsidy
- 28% Remain the same: 63% user fees; 33% City subsidy
- 13% Don't know
- 3% Missing

**48. The city council is discussing the DRC's capacity to meet current and future refuse disposal needs, including potentially relocating the facility. How involved do you want to be with planning DRC's future?**

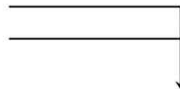
- 8% Very involved
- 47% Somewhat involved
- 33% Little or no involvement
- 10% Don't know
- 2% Missing

**49. Three DRC expansion alternatives are being considered to accommodate future refuse disposal needs. The city council is seeking public input regarding how to evaluate the alternatives. For the purpose of comparing alternatives, please rank the following considerations in their order of importance:**

<i>Factor</i>	<i>Most Important</i>	<i>2<sup>nd</sup> Most Important</i>	<i>3<sup>rd</sup> Most Important</i>	<i>4<sup>th</sup> Most Important</i>	<i>2<sup>nd</sup> Least Important</i>	<i>Least Important</i>
Environmental impact	42%	19%	10%	8%	4%	5%
User convenience	6%	9%	14%	20%	15%	24%
Adjacent neighbor impacts	13%	19%	25%	11%	9%	10%
Avoiding illegal dumping	15%	25%	17%	13%	9%	8%
User fees impact	2%	10%	12%	19%	32%	12%
Overall cost	11%	6%	9%	16%	17%	27%
Missing	11%	12%	13%	13%	14%	14%

**50. How supportive are you of obtaining Alaska Marine Highway System (AMHS) ferry service for Gustavus?**

- 50% Strongly support (go to question 50a)  
26% Somewhat support (go to question 50a)  
20% Little or no support (go to question 51)  
2% Undecided (go to question 51)  
2% Missing (go to question 51)



**50a. What is your preferred type of service?** (N = 291)

- 18% Passenger only  
76% Passenger and vehicle  
2% Don't know  
3% Other  
1% Missing

**50b. Please indicate your level of support for the following levels of AMHS service:** (N = 291)

AMHS Level of Service	Strongly Support	Somewhat Support	Little or No Support	Undecided	Missing
Daily (seasonal only)	23%	14%	51%	2%	10%
Daily (year-round)	8%	14%	67%	2%	9%
Weekly (seasonal only)	34%	31%	24%	2%	9%
Weekly (year-round)	44%	23%	25%	3%	5%
Semi-monthly (seasonal only)	16%	26%	42%	5%	11%
Semi-monthly (year-round)	29%	31%	28%	3%	9%
Monthly (seasonal only)	11%	21%	52%	4%	12%
Monthly (year-round)	28%	28%	32%	3%	9%
Other	4%	0%	0%	0%	96%

**51. Please indicate whether you agree or disagree with the following statements regarding AMHS ferry service and impacts for Gustavus:**

AMHS Ferry Service Statement	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	Missing
Gustavus needs ferry service	52%	17%	6%	13%	9%	3%
Ferry service will increase local quality of life	40%	22%	12%	14%	9%	3%
Ferry service will lead to unwanted tourist traffic	16%	19%	16%	38%	7%	4%
Ferry service will lead to a RV park	16%	23%	24%	28%	6%	3%
Ferry service will create Gustavus jobs	21%	44%	19%	10%	3%	3%
Ferry service will positively impact my household	33%	27%	13%	15%	9%	3%
Ferry service will positively impact Gustavus	34%	29%	13%	12%	9%	3%
Ferry service will make travel more affordable	48%	31%	12%	4%	2%	3%
Other	5%	0%	0%	0%	0%	95%

## Demographics

### 52. How old are you?

Mean: 51 years  
Median: 53 years  
Mode: 58 years  
High: 88 years  
Low: 19 years  
Missing: 2%

### 53. What is your gender?

53% Male  
46% Female  
1% Missing

### 54. Are you a resident of Alaska?

83% Yes (go to question 55)  
16% No (go to question 54a)  
1% Missing (go to question 55)

### 55. Are you registered to vote in Gustavus?

71% Yes  
28% No  
1% Missing

### 56. Are you a resident of Gustavus (i.e., full time, part time, or seasonal)?

94% Yes (go to question 56a)  
5% No (go to question 57)  
1% Missing (go to question 57)

### 57. Approximately what percentage of your lifetime have you spent in Gustavus?

Mean: 28%  
Median: 25%  
Mode: 25%  
High: 100%  
Low: 0%  
Missing: 6%

### 54a. In which state are you a resident? (N = 62)

6% Arizona  
5% California  
5% Florida  
2% Georgia  
5% Idaho  
2% Kansas  
3% Michigan  
10% Nevada  
3% New Mexico  
2% North Carolina  
10% Oregon  
2% Tennessee  
19% Utah  
19% Washington  
1% Wyoming  
6% Missing

### 56a. Which of the following best describes your Gustavus residency status? (N = 363)

56% Full-time resident  
21% Part-time resident  
19% Seasonal resident (summer only)  
1% Other  
3% Missing

### 56b. Which of the following best describes your Gustavus residency status? (N = 363)

65% Primary residence  
26% Secondary residence  
2% Other  
7% Missing

### 56c. Approximately how many months per year do you spend in Gustavus? (N = 363)

Mean: 8 months  
Median: 10 months  
Mode: 12 months  
High: 12 months  
Low: 1 month  
Missing: 9%

### 56d. How long have you been a Gustavus resident? (N = 363)

Mean: 16 years  
Median: 14 years  
Mode: 10 years  
High: 55 years  
Low: 0 years  
Missing: 7%

**58. Do you own property in Gustavus?**

**83%** Yes  
**12%** No  
**5%** Missing

**59. How many people, including yourself, live in your household? (Write "1" if living alone.)**

Mean: **2.5** people  
 Median: **2** people  
 Mode: **2** people  
 High: **8** people  
 Low: **1** person  
 Missing: **1%**

**60. How many people in your household are under 18 years of age? (Write "0" if none.)**

Mean: **0.5** people  
 Median: **0** people  
 Mode: **0** people  
 High: **5** people  
 Low: **0** people  
 Missing: **2%**

**61. Do you own a business in Gustavus?**

**37%** Yes  
**62%** No  
**1%** Missing

**62. What is your current employment status?**

**47%** Employed or self-employed on a **full-time** basis  
**27%** Employed or self-employed on a **part-time** basis  
**3%** Full-time homemaker  
**16%** Retired  
**2%** Student  
**2%** Unemployed  
**1%** Other  
**2%** Missing

**63. During the past 12 months, approximately how many City of Gustavus meetings have you attended?**

<i>Meeting</i>	<i>Mean</i>	<i>Median</i>	<i>Mode</i>	<i>High</i>	<i>Low</i>	<i>Missing</i>
City council regular meeting	<b>2</b>	<b>0</b>	<b>0</b>	<b>12</b>	<b>0</b>	<b>5%</b>
City council work session	<b>1</b>	<b>0</b>	<b>0</b>	<b>24</b>	<b>0</b>	<b>12%</b>
Committee meeting	<b>2</b>	<b>0</b>	<b>0</b>	<b>32</b>	<b>0</b>	<b>9%</b>
Other	<b>4</b>	<b>3</b>	<b>1</b>	<b>15</b>	<b>1</b>	<b>94%</b>

**64. Aside from the City of Gustavus, what is your general level of support for local government?**

**28%** Strongly support  
**45%** Moderately support  
**16%** Little to no support  
**3%** Opposed to local government  
**6%** Undecided  
**2%** Missing

**65. What is your level of experience serving, working, or volunteering for a local government?**

<b>Local Government Participation</b>	<b>Significant Experience</b>	<b>Moderate Experience</b>	<b>Little or No Experience</b>	<b>Don't Know</b>	<b>Missing</b>
Elected official (e.g., city council)	<b>4%</b>	<b>6%</b>	<b>79%</b>	<b>2%</b>	<b>9%</b>
Appointed official (e.g., committee member)	<b>12%</b>	<b>17%</b>	<b>62%</b>	<b>2%</b>	<b>7%</b>
Employee	<b>9%</b>	<b>7%</b>	<b>74%</b>	<b>2%</b>	<b>8%</b>
Contractor	<b>3%</b>	<b>10%</b>	<b>75%</b>	<b>2%</b>	<b>10%</b>
Volunteer	<b>29%</b>	<b>35%</b>	<b>31%</b>	<b>2%</b>	<b>3%</b>
Other	<b>2%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>98%</b>

**66. What was your approximate household income from all sources, before taxes, in 2006?**

**3%** \$9,999 or less  
**4%** \$10,000 - \$19,999  
**6%** \$20,000 - \$29,999  
**10%** \$30,000 - \$39,999  
**14%** \$40,000 - \$49,999  
**12%** \$50,000 - \$59,999  
**12%** \$60,000 - \$74,999  
**29%** \$75,000 or more  
**10%** Missing

**67. Would you like to receive a summary of survey results?**

**82%** Yes  
**14%** No  
**4%** Missing

**68. If you have additional comments regarding this community survey or the larger local government review project, please include them below or on a separate sheet.**

**25%** Had additional comments  
**75%** Did not have additional comments





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## APPENDIX D: FREQUENCY DISTRIBUTIONS, REGISTERED VOTERS (N = 271)

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**Note:** Registered voter as determined by those who were registered to vote in Gustavus on November 15, 2007 as determined by the State of Alaska, Division of Elections.



Gustavus Dock



## Quality of Life

**1. In general, how would you rate Gustavus' current quality of life?**

**29%** Very good  
**50%** Good  
**17%** Fair  
**1%** Poor  
**1%** Don't know  
**2%** Missing

**2. How has Gustavus' quality of life changed during the past ten years?**

**6%** Improved significantly  
**33%** Improved moderately  
**21%** Remained the same  
**24%** Declined moderately  
**6%** Declined significantly  
**8%** Don't know  
**2%** Missing

**3. How would you rate the overall quality of the following Gustavus services and facilities?**

<i>Service/Facility</i>	<i>Very Good</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't Know</i>	<i>Missing</i>
Electricity	6%	24%	33%	34%	1%	2%
Bulk fuel tank farm	3%	15%	28%	37%	14%	3%
Health Care Clinic	11%	34%	40%	8%	5%	2%
Airport	48%	42%	6%	1%	1%	2%
Dock	1%	6%	14%	74%	3%	2%
Retail trade (e.g., goods, groceries, hardware)	6%	32%	46%	13%	1%	2%
Restaurants	12%	35%	35%	14%	2%	2%
Accommodations (e.g., lodges, B & Bs, inns)	21%	45%	19%	2%	12%	1%
Gustavus Visitors Association (GVA)	5%	20%	28%	17%	28%	2%
Air transportation	37%	48%	10%	1%	1%	3%
Water transportation	2%	9%	19%	58%	10%	2%
Freight delivery	2%	23%	35%	36%	2%	2%
School	5%	37%	30%	13%	13%	2%
City government	11%	33%	32%	18%	3%	3%
Other	4%	1%	0%	5%	0%	90%

**4. How would you rate the overall quality of Gustavus' services and facilities?**

**3%** Very good  
**40%** Good  
**45%** Fair  
**8%** Poor  
**2%** Don't know  
**2%** Missing

**5. People define quality of life differently and have various reasons for appreciating a community. Please rate how important the following community attributes are to Gustavus' quality of life.**

<b>Community Attribute</b>	<b>Very Important</b>	<b>Somewhat Important</b>	<b>Little or No Importance</b>	<b>Don't Know</b>	<b>Missing</b>
Friendliness of people	<b>73%</b>	<b>23%</b>	<b>1%</b>	<b>1%</b>	<b>2%</b>
Rural character	<b>63%</b>	<b>30%</b>	<b>3%</b>	<b>2%</b>	<b>2%</b>
Relaxed lifestyle	<b>69%</b>	<b>26%</b>	<b>2%</b>	<b>1%</b>	<b>2%</b>
Remote location	<b>51%</b>	<b>36%</b>	<b>11%</b>	<b>1%</b>	<b>1%</b>
Scenic beauty	<b>78%</b>	<b>18%</b>	<b>1%</b>	<b>1%</b>	<b>2%</b>
Outdoor recreational opportunity	<b>66%</b>	<b>29%</b>	<b>3%</b>	<b>1%</b>	<b>1%</b>
Availability of natural resources (e.g., fish, game)	<b>69%</b>	<b>26%</b>	<b>3%</b>	<b>1%</b>	<b>1%</b>
Safe community	<b>78%</b>	<b>16%</b>	<b>2%</b>	<b>1%</b>	<b>3%</b>
Community volunteerism	<b>50%</b>	<b>40%</b>	<b>6%</b>	<b>2%</b>	<b>2%</b>
Glacier Bay National Park gateway community	<b>28%</b>	<b>40%</b>	<b>30%</b>	<b>1%</b>	<b>1%</b>
Personal freedoms	<b>75%</b>	<b>20%</b>	<b>2%</b>	<b>1%</b>	<b>2%</b>
2 <sup>nd</sup> class city government (e.g., City of Gustavus)	<b>20%</b>	<b>41%</b>	<b>33%</b>	<b>4%</b>	<b>2%</b>
No regional borough government	<b>42%</b>	<b>22%</b>	<b>25%</b>	<b>8%</b>	<b>3%</b>
Coexistence with wildlife	<b>70%</b>	<b>23%</b>	<b>5%</b>	<b>1%</b>	<b>1%</b>
Dark night sky	<b>55%</b>	<b>21%</b>	<b>21%</b>	<b>2%</b>	<b>1%</b>
Privacy	<b>76%</b>	<b>20%</b>	<b>2%</b>	<b>1%</b>	<b>1%</b>
Quiet	<b>73%</b>	<b>21%</b>	<b>3%</b>	<b>1%</b>	<b>2%</b>
Close-knit community	<b>49%</b>	<b>42%</b>	<b>6%</b>	<b>1%</b>	<b>2%</b>
Economic opportunities	<b>33%</b>	<b>44%</b>	<b>18%</b>	<b>3%</b>	<b>2%</b>
Small community	<b>53%</b>	<b>34%</b>	<b>9%</b>	<b>2%</b>	<b>2%</b>
Clean air and water	<b>87%</b>	<b>10%</b>	<b>0%</b>	<b>1%</b>	<b>2%</b>
Pristine environment	<b>67%</b>	<b>23%</b>	<b>7%</b>	<b>1%</b>	<b>2%</b>
Other	<b>8%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>92%</b>

**6. The State of Alaska reports Gustavus' population is 441 (2006 certified population). In 20 years (2027), what population size do you feel is ideal for Gustavus?**

Mean: **755** residents  
 Median: **600** residents  
 Mode: **500** residents  
 High: **4500** residents  
 Low: **150** residents  
 Missing: **9%**

**7. How important are the following community initiatives to improving Gustavus' quality of life?**

<i>Community Initiative</i>	<i>Very Important</i>	<i>Somewhat Important</i>	<i>Little or No Importance</i>	<i>Don't Know</i>	<i>Missing</i>
Local business development	33%	42%	22%	1%	2%
Promote tourism industry	33%	34%	30%	1%	2%
Grow Gustavus' economy	31%	33%	30%	3%	3%
Increase local job opportunities	41%	31%	25%	1%	2%
Improve freight delivery	52%	29%	16%	1%	2%
Increase year-round population	13%	22%	61%	1%	3%
Increase seasonal population	7%	25%	64%	2%	2%
Promote cooperation with other communities	24%	43%	26%	4%	3%
Encourage environmental protection	52%	30%	13%	2%	3%
Reduce cost of living (e.g., fuel, electricity, goods)	61%	22%	14%	1%	2%
Improve community appearance	21%	46%	30%	1%	2%
Keep Gustavus unchanged	31%	29%	34%	3%	3%
Improve current city government services (e.g., DRC, library)	17%	47%	31%	2%	3%
Add city government services (e.g., septic, parks, cemetery)	17%	36%	43%	1%	3%
Form multi-city regional borough government	4%	11%	69%	13%	3%
Form single-city borough government (i.e., Gustavus Borough)	19%	20%	43%	14%	4%
Other	11%	0%	0%	0%	89%

**8. How would you describe your level of participation in Gustavus community activities?**

14% Very active  
 51% Somewhat active  
 25% Not very active  
 7% Not at all active  
 3% Missing

**9. Which of the following best represents your desired future for Gustavus?**

(select only one)

6% Fishing community (e.g., commercial, sport)  
 12% Eco-tourism community (e.g., accommodations, activities)  
 1% Retirement community  
 16% Lifestyle community (e.g., alternative living)  
 18% Family-oriented community  
 1% Religious community  
 11% Subsistence community  
 6% National park gateway community  
 21% Undecided  
 5% Other  
 3% Missing

**10. Indicate by circling the appropriate number if you feel each of the following severely threatens, somewhat threatens, or does not threaten Gustavus' future.**

<i>Community Threat</i>	<i>Severely Threatens</i>	<i>Somewhat Threatens</i>	<i>Little or No Threat</i>	<i>Don't Know</i>	<i>Missing</i>
People moving into Gustavus	10%	31%	54%	2%	3%
People moving out of Gustavus	20%	35%	39%	3%	3%
Cruise ship tourism industry	35%	24%	37%	2%	2%
Large scale tourism development	49%	25%	23%	1%	2%
Limited local jobs	35%	38%	24%	1%	2%
Abuse of illegal substances	27%	31%	35%	6%	1%
Abuse of legal substances	24%	39%	31%	4%	2%
Inadequate dock	62%	23%	12%	1%	2%
Lack of Alaska Marine Highway System ferry service	39%	22%	35%	2%	2%
Frequency of regional air service	9%	35%	53%	2%	1%
High regional air service cost	34%	42%	22%	1%	1%
High utility rates (e.g., electricity, fuel)	57%	29%	11%	1%	2%
Frequency of freight delivery	24%	37%	37%	1%	1%
High freight delivery cost	46%	37%	15%	1%	1%
Limited health care services	21%	52%	25%	1%	1%
Local indifference about community	30%	41%	24%	4%	1%
Failure of community members to work together	31%	43%	21%	3%	2%
Lack of local volunteerism	24%	49%	24%	2%	1%
Ground water quality	42%	37%	17%	2%	2%
Lack of public water system	9%	19%	65%	5%	2%
Lack of public wastewater disposal (e.g., septic pumping)	32%	38%	26%	3%	1%
Package store alcohol sales	18%	24%	53%	4%	1%
Alcohol sales restrictions (e.g., local option election)	8%	14%	64%	10%	4%
City of Gustavus (e.g., city government)	14%	30%	50%	4%	2%
Potential multi-city regional borough government	39%	35%	14%	10%	2%
Land use regulation (e.g., planning and zoning)	21%	34%	37%	5%	3%
Lack of compliance with City ordinances	8%	39%	41%	10%	2%
Seasonal residents influencing community direction	30%	38%	28%	2%	2%
Hunting within City limits	29%	34%	32%	3%	2%
Lack of police protection	4%	22%	69%	3%	2%
Crime rate	6%	23%	65%	4%	2%
Commercial sport fishing (e.g., charter sport fishing)	36%	33%	28%	2%	1%
All-Terrain Vehicle (ATV) use of roads	13%	30%	55%	1%	1%
All-Terrain Vehicle (ATV) use of beaches and wetlands	42%	26%	30%	1%	1%
Pollution (e.g., air, water)	25%	34%	38%	1%	2%
Seasonal residents not valuing community	38%	31%	26%	3%	2%
Becoming Juneau's bedroom community	17%	24%	50%	7%	2%
Other	9%	0%	0%	0%	91%

## Economic Development

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

- 0% Very strong
- 15% Strong
- 52% Fair
- 23% Weak
- 7% Don't know
- 3% Missing

**12. How do you expect Gustavus' economy to change during the next ten years?**

- 4% Grow significantly
- 50% Grow moderately
- 25% Remain the same
- 7% Decline moderately
- 2% Decline significantly
- 10% Don't know
- 2% Missing

**13. How would you rate current business opportunities in Gustavus?**

- 2% Very good
- 19% Good
- 42% Fair
- 30% Poor
- 4% Don't know
- 3% Missing

**14. How would you rate the overall future of local business development in Gustavus?**

- 2% Very good
- 22% Good
- 48% Fair
- 18% Poor
- 7% Don't know
- 3% Missing

**15. What are the three greatest challenges to economic development in Gustavus?**  
 (List in order of importance)

<b>Challenge</b>	<b>Greatest Challenge</b>	<b>2<sup>nd</sup> Greatest Challenge</b>	<b>3<sup>rd</sup> Greatest Challenge</b>
Access challenges	27%	29%	11%
Goods and services cost	21%	14%	9%
Social fabric condition	2%	1%	1%
Lack of public services	2%	5%	4%
Local economic challenges	7%	9%	14%
Antidevelopment sentiment impacts	2%	1%	3%
No development desired	1%	0%	1%
Ensuring locally appropriate development	6%	2%	2%
Government interference	4%	5%	8%
Sport charter fishing impacts	2%	2%	2%
Other	5%	4%	8%
Missing	21%	28%	37%

**16. How strong of a role should the city government play in local economic development?**

10% Very strong  
 32% Somewhat strong  
 47% Little or no role  
 6% Don't know  
 5% Missing



## Infrastructure Development

### 17. How important are the following infrastructure projects to Gustavus' future?

<i>Infrastructure Project</i>	<i>Very Important</i>	<i>Somewhat Important</i>	<i>Little or No Importance</i>	<i>Don't Know</i>	<i>Missing</i>
Improve dock for commercial uses	64%	19%	13%	1%	3%
Improve dock for residential and recreational uses	70%	20%	7%	1%	2%
Develop dry dock and boat repair facility	18%	30%	46%	3%	3%
Upgrade Wilson Rink Creek Road	17%	39%	37%	3%	4%
Improve arterial City roads	10%	36%	47%	3%	4%
Develop Rink Creek Substation for GVFD	12%	32%	46%	6%	4%
Develop community cemetery	13%	38%	44%	2%	3%
Replace bulk fuel tank farm	42%	27%	19%	9%	3%
Develop public water system	12%	15%	65%	6%	2%
Develop public wastewater disposal (e.g., septic pumping)	42%	31%	22%	3%	2%
Improve DRC's refuse and landfill system	24%	46%	25%	1%	4%
Improve DRC's recycling center	22%	44%	30%	1%	3%
Improve DRC's Community Chest	12%	37%	47%	1%	3%
Develop hazardous waste disposal site at DRC	31%	42%	22%	2%	3%
Develop scrap metal storage facility at DRC	25%	40%	29%	3%	3%
Improve internet connectivity	51%	30%	14%	1%	4%
Develop a visitor center	10%	27%	57%	2%	4%
Improve Health Care Clinic	37%	44%	14%	2%	3%
Develop rifle and archery range	8%	33%	55%	2%	2%
Develop more bike and foot trails	23%	30%	43%	1%	3%
Develop public restrooms	26%	39%	31%	1%	3%
Develop public campground	12%	26%	56%	2%	4%
Improve Salmon River Community Park play equipment	18%	42%	36%	1%	3%
Develop more public parks	9%	20%	65%	3%	3%
Develop way-finder signage (e.g., visitor points of interest)	5%	28%	62%	2%	3%
Other	7%	1%	0%	0%	92%

## Community Planning

### 18. How important is community planning for Gustavus' future?

- 52% Very important
- 35% Somewhat important
- 8% Little or no importance
- 2% Don't know
- 3% Missing

### 19. How important is regulating land use (i.e., land use planning and zoning) for the following outcomes?

<i>Outcome</i>	<i>Very Important</i>	<i>Somewhat Important</i>	<i>Little or No Importance</i>	<i>Don't Know</i>	<i>Missing</i>
Planning Gustavus' future	37%	41%	13%	5%	4%
Implementing the Gustavus Strategic Plan (2005)	21%	36%	16%	21%	6%
Protecting property values	38%	34%	17%	6%	5%
Separating incompatible land uses (e.g., industrial and residential)	38%	36%	18%	4%	4%
Avoiding private property land use disputes	31%	37%	19%	9%	4%
Protecting the environment	58%	27%	10%	2%	3%
Protecting local quality of life	63%	23%	8%	3%	3%
Obtaining platting authority (e.g., currently State of Alaska)	12%	29%	33%	20%	6%
Controlling community growth	25%	25%	38%	7%	5%
Preventing large-scale tourism development	46%	20%	26%	4%	4%
Other	5%	1%	0%	0%	94%

### 20. Land use planning is not a service the City of Gustavus currently offers and is not under consideration. How supportive would you be if the city government considered planning and zoning during the long-term future?

- 21% Very supportive
- 29% Somewhat supportive
- 37% Little or no support
- 9% Undecided
- 4% Missing

### 21. How would you describe your level of involvement in Gustavus community planning activities?

- 9% Very active
- 27% Somewhat active
- 48% Not very active
- 14% Not at all active
- 2% Missing

### 22. Did you participate in the development of the Gustavus Strategic Plan (2005)?

- 31% Yes
- 65% No
- 4% Missing

## Local Government

**23. In your opinion, has Gustavus' *quality of life* changed because of the incorporation of the city government (2004)?**

- 67%** Yes (go to question 23a)
- 22%** No (go to question 24)
- 8%** Don't know (go to question 24)
- 3%** Missing

**23a. How has quality of life changed?**

(N = 181)

- 12%** Improved significantly
- 42%** Improved moderately
- 32%** Declined moderately
- 13%** Declined significantly
- 1%** Missing

**24. Has the city government grown faster, slower, or at the speed you expected?**

- 18%** Significantly faster
- 19%** Moderately faster
- 46%** As expected
- 5%** Moderately slower
- 2%** Significantly slower
- 7%** Don't know
- 3%** Missing

**25. Has the city government evolved to be larger, smaller, or the same as you expected?**

- 16%** Significantly larger
- 21%** Moderately larger
- 47%** Same as expected
- 4%** Moderately smaller
- 1%** Significantly smaller
- 8%** Don't know
- 3%** Missing

**26. What is your level of satisfaction with the following city government services and facilities?**

Service/Facility	Very Satisfied	Somewhat Satisfied	Little or No Satisfaction	Don't Know	Missing
Library	71%	20%	2%	4%	3%
Disposal and Recycling Center (e.g., DRC)	58%	27%	9%	3%	3%
Community Chest (e.g., part of DRC)	61%	25%	7%	5%	2%
Emergency response (e.g., fire, medical)	48%	37%	6%	6%	3%
Road maintenance	42%	41%	11%	3%	3%
Gustavus Community Network (e.g., internet)	5%	23%	62%	7%	3%
Snow removal (e.g., snow plowing)	42%	38%	9%	7%	4%
Small boat harbor	38%	35%	17%	6%	4%

**27. How would you rate the *overall quality* of city government services and facilities?**

- 12%** Very good
- 40%** Good
- 32%** Fair
- 8%** Poor
- 5%** Don't know
- 3%** Missing

**28. Since the incorporation of the city government, has the overall quality of services delivered to Gustavus residents improved, declined, or remained the same?**

11% Improved significantly  
 42% Improved moderately  
 29% Remained the same  
 6% Declined moderately  
 3% Declined significantly  
 7% Don't know  
 2% Missing

**29. In your opinion, is the city government effective in delivering services to Gustavus residents?**

20% Very effective  
 53% Somewhat effective  
 19% Minimally or not effective  
 5% Don't know  
 3% Missing

**30. If the city government considers providing additional services, how supportive are you of the City of Gustavus providing the following services?**

Service	Very Supportive	Somewhat Supportive	Little or No Support	Don't Know	Missing
Water utility	13%	20%	59%	6%	2%
Wastewater utility (e.g., septic pumping and disposal)	47%	28%	21%	3%	1%
Water quality testing	37%	34%	24%	2%	3%
Land use regulation (e.g., planning and zoning)	19%	33%	42%	5%	1%
Public restrooms	27%	33%	35%	3%	2%
Expanded parks and recreation	17%	30%	47%	3%	3%
Campground	11%	28%	57%	2%	2%
Multi-purpose community building	30%	31%	35%	2%	2%
Hazardous waste disposal	41%	36%	18%	3%	2%
Scrap metal disposal	37%	38%	20%	3%	2%
Police protection	6%	19%	70%	3%	2%
Rifle and archery range	12%	31%	52%	3%	2%
Bulk fuel tank farm	34%	34%	19%	11%	2%
Economic development	27%	33%	35%	3%	2%
Firearm discharge regulation	27%	22%	43%	6%	2%
Animal control (e.g., regulation, housing)	8%	28%	58%	4%	2%
Community cemetery	18%	40%	38%	2%	2%
Tourism promotion (e.g., GVA or other)	24%	32%	38%	4%	2%
Other	5%	0%	1%	0%	94%

**31. The ability of a local government to improve current services or offer additional services is dependent upon community interest and willingness to pay. If the city government considers improving or adding services, do you agree or disagree with the following methods of payment?**

<i>Method of Payment</i>	<i>Strongly Agree</i>	<i>Agree</i>	<i>Undecided</i>	<i>Disagree</i>	<i>Strongly Disagree</i>	<i>Missing</i>
Increase sales tax – currently 2%	15%	32%	14%	26%	11%	2%
Increase bed tax – currently 4%	24%	32%	14%	19%	8%	3%
Adopt property tax	6%	7%	10%	42%	33%	2%
Adopt new user fees	12%	32%	22%	22%	9%	3%
Increase current user fees	8%	27%	27%	24%	9%	5%
Volunteerism	31%	38%	15%	9%	4%	3%
Other	6%	1%	0%	0%	0%	93%

**32. Is the city government's current level of taxation high, low, or at the appropriate level?**

<i>Tax</i>	<i>Significantly High</i>	<i>Moderately High</i>	<i>Appropriate Level</i>	<i>Moderately Low</i>	<i>Significantly Low</i>	<i>Don't Know</i>	<i>Missing</i>
Sales tax (2%)	3%	5%	58%	23%	6%	3%	2%
Bed tax (4%)	4%	4%	46%	25%	11%	7%	3%

**33. The city council is working to increase public involvement. Please rate how likely you are to use the following methods of public participation:**

<i>Method of Participation</i>	<i>Very Likely</i>	<i>Somewhat Likely</i>	<i>Not Likely</i>	<i>Will Not Use</i>	<i>Don't Know</i>	<i>Missing</i>
Attend city council regular meeting	15%	40%	37%	4%	3%	1%
Attend city council work session	10%	29%	49%	7%	4%	1%
Read city newsletter in <i>Fairweather Reporter</i>	70%	21%	4%	2%	2%	1%
Read council member articles in <i>Fairweather Reporter</i>	69%	21%	4%	3%	2%	1%
Visit public posting locations	49%	33%	12%	2%	2%	2%
Visit "City Information Center" at the Library	17%	36%	39%	5%	2%	1%
Attend informal open house with city council members	15%	40%	35%	7%	2%	1%
Attend informal issue-specific discussion groups	19%	46%	27%	4%	3%	1%
Read regular city newsletter mailed to all constituents	69%	24%	4%	1%	1%	1%
Listen to city council meetings broadcast via Internet	10%	22%	46%	19%	1%	2%
Join email or mail list for specific City issues	33%	32%	23%	10%	1%	1%
Listen to KTOO Community Calendar announcements	21%	21%	35%	21%	1%	1%
Visit City website	22%	44%	24%	8%	1%	1%
Other	3%	0%	0%	1%	0%	96%

**34. Please rate the following elements of the city government's performance:**

<i>Performance Element</i>	<i>Very Good</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't Know</i>	<i>Missing</i>
Conducting regular meetings	38%	30%	11%	2%	16%	3%
Conducting work sessions	33%	27%	12%	3%	22%	3%
Providing public comment opportunity	20%	27%	22%	17%	11%	3%
Developing ordinances	16%	24%	17%	12%	27%	4%
Adopting an effective organizational structure	13%	30%	22%	13%	18%	4%
Representing constituent interests	13%	21%	21%	27%	15%	3%
Protecting local quality of life	11%	31%	27%	16%	12%	3%
Delivering services	12%	38%	28%	9%	10%	3%
Resolving conflict of interest	10%	17%	20%	32%	18%	3%
Being accessible to constituents	18%	30%	22%	14%	13%	3%
Being fiscally responsible (i.e., generating and spending revenue)	27%	24%	17%	10%	19%	3%
Responding to constituent concerns	9%	25%	23%	21%	19%	3%
Maintaining open and transparent government	15%	25%	21%	23%	13%	3%
Conducting elections	29%	37%	20%	4%	7%	3%
Representing Gustavus at the regional level	17%	26%	16%	6%	32%	3%
Representing Gustavus at the state level	14%	25%	17%	8%	33%	3%
Representing Gustavus at the federal level	11%	22%	17%	8%	39%	3%
Welcoming diverse opinions	9%	20%	24%	28%	16%	3%
Incorporating public involvement	11%	28%	28%	18%	12%	3%
Balancing development and lifestyle considerations	6%	25%	29%	18%	18%	4%
Remaining "in-tune" with constituents	6%	24%	26%	26%	15%	3%
Outreach to non-active constituents	3%	16%	29%	27%	22%	3%
Avoiding community factions	4%	16%	26%	28%	23%	3%
Outreach to dissenting constituents	3%	17%	23%	29%	24%	4%
Resolving divisive community issues	5%	20%	24%	28%	19%	4%
Avoiding marginalization of dissenting constituents	4%	15%	23%	27%	28%	3%
Maintaining high ethical standards	20%	23%	19%	18%	17%	3%
Other	1%	0%	0%	1%	0%	98%

**35. Which of the following statements best describes the future role you prefer for the city government?**

- 6%** Very active, provides many services and regulations.
- 65%** Somewhat active, provides some services and regulations.
- 16%** Inactive, provides few or no services and regulations.
- 5%** Undecided
- 8%** Missing

**36. How much confidence do you have in the city council to make good decisions for the greater Gustavus community?**

- 21% Significant confidence
- 45% Moderate confidence
- 30% Little or no confidence
- 2% Don't know
- 2% Missing

**37. Currently, what is your overall level of satisfaction with the city government?**

- 19% Very satisfied
- 40% Somewhat satisfied
- 23% Not very satisfied
- 11% Not at all satisfied
- 5% Undecided
- 2% Missing

**38. How has your overall level of satisfaction with the city government changed since its incorporation?**

- 5% Increased significantly
- 23% Increased moderately
- 30% Remained the same
- 19% Decreased moderately
- 15% Decreased significantly
- 6% Undecided
- 2% Missing

**39. In your opinion, is the current city government too large, too small, or the appropriate size?**

- 18% Too large
- 6% Too small
- 57% Appropriate size
- 8% Undecided
- 8% Don't know
- 3% Missing

**40. If you have additional comments regarding the city government, please include them below.**

- 33% Had additional comments
- 67% Did not have additional comments

## Special Topics

### 41. Please rate your level of satisfaction with road maintenance:

<i>Road Maintenance</i>	<i>Very Satisfied</i>	<i>Somewhat Satisfied</i>	<i>Little or No Satisfaction</i>	<i>Undecided</i>	<i>Missing</i>
General road maintenance services	44%	45%	6%	2%	3%
Quality of City roads (e.g., drivability, appearance)	41%	45%	10%	2%	2%
Safety of City roads (e.g., visibility, drainage, surface)	36%	46%	13%	3%	2%
Quality of other public areas (e.g., harbor, library, school)	45%	44%	5%	3%	3%
Safety of other public areas (e.g., harbor, library, school)	43%	44%	6%	3%	4%
Other	0%	0%	6%	0%	94%

### 42. Prior to the incorporation of the city government, road maintenance was completed through an informal "pass the hat" and volunteer method of funding, managing, and maintaining roads. How do current City maintained roads compare to prior "pass the hat" maintained roads?

- 60% City maintenance is better than "pass the hat" maintenance.
- 20% City maintenance is equal to "pass the hat" maintenance.
- 9% "Pass the hat" maintenance is better than City maintenance
- 3% Undecided
- 7% Don't know
- 1% Missing

### 43. City road maintenance is currently managed by a volunteer Roads Committee sometimes resulting in inconsistent road maintenance and volunteer burnout. What is your level of support for the city government employing a roads manager to oversee road maintenance and operations?

- 20% Very supportive
- 35% Somewhat supportive
- 37% Little or no support
- 7% Undecided
- 1% Missing

### 44. City road maintenance is funded by a USFS Timber Receipts program, which may be discontinued in the near future. In 2006, the City of Gustavus received \$117,000 to maintain roads. If the program is discontinued, should the city government continue to provide road maintenance services?

- 38% Yes, I am willing to pay via taxation.
- 18% Yes, but I am not willing to pay via taxation.
- 30% No, "pass the hat" please.
- 11% Don't know
- 3% Missing



**45. Approximately how often do you use Disposal and Recycling Center (DRC) services?**

<i>DRC Service</i>	<i>Daily</i>	<i>Weekly</i>	<i>Semi-Monthly</i>	<i>Monthly</i>	<i>Qtly.</i>	<i>Annually</i>	<i>Do Not Use</i>	<i>Missing</i>
Refuse disposal (e.g., trash, landfill)	1%	19%	25%	18%	15%	8%	11%	3%
Recycling	1%	25%	28%	13%	17%	5%	6%	5%
Community Chest (e.g., thrift store)	0%	16%	21%	15%	22%	10%	10%	6%

**46. In general, are current DRC user fees high, low, or acceptable?**

- 9% Significantly high
- 22% Moderately high
- 56% Acceptable
- 7% Moderately low
- 0% Significantly low
- 5% Don't know
- 1% Missing

**47. DRC operational costs are generally paid for by 63% user fees, 33% City subsidy, and 4% grants and fundraising (FY08 Budget). In your opinion, how should the city government pay for DRC expenses?**

- 9% 100% user fees
- 22% 75% user fees; 25% City subsidy
- 22% 50% user fees; 50% City subsidy
- 7% 25% user fees; 75% City subsidy
- 27% Remain the same: 63% user fees; 33% City subsidy
- 11% Don't know
- 2% Missing

**48. The city council is discussing the DRC's capacity to meet current and future refuse disposal needs, including potentially relocating the facility. How involved do you want to be with planning DRC's future?**

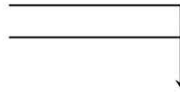
- 9% Very involved
- 52% Somewhat involved
- 30% Little or no involvement
- 8% Don't know
- 1% Missing

**49. Three DRC expansion alternatives are being considered to accommodate future refuse disposal needs. The city council is seeking public input regarding how to evaluate the alternatives. For the purpose of comparing alternatives, please rank the following considerations in their order of importance:**

<i>Factor</i>	<i>Most Important</i>	<i>2<sup>nd</sup> Most Important</i>	<i>3<sup>rd</sup> Most Important</i>	<i>4<sup>th</sup> Most Important</i>	<i>2<sup>nd</sup> Least Important</i>	<i>Least Important</i>
Environmental impact	43%	20%	10%	8%	4%	5%
User convenience	6%	11%	12%	19%	15%	25%
Adjacent neighbor impacts	12%	18%	26%	11%	10%	11%
Avoiding illegal dumping	16%	23%	17%	14%	9%	10%
User fees impact	3%	10%	14%	19%	30%	12%
Overall cost	11%	7%	10%	17%	20%	24%
Missing	9%	11%	11%	12%	12%	13%

**50. How supportive are you of obtaining Alaska Marine Highway System (AMHS) ferry service for Gustavus?**

- 49% Strongly support (go to question 50a)  
27% Somewhat support (go to question 50a)  
22% Little or no support (go to question 51)  
1% Undecided (go to question 51)  
1% Missing (go to question 51)



**50a. What is your preferred type of service? (N = 204)**

- 15% Passenger only  
78% Passenger and vehicle  
2% Don't know  
3% Other  
2% Missing

**50b. Please indicate your level of support for the following levels of AMHS service: (N = 204)**

AMHS Level of Service	Strongly Support	Somewhat Support	Little or No Support	Undecided	Missing
Daily (seasonal only)	22%	13%	55%	2%	8%
Daily (year-round)	9%	14%	69%	1%	7%
Weekly (seasonal only)	29%	32%	27%	3%	9%
Weekly (year-round)	45%	23%	27%	2%	3%
Semi-monthly (seasonal only)	16%	27%	42%	4%	11%
Semi-monthly (year-round)	30%	31%	26%	3%	10%
Monthly (seasonal only)	10%	22%	53%	3%	12%
Monthly (year-round)	29%	30%	29%	3%	9%
Other	5%	1%	0%	0%	94%

**51. Please indicate whether you agree or disagree with the following statements regarding AMHS ferry service and impacts for Gustavus:**

AMHS Ferry Service Statement	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	Missing
Gustavus needs ferry service	50%	18%	4%	15%	11%	2%
Ferry service will increase local quality of life	39%	23%	10%	14%	11%	3%
Ferry service will lead to unwanted tourist traffic	18%	18%	15%	39%	7%	3%
Ferry service will lead to a RV park	15%	26%	21%	30%	6%	2%
Ferry service will create Gustavus jobs	19%	43%	20%	12%	3%	3%
Ferry service will positively impact my household	35%	26%	11%	14%	11%	3%
Ferry service will positively impact Gustavus	35%	28%	12%	11%	11%	3%
Ferry service will make travel more affordable	47%	32%	11%	6%	2%	2%
Other	5%	0%	0%	0%	0%	95%

## Demographics

### 52. How old are you?

Mean: 51 years  
Median: 52 years  
Mode: 55 years  
High: 88 years  
Low: 19 years  
Missing: 2%

### 53. What is your gender?

51% Male  
48% Female  
1% Missing

### 54. Are you a resident of Alaska?

95% Yes (go to question 55)  
4% No (go to question 54a)  
1% Missing (go to question 55)

### 55. Are you registered to vote in Gustavus?

97% Yes  
2% No  
1% Missing

### 56. Are you a resident of Gustavus (i.e., full time, part time, or seasonal)?

97% Yes (go to question 56a)  
2% No (go to question 57)  
1% Missing (go to question 57)

### 57. Approximately what percentage of your lifetime have you spent in Gustavus?

Mean: 32%  
Median: 27%  
Mode: 25%  
High: 100%  
Low: 0%  
Missing: 4%

### 54a. In which state are you a resident? (N = 11)

18% California  
18% Nevada  
18% Oregon  
18% Utah  
18% Washington  
10% Missing

### 56a. Which of the following best describes your Gustavus residency status? (N = 262)

73% Full-time resident  
17% Part-time resident  
7% Seasonal resident (summer only)  
0% Glacier Bay National Park seasonal staff  
0% Other  
3% Missing

### 56b. Which of the following best describes your Gustavus residency status? (N = 262)

83% Primary residence  
8% Secondary residence  
1% Other  
8% Missing

### 56c. Approximately how many months per year do you spend in Gustavus? (N = 262)

Mean: 10 months  
Median: 11 months  
Mode: 12 months  
High: 12 months  
Low: 1 month  
Missing: 10%

### 56d. How long have you been a Gustavus resident? (N = 262)

Mean: 16 years  
Median: 14 years  
Mode: 10 years  
High: 55 years  
Low: 0 years  
Missing: 7%

**58. Do you own property in Gustavus?**

**83%** Yes  
**12%** No  
**5%** Missing

**59. How many people, including yourself, live in your household?** (Write "1" if living alone.)

Mean: **2.4** people  
 Median: **2** people  
 Mode: **2** people  
 High: **8** people  
 Low: **1** person  
 Missing: **2%**

**60. How many people in your household are under 18 years of age?** (Write "0" if none.)

Mean: **0.5** people  
 Median: **0** people  
 Mode: **0** people  
 High: **5** people  
 Low: **0** people  
 Missing: **2%**

**61. Do you own a business in Gustavus?**

**42%** Yes  
**57%** No  
**1%** Missing

**62. What is your current employment status?**

**46%** Employed or self-employed on a **full-time** basis  
**30%** Employed or self-employed on a **part-time** basis  
**3%** Full-time homemaker  
**13%** Retired  
**2%** Student  
**2%** Unemployed  
**2%** Other  
**2%** Missing

**63. During the past 12 months, approximately how many City of Gustavus meetings have you attended?**

<i>Meeting</i>	<i>Mean</i>	<i>Median</i>	<i>Mode</i>	<i>High</i>	<i>Low</i>	<i>Missing</i>
City council regular meeting	<b>2</b>	<b>1</b>	<b>0</b>	<b>12</b>	<b>0</b>	<b>6%</b>
City council work session	<b>2</b>	<b>0</b>	<b>0</b>	<b>24</b>	<b>0</b>	<b>14%</b>
Committee meeting	<b>3</b>	<b>0</b>	<b>0</b>	<b>32</b>	<b>0</b>	<b>10%</b>
Other	<b>4</b>	<b>3</b>	<b>1</b>	<b>15</b>	<b>1</b>	<b>93%</b>

**64. Aside from the City of Gustavus, what is your general level of support for local government?**

**29%** Strongly support  
**44%** Moderately support  
**16%** Little to no support  
**4%** Opposed to local government  
**5%** Undecided  
**2%** Missing

**65. What is your level of experience serving, working, or volunteering for a local government?**

<b>Local Government Participation</b>	<b>Significant Experience</b>	<b>Moderate Experience</b>	<b>Little or No Experience</b>	<b>Don't Know</b>	<b>Missing</b>
Elected official (e.g., city council)	<b>5%</b>	<b>7%</b>	<b>77%</b>	<b>2%</b>	<b>9%</b>
Appointed official (e.g., committee member)	<b>14%</b>	<b>20%</b>	<b>57%</b>	<b>2%</b>	<b>7%</b>
Employee	<b>7%</b>	<b>6%</b>	<b>75%</b>	<b>2%</b>	<b>10%</b>
Contractor	<b>2%</b>	<b>9%</b>	<b>76%</b>	<b>2%</b>	<b>11%</b>
Volunteer	<b>31%</b>	<b>38%</b>	<b>26%</b>	<b>2%</b>	<b>3%</b>
Other	<b>1%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>99%</b>

**66. What was your approximate household income from all sources, before taxes, in 2006?**

**3%** \$9,999 or less  
**5%** \$10,000 - \$19,999  
**6%** \$20,000 - \$29,999  
**13%** \$30,000 - \$39,999  
**15%** \$40,000 - \$49,999  
**14%** \$50,000 - \$59,999  
**12%** \$60,000 - \$74,999  
**22%** \$75,000 or more  
**10%** Missing

**67. Would you like to receive a summary of survey results?**

**83%** Yes  
**13%** No  
**4%** Missing

**68. If you have additional comments regarding this community survey or the larger local government review project, please include them below or on a separate sheet.**

**25%** Had additional comments  
**75%** Did not have additional comments



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**APPENDIX E: FREQUENCY DISTRIBUTIONS, FULL-TIME RESIDENTS (N = 203)**

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**Note:** Full-time residency as determined by those who selected "full-time resident" to survey questionnaire item 56a.



Gustavus Fire Station





## Quality of Life

**1. In general, how would you rate Gustavus' current quality of life?**

**28%** Very good  
**50%** Good  
**16%** Fair  
**3%** Poor  
**0%** Don't know  
**3%** Missing

**2. How has Gustavus' quality of life changed during the past ten years?**

**5%** Improved significantly  
**34%** Improved moderately  
**20%** Remained the same  
**23%** Declined moderately  
**5%** Declined significantly  
**10%** Don't know  
**3%** Missing

**3. How would you rate the overall quality of the following Gustavus services and facilities?**

<i>Service/Facility</i>	<i>Very Good</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't Know</i>	<i>Missing</i>
Electricity	4%	26%	30%	36%	1%	3%
Bulk fuel tank farm	4%	15%	25%	38%	16%	2%
Health Care Clinic	12%	33%	42%	8%	3%	2%
Airport	49%	40%	7%	2%	0%	2%
Dock	1%	4%	14%	76%	3%	2%
Retail trade (e.g., goods, groceries, hardware)	7%	32%	43%	16%	0%	2%
Restaurants	13%	36%	36%	12%	1%	2%
Accommodations (e.g., lodges, B & Bs, inns)	18%	45%	21%	3%	12%	1%
Gustavus Visitors Association (GVA)	4%	19%	25%	22%	28%	2%
Air transportation	34%	51%	12%	2%	0%	1%
Water transportation	2%	7%	19%	59%	11%	2%
Freight delivery	2%	21%	37%	37%	1%	2%
School	6%	33%	32%	15%	12%	2%
City government	10%	35%	29%	19%	4%	3%
Other	3%	0%	0%	3%	0%	94%

**4. How would you rate the overall quality of Gustavus' services and facilities?**

4% Very good  
 39% Good  
 46% Fair  
 9% Poor  
 1% Don't know  
 1% Missing

**5. People define quality of life differently and have various reasons for appreciating a community. Please rate how important the following community attributes are to Gustavus' quality of life.**

<i>Community Attribute</i>	<i>Very Important</i>	<i>Somewhat Important</i>	<i>Little or No Importance</i>	<i>Don't Know</i>	<i>Missing</i>
Friendliness of people	70%	25%	1%	1%	3%
Rural character	60%	34%	3%	2%	1%
Relaxed lifestyle	70%	27%	2%	0%	1%
Remote location	49%	38%	11%	1%	1%
Scenic beauty	75%	21%	2%	1%	1%
Outdoor recreational opportunity	64%	33%	3%	0%	0%
Availability of natural resources (e.g., fish, game)	68%	27%	4%	1%	0%
Safe community	77%	17%	3%	0%	3%
Community volunteerism	49%	39%	8%	3%	1%
Glacier Bay National Park gateway community	26%	38%	34%	1%	1%
Personal freedoms	77%	20%	2%	0%	1%
2 <sup>nd</sup> class city government (e.g., City of Gustavus)	17%	42%	36%	4%	1%
No regional borough government	40%	22%	29%	7%	2%
Coexistence with wildlife	68%	25%	6%	1%	0%
Dark night sky	50%	24%	23%	2%	1%
Privacy	78%	19%	1%	1%	1%
Quiet	72%	23%	3%	1%	1%
Close-knit community	47%	44%	7%	1%	1%
Economic opportunities	36%	45%	16%	2%	1%
Small community	52%	35%	10%	2%	1%
Clean air and water	87%	11%	1%	0%	1%
Pristine environment	66%	25%	7%	0%	2%
Other	6%	0%	0%	0%	94%

**6. The State of Alaska reports Gustavus' population is 441 (2006 certified population). In 20 years (2027), what population size do you feel is ideal for Gustavus?**

Mean: 745 residents  
 Median: 600 residents  
 Mode: 1000 residents  
 High: 4000 residents  
 Low: 190 residents  
 Missing: 7%

**7. How important are the following community initiatives to improving Gustavus' quality of life?**

<i>Community Initiative</i>	<i>Very Important</i>	<i>Somewhat Important</i>	<i>Little or No Importance</i>	<i>Don't Know</i>	<i>Missing</i>
Local business development	37%	39%	21%	1%	2%
Promote tourism industry	37%	35%	27%	0%	1%
Grow Gustavus' economy	34%	34%	28%	2%	2%
Increase local job opportunities	43%	34%	20%	0%	3%
Improve freight delivery	53%	28%	17%	0%	2%
Increase year-round population	15%	24%	58%	1%	2%
Increase seasonal population	8%	26%	62%	2%	2%
Promote cooperation with other communities	25%	43%	27%	4%	1%
Encourage environmental protection	49%	33%	14%	1%	3%
Reduce cost of living (e.g., fuel, electricity, goods)	62%	22%	14%	0%	2%
Improve community appearance	23%	45%	29%	1%	2%
Keep Gustavus unchanged	29%	31%	36%	2%	2%
Improve current city government services (e.g., DRC, library)	15%	49%	33%	1%	2%
Add city government services (e.g., septic, parks, cemetery)	18%	35%	44%	1%	2%
Form multi-city regional borough government	5%	11%	69%	12%	3%
Form single-city borough government (i.e., Gustavus Borough)	21%	19%	44%	13%	3%
Other	9%	0%	0%	0%	91%

**8. How would you describe your level of participation in Gustavus community activities?**

17% Very active  
 51% Somewhat active  
 24% Not very active  
 5% Not at all active  
 3% Missing

**9. Which of the following best represents your desired future for Gustavus?**

(select only one)

4% Fishing community (e.g., commercial, sport)  
 12% Eco-tourism community (e.g., accommodations, activities)  
 0% Retirement community  
 13% Lifestyle community (e.g., alternative living)  
 22% Family-oriented community  
 1% Religious community  
 10% Subsistence community  
 7% National park gateway community  
 24% Undecided  
 5% Other  
 2% Missing

**10. Indicate by circling the appropriate number if you feel each of the following severely threatens, somewhat threatens, or does not threaten Gustavus' future.**

<i>Community Threat</i>	<i>Severely Threatens</i>	<i>Somewhat Threatens</i>	<i>Little or No Threat</i>	<i>Don't Know</i>	<i>Missing</i>
People moving into Gustavus	9%	26%	60%	2%	3%
People moving out of Gustavus	25%	36%	35%	2%	2%
Cruise ship tourism industry	32%	23%	42%	2%	1%
Large scale tourism development	44%	28%	27%	0%	1%
Limited local jobs	40%	36%	22%	1%	1%
Abuse of illegal substances	27%	30%	37%	5%	1%
Abuse of legal substances	24%	38%	33%	4%	1%
Inadequate dock	63%	26%	10%	0%	1%
Lack of Alaska Marine Highway System ferry service	43%	19%	36%	1%	1%
Frequency of regional air service	9%	34%	56%	1%	0%
High regional air service cost	37%	39%	23%	1%	0%
High utility rates (e.g., electricity, fuel)	59%	27%	12%	1%	1%
Frequency of freight delivery	25%	36%	39%	0%	0%
High freight delivery cost	48%	36%	15%	1%	0%
Limited health care services	21%	53%	25%	1%	0%
Local indifference about community	28%	41%	27%	4%	0%
Failure of community members to work together	29%	43%	23%	4%	1%
Lack of local volunteerism	19%	50%	29%	2%	0%
Ground water quality	36%	41%	20%	2%	1%
Lack of public water system	7%	18%	69%	4%	2%
Lack of public wastewater disposal (e.g., septic pumping)	30%	40%	28%	1%	1%
Package store alcohol sales	15%	25%	57%	3%	0%
Alcohol sales restrictions (e.g., local option election)	6%	12%	68%	11%	3%
City of Gustavus (e.g., city government)	16%	27%	52%	3%	2%
Potential multi-city regional borough government	39%	37%	14%	9%	1%
Land use regulation (e.g., planning and zoning)	25%	32%	37%	5%	1%
Lack of compliance with City ordinances	6%	38%	45%	10%	1%
Seasonal residents influencing community direction	31%	38%	28%	2%	1%
Hunting within City limits	29%	34%	35%	2%	0%
Lack of police protection	4%	23%	70%	2%	1%
Crime rate	4%	19%	73%	3%	1%
Commercial sport fishing (e.g., charter sport fishing)	37%	32%	28%	2%	1%
All-Terrain Vehicle (ATV) use of roads	12%	31%	56%	1%	0%
All-Terrain Vehicle (ATV) use of beaches and wetlands	37%	28%	34%	1%	0%
Pollution (e.g., air, water)	19%	34%	44%	1%	2%
Seasonal residents not valuing community	36%	33%	28%	2%	1%
Becoming Juneau's bedroom community	15%	26%	52%	6%	1%
Other	9%	1%	0%	0%	90%

## Economic Development

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

- 0% Very strong
- 16% Strong
- 50% Fair
- 27% Weak
- 5% Don't know
- 2% Missing

**12. How do you expect Gustavus' economy to change during the next ten years?**

- 4% Grow significantly
- 49% Grow moderately
- 27% Remain the same
- 6% Decline moderately
- 2% Decline significantly
- 10% Don't know
- 2% Missing

**13. How would you rate current business opportunities in Gustavus?**

- 2% Very good
- 17% Good
- 40% Fair
- 36% Poor
- 3% Don't know
- 2% Missing

**14. How would you rate the overall future of local business development in Gustavus?**

- 3% Very good
- 18% Good
- 50% Fair
- 21% Poor
- 6% Don't know
- 2% Missing

**15. What are the three greatest challenges to economic development in Gustavus?**  
 (List in order of importance)

<b>Challenge</b>	<b>Greatest Challenge</b>	<b>2<sup>nd</sup> Greatest Challenge</b>	<b>3<sup>rd</sup> Greatest Challenge</b>
Access challenges	26%	30%	9%
Goods and services cost	23%	14%	10%
Social fabric condition	2%	1%	1%
Lack of public services	2%	5%	3%
Local economic challenges	9%	11%	14%
Antidevelopment sentiment impacts	3%	2%	4%
No development desired	1%	1%	0%
Ensuring locally appropriate development	4%	0%	2%
Government interference	3%	4%	10%
Sport charter fishing impacts	1%	1%	2%
Other	6%	5%	8%
Missing	20%	26%	37%

**16. How strong of a role should the city government play in local economic development?**

- 9% Very strong
- 32% Somewhat strong
- 49% Little or no role
- 6% Don't know
- 4% Missing

## Infrastructure Development

### 17. How important are the following infrastructure projects to Gustavus' future?

<i>Infrastructure Project</i>	<i>Very Important</i>	<i>Somewhat Important</i>	<i>Little or No Importance</i>	<i>Don't Know</i>	<i>Missing</i>
Improve dock for commercial uses	66%	21%	12%	0%	1%
Improve dock for residential and recreational uses	69%	22%	7%	0%	2%
Develop dry dock and boat repair facility	16%	31%	49%	2%	2%
Upgrade Wilson Rink Creek Road	15%	42%	37%	3%	3%
Improve arterial City roads	10%	35%	49%	3%	3%
Develop Rink Creek Substation for GVFD	10%	32%	50%	5%	3%
Develop community cemetery	13%	40%	43%	2%	2%
Replace bulk fuel tank farm	45%	27%	17%	8%	3%
Develop public water system	11%	12%	70%	5%	2%
Develop public wastewater disposal (e.g., septic pumping)	42%	33%	21%	2%	2%
Improve DRC's refuse and landfill system	22%	46%	28%	1%	3%
Improve DRC's recycling center	21%	41%	34%	1%	3%
Improve DRC's Community Chest	10%	34%	53%	1%	2%
Develop hazardous waste disposal site at DRC	28%	46%	23%	1%	2%
Develop scrap metal storage facility at DRC	25%	40%	32%	2%	1%
Improve internet connectivity	56%	27%	13%	1%	3%
Develop a visitor center	13%	27%	55%	2%	3%
Improve Health Care Clinic	37%	46%	14%	1%	2%
Develop rifle and archery range	9%	34%	53%	2%	2%
Develop more bike and foot trails	25%	32%	40%	0%	3%
Develop public restrooms	31%	35%	31%	1%	2%
Develop public campground	16%	25%	55%	1%	3%
Improve Salmon River Community Park play equipment	19%	40%	38%	1%	2%
Develop more public parks	8%	21%	66%	2%	3%
Develop way-finder signage (e.g., visitor points of interest)	6%	28%	63%	1%	2%
Other	7%	1%	1%	0%	91%

## Community Planning

### 18. How important is community planning for Gustavus' future?

- 50% Very important
- 38% Somewhat important
- 8% Little or no importance
- 1% Don't know
- 3% Missing

### 19. How important is regulating land use (i.e., land use planning and zoning) for the following outcomes?

<i>Outcome</i>	<i>Very Important</i>	<i>Somewhat Important</i>	<i>Little or No Importance</i>	<i>Don't Know</i>	<i>Missing</i>
Planning Gustavus' future	33%	42%	16%	6%	3%
Implementing the Gustavus Strategic Plan (2005)	19%	35%	18%	23%	5%
Protecting property values	39%	30%	20%	7%	4%
Separating incompatible land uses (e.g., industrial and residential)	35%	36%	21%	5%	3%
Avoiding private property land use disputes	29%	37%	21%	9%	4%
Protecting the environment	51%	31%	12%	3%	3%
Protecting local quality of life	60%	25%	9%	3%	3%
Obtaining platting authority (e.g., currently State of Alaska)	12%	28%	35%	20%	5%
Controlling community growth	20%	26%	42%	7%	5%
Preventing large-scale tourism development	41%	20%	30%	5%	4%
Other	4%	1%	0%	0%	95%

### 20. Land use planning is not a service the City of Gustavus currently offers and is not under consideration. How supportive would you be if the city government considered planning and zoning during the long-term future?

- 16% Very supportive
- 30% Somewhat supportive
- 40% Little or no support
- 10% Undecided
- 4% Missing

### 21. How would you describe your level of involvement in Gustavus community planning activities?

- 11% Very active
- 25% Somewhat active
- 50% Not very active
- 11% Not at all active
- 3% Missing

### 22. Did you participate in the development of the Gustavus Strategic Plan (2005)?

- 35% Yes
- 62% No
- 3% Missing



## Local Government

**23. In your opinion, has Gustavus' quality of life changed because of the incorporation of the city government (2004)?**

- 66%** Yes (go to question 23a)
- 24%** No (go to question 24)
- 7%** Don't know (go to question 24)
- 3%** Missing (go to question 24)

**23a. How has quality of life changed?**

(N = 134)

- 12%** Improved significantly
- 45%** Improved moderately
- 30%** Declined moderately
- 12%** Declined significantly
- 1%** Missing

**24. Has the city government grown faster, slower, or at the speed you expected?**

- 19%** Significantly faster
- 16%** Moderately faster
- 46%** As expected
- 7%** Moderately slower
- 3%** Significantly slower
- 7%** Don't know
- 2%** Missing

**25. Has the city government evolved to be larger, smaller, or the same as you expected?**

- 17%** Significantly larger
- 19%** Moderately larger
- 45%** Same as expected
- 5%** Moderately smaller
- 2%** Significantly smaller
- 9%** Don't know
- 3%** Missing

**26. What is your level of satisfaction with the following city government services and facilities?**

Service/Facility	Very Satisfied	Somewhat Satisfied	Little or No Satisfaction	Don't Know	Missing
Library	73%	19%	2%	4%	2%
Disposal and Recycling Center (e.g., DRC)	60%	24%	11%	3%	2%
Community Chest (e.g., part of DRC)	62%	25%	7%	4%	2%
Emergency response (e.g., fire, medical)	45%	41%	7%	5%	2%
Road maintenance	45%	41%	10%	1%	3%
Gustavus Community Network (e.g., internet)	2%	21%	67%	8%	2%
Snow removal (e.g., snow plowing)	45%	43%	7%	1%	4%
Small boat harbor	40%	33%	18%	6%	3%

**27. How would you rate the overall quality of city government services and facilities?**

- 12%** Very good
- 42%** Good
- 32%** Fair
- 9%** Poor
- 4%** Don't know
- 1%** Missing

**28. Since the incorporation of the city government, has the overall quality of services delivered to Gustavus residents improved, declined, or remained the same?**

10% Improved significantly  
 42% Improved moderately  
 30% Remained the same  
 7% Declined moderately  
 2% Declined significantly  
 7% Don't know  
 2% Missing

**29. In your opinion, is the city government effective in delivering services to Gustavus residents?**

19% Very effective  
 55% Somewhat effective  
 20% Minimally or not effective  
 4% Don't know  
 2% Missing

**30. If the city government considers providing additional services, how supportive are you of the City of Gustavus providing the following services?**

Service	Very Supportive	Somewhat Supportive	Little or No Support	Don't Know	Missing
Water utility	13%	20%	63%	3%	1%
Wastewater utility (e.g., septic pumping and disposal)	46%	30%	23%	0%	1%
Water quality testing	37%	33%	27%	1%	2%
Land use regulation (e.g., planning and zoning)	15%	33%	46%	5%	1%
Public restrooms	31%	30%	35%	2%	2%
Expanded parks and recreation	20%	26%	50%	2%	2%
Campground	15%	25%	58%	1%	1%
Multi-purpose community building	32%	28%	37%	1%	2%
Hazardous waste disposal	38%	36%	23%	2%	1%
Scrap metal disposal	36%	38%	24%	1%	1%
Police protection	5%	19%	72%	3%	1%
Rifle and archery range	14%	33%	50%	1%	2%
Bulk fuel tank farm	38%	33%	20%	8%	1%
Economic development	29%	33%	35%	1%	2%
Firearm discharge regulation	26%	20%	46%	6%	2%
Animal control (e.g., regulation, housing)	7%	24%	64%	4%	1%
Community cemetery	17%	44%	37%	1%	1%
Tourism promotion (e.g., GVA or other)	26%	31%	39%	3%	1%
Other	5%	0%	1%	0%	94%

**31. The ability of a local government to improve current services or offer additional services is dependent upon community interest and willingness to pay. If the city government considers improving or adding services, do you agree or disagree with the following methods of payment?**

<i>Method of Payment</i>	<i>Strongly Agree</i>	<i>Agree</i>	<i>Undecided</i>	<i>Disagree</i>	<i>Strongly Disagree</i>	<i>Missing</i>
Increase sales tax – currently 2%	15%	32%	13%	30%	9%	1%
Increase bed tax – currently 4%	24%	33%	12%	23%	6%	2%
Adopt property tax	5%	8%	9%	44%	33%	1%
Adopt new user fees	13%	33%	20%	22%	9%	3%
Increase current user fees	9%	26%	27%	25%	10%	3%
Volunteerism	29%	42%	15%	9%	3%	2%
Other	5%	1%	0%	0%	0%	94%

**32. Is the city government's current level of taxation high, low, or at the appropriate level?**

<i>Tax</i>	<i>Significantly High</i>	<i>Moderately High</i>	<i>Appropriate Level</i>	<i>Moderately Low</i>	<i>Significantly Low</i>	<i>Don't Know</i>	<i>Missing</i>
Sales tax (2%)	3%	4%	58%	25%	6%	2%	2%
Bed tax (4%)	5%	3%	45%	26%	11%	7%	3%

**33. The city council is working to increase public involvement. Please rate how likely you are to use the following methods of public participation:**

<i>Method of Participation</i>	<i>Very Likely</i>	<i>Somewhat Likely</i>	<i>Not Likely</i>	<i>Will Not Use</i>	<i>Don't Know</i>	<i>Missing</i>
Attend city council regular meeting	16%	42%	37%	4%	1%	0%
Attend city council work session	12%	24%	51%	9%	3%	1%
Read city newsletter in <i>Fairweather Reporter</i>	69%	23%	5%	2%	1%	0%
Read council member articles in <i>Fairweather Reporter</i>	68%	24%	5%	3%	0%	0%
Visit public posting locations	49%	35%	12%	2%	2%	0%
Visit "City Information Center" at the Library	16%	35%	42%	5%	2%	0%
Attend informal open house with city council members	12%	45%	34%	7%	2%	0%
Attend informal issue-specific discussion groups	20%	45%	28%	3%	3%	1%
Read regular city newsletter mailed to all constituents	67%	26%	4%	1%	2%	0%
Listen to city council meetings broadcast via Internet	10%	21%	46%	22%	1%	0%
Join email or mail list for specific City issues	33%	29%	25%	11%	2%	0%
Listen to KTOO Community Calendar announcements	22%	19%	36%	22%	0%	1%
Visit City website	21%	44%	26%	8%	0%	1%
Other	4%	0%	0%	1%	0%	95%

**34. Please rate the following elements of the city government's performance:**

<i>Performance Element</i>	<i>Very Good</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't Know</i>	<i>Missing</i>
Conducting regular meetings	41%	29%	11%	3%	13%	3%
Conducting work sessions	37%	25%	13%	4%	18%	3%
Providing public comment opportunity	22%	26%	22%	19%	8%	3%
Developing ordinances	15%	26%	18%	13%	24%	4%
Adopting an effective organizational structure	12%	31%	24%	13%	17%	3%
Representing constituent interests	12%	21%	25%	28%	12%	2%
Protecting local quality of life	9%	32%	30%	17%	10%	2%
Delivering services	10%	41%	32%	9%	6%	2%
Resolving conflict of interest	10%	17%	22%	33%	16%	2%
Being accessible to constituents	19%	30%	26%	14%	9%	2%
Being fiscally responsible (i.e., generating and spending revenue)	28%	23%	21%	10%	16%	2%
Responding to constituent concerns	8%	27%	23%	23%	16%	3%
Maintaining open and transparent government	14%	26%	23%	26%	8%	3%
Conducting elections	30%	39%	21%	3%	4%	3%
Representing Gustavus at the regional level	18%	27%	16%	8%	29%	2%
Representing Gustavus at the state level	14%	26%	16%	9%	32%	3%
Representing Gustavus at the federal level	10%	24%	15%	10%	38%	3%
Welcoming diverse opinions	8%	21%	27%	29%	13%	2%
Incorporating public involvement	10%	29%	31%	20%	8%	2%
Balancing development and lifestyle considerations	5%	30%	26%	21%	15%	3%
Remaining "in-tune" with constituents	5%	25%	29%	25%	13%	3%
Outreach to non-active constituents	2%	15%	31%	30%	20%	2%
Avoiding community factions	2%	17%	29%	29%	20%	3%
Outreach to dissenting constituents	3%	17%	24%	32%	21%	3%
Resolving divisive community issues	3%	22%	27%	29%	16%	3%
Avoiding marginalization of dissenting constituents	3%	15%	23%	30%	26%	3%
Maintaining high ethical standards	20%	24%	21%	18%	15%	2%
Other	2%	0%	1%	1%	0%	96%

**35. Which of the following statements best describes the future role you prefer for the city government?**

- 6%** Very active, provides many services and regulations.
- 65%** Somewhat active, provides some services and regulations.
- 17%** Inactive, provides few or no services and regulations.
- 4%** Undecided
- 8%** Missing

**36. How much confidence do you have in the city council to make good decisions for the greater Gustavus community?**

- 20% Significant confidence
- 45% Moderate confidence
- 32% Little or no confidence
- 2% Don't know
- 1% Missing

**37. Currently, what is your overall level of satisfaction with the city government?**

- 20% Very satisfied
- 39% Somewhat satisfied
- 25% Not very satisfied
- 12% Not at all satisfied
- 3% Undecided
- 1% Missing

**38. How has your overall level of satisfaction with the city government changed since its incorporation?**

- 5% Increased significantly
- 21% Increased moderately
- 31% Remained the same
- 20% Decreased moderately
- 15% Decreased significantly
- 6% Undecided
- 2% Missing

**39. In your opinion, is the current city government too large, too small, or the appropriate size?**

- 20% Too large
- 7% Too small
- 57% Appropriate size
- 8% Undecided
- 6% Don't know
- 2% Missing

**40. If you have additional comments regarding the city government, please include them below.**

- 36% Had additional comments
- 64% Did not have additional comments

## Special Topics

### 41. Please rate your level of satisfaction with road maintenance:

<i>Road Maintenance</i>	<i>Very Satisfied</i>	<i>Somewhat Satisfied</i>	<i>Little or No Satisfaction</i>	<i>Undecided</i>	<i>Missing</i>
General road maintenance services	49%	42%	7%	1%	1%
Quality of City roads (e.g., drivability, appearance)	45%	40%	12%	2%	1%
Safety of City roads (e.g., visibility, drainage, surface)	37%	45%	15%	2%	1%
Quality of other public areas (e.g., harbor, library, school)	50%	42%	5%	2%	1%
Safety of other public areas (e.g., harbor, library, school)	49%	41%	6%	2%	2%
Other	1%	0%	5%	0%	94%

### 42. Prior to the incorporation of the city government, road maintenance was completed through an informal "pass the hat" and volunteer method of funding, managing, and maintaining roads. How do current City maintained roads compare to prior "pass the hat" maintained roads?

- 62% City maintenance is better than "pass the hat" maintenance.
- 20% City maintenance is equal to "pass the hat" maintenance.
- 9% "Pass the hat" maintenance is better than City maintenance
- 3% Undecided
- 6% Don't know
- 0% Missing

### 43. City road maintenance is currently managed by a volunteer Roads Committee sometimes resulting in inconsistent road maintenance and volunteer burnout. What is your level of support for the city government employing a roads manager to oversee road maintenance and operations?

- 18% Very supportive
- 35% Somewhat supportive
- 40% Little or no support
- 7% Undecided
- 0% Missing

### 44. City road maintenance is funded by a USFS Timber Receipts program, which may be discontinued in the near future. In 2006, the City of Gustavus received \$117,000 to maintain roads. If the program is discontinued, should the city government continue to provide road maintenance services?

- 39% Yes, I am willing to pay via taxation.
- 19% Yes, but I am not willing to pay via taxation.
- 30% No, "pass the hat" please.
- 9% Don't know
- 3% Missing

**45. Approximately how often do you use Disposal and Recycling Center (DRC) services?**

<i>DRC Service</i>	<i>Daily</i>	<i>Weekly</i>	<i>Semi-Monthly</i>	<i>Monthly</i>	<i>Qtly.</i>	<i>Annually</i>	<i>Do Not Use</i>	<i>Missing</i>
Refuse disposal (e.g., trash, landfill)	0%	21%	25%	18%	13%	7%	13%	3%
Recycling	1%	27%	27%	14%	16%	4%	7%	4%
Community Chest (e.g., thrift store)	0%	17%	22%	16%	22%	10%	9%	4%

**46. In general, are current DRC user fees high, low, or acceptable?**

10% Significantly high  
22% Moderately high  
57% Acceptable  
6% Moderately low  
0% Significantly low  
5% Don't know  
0% Missing

**47. DRC operational costs are generally paid for by 63% user fees, 33% City subsidy, and 4% grants and fundraising (FY08 Budget). In your opinion, how should the city government pay for DRC expenses?**

9% 100% user fees  
21% 75% user fees; 25% City subsidy  
20% 50% user fees; 50% City subsidy  
7% 25% user fees; 75% City subsidy  
28% Remain the same: 63% user fees; 33% City subsidy  
12% Don't know  
3% Missing

**48. The city council is discussing the DRC's capacity to meet current and future refuse disposal needs, including potentially relocating the facility. How involved do you want to be with planning DRC's future?**

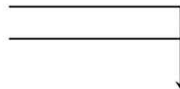
10% Very involved  
51% Somewhat involved  
32% Little or no involvement  
6% Don't know  
1% Missing

**49. Three DRC expansion alternatives are being considered to accommodate future refuse disposal needs. The city council is seeking public input regarding how to evaluate the alternatives. For the purpose of comparing alternatives, please rank the following considerations in their order of importance:**

<i>Factor</i>	<i>Most Important</i>	<i>2<sup>nd</sup> Most Important</i>	<i>3<sup>rd</sup> Most Important</i>	<i>4<sup>th</sup> Most Important</i>	<i>2<sup>nd</sup> Least Important</i>	<i>Least Important</i>
Environmental impact	41%	21%	10%	8%	5%	5%
User convenience	6%	9%	12%	21%	16%	24%
Adjacent neighbor impacts	14%	15%	27%	12%	11%	11%
Avoiding illegal dumping	17%	25%	18%	12%	8%	10%
User fees impact	3%	12%	14%	19%	30%	12%
Overall cost	10%	8%	9%	17%	19%	26%
Missing	9%	10%	10%	11%	11%	12%

**50. How supportive are you of obtaining Alaska Marine Highway System (AMHS) ferry service for Gustavus?**

53% Strongly support (go to question 50a)  
25% Somewhat support (go to question 50a)  
21% Little or no support (go to question 51)  
1% Undecided (go to question 51)  
0% Missing (go to question 51)



**50a. What is your preferred type of service? (N = 158)**

12% Passenger only  
80% Passenger and vehicle  
3% Don't know  
3% Other  
2% Missing

**50b. Please indicate your level of support for the following levels of AMHS service: (N = 158)**

<i><b>AMHS Level of Service</b></i>	<i><b>Strongly Support</b></i>	<i><b>Somewhat Support</b></i>	<i><b>Little or No Support</b></i>	<i><b>Undecided</b></i>	<i><b>Missing</b></i>
Daily (seasonal only)	23%	11%	54%	3%	9%
Daily (year-round)	11%	18%	63%	0%	8%
Weekly (seasonal only)	28%	34%	25%	4%	9%
Weekly (year-round)	46%	23%	25%	2%	4%
Semi-monthly (seasonal only)	17%	26%	42%	4%	11%
Semi-monthly (year-round)	29%	31%	26%	4%	10%
Monthly (seasonal only)	10%	20%	54%	4%	12%
Monthly (year-round)	28%	31%	30%	3%	8%
Other	4%	1%	0%	0%	95%

**51. Please indicate whether you agree or disagree with the following statements regarding AMHS ferry service and impacts for Gustavus:**

<i><b>AMHS Ferry Service Statement</b></i>	<i><b>Strongly Agree</b></i>	<i><b>Agree</b></i>	<i><b>Undecided</b></i>	<i><b>Disagree</b></i>	<i><b>Strongly Disagree</b></i>	<i><b>Missing</b></i>
Gustavus needs ferry service	53%	15%	5%	15%	10%	2%
Ferry service will increase local quality of life	42%	21%	9%	14%	11%	3%
Ferry service will lead to unwanted tourist traffic	15%	17%	16%	40%	9%	3%
Ferry service will lead to a RV park	11%	26%	20%	34%	8%	1%
Ferry service will create Gustavus jobs	21%	43%	19%	12%	2%	3%
Ferry service will positively impact my household	41%	23%	8%	16%	9%	3%
Ferry service will positively impact Gustavus	39%	26%	11%	11%	10%	3%
Ferry service will make travel more affordable	49%	32%	11%	4%	2%	2%
Other	6%	1%	0%	0%	1%	92%



## Demographics

### 52. How old are you?

Mean: 50 years  
Median: 52 years  
Mode: 55 years  
High: 86 years  
Low: 19 years  
Missing: 2%

### 53. What is your gender?

51% Male  
48% Female  
1% Missing

### 54. Are you a resident of Alaska?

100% Yes (go to question 55)  
0% No (go to question 54a)  
0% Missing (go to question 55)

### 55. Are you registered to vote in Gustavus?

97% Yes  
3% No  
0% Missing

### 56. Are you a resident of Gustavus (i.e., full time, part time, or seasonal)?

100% Yes (go to question 56a)  
0% No (go to question 57)  
0% Missing (go to question 57)

### 57. Approximately what percentage of your lifetime have you spent in Gustavus?

Mean: 32%  
Median: 29%  
Mode: 25%  
High: 100%  
Low: 1%  
Missing: 4%

### 54a. In which state are you a resident? (N = 0)

Not applicable (no responses)

### 56a. Which of the following best describes your Gustavus residency status? (N = 203)

100% Full-time resident

### 56b. Which of the following best describes your Gustavus residency status? (N = 203)

93% Primary residence  
0% Secondary residence  
1% Other  
6% Missing

### 56c. Approximately how many months per year do you spend in Gustavus? (N = 203)

Mean: 11 months  
Median: 12 months  
Mode: 12 months  
High: 12 months  
Low: 4 month  
Missing: 8%

### 56d. How long have you been a Gustavus resident? (N = 203)

Mean: 16 years  
Median: 13 years  
Mode: 10 years  
High: 54 years  
Low: 0 years  
Missing: 4%

**58. Do you own property in Gustavus?**

**83%** Yes  
**12%** No  
**5%** Missing

**59. How many people, including yourself, live in your household?** (Write "1" if living alone.)

Mean: **2.5** people  
 Median: **2** people  
 Mode: **2** people  
 High: **8** people  
 Low: **1** person  
 Missing: **1%**

**60. How many people in your household are under 18 years of age?** (Write "0" if none.)

Mean: **0.5** people  
 Median: **0** people  
 Mode: **0** people  
 High: **5** people  
 Low: **0** people  
 Missing: **1%**

**61. Do you own a business in Gustavus?**

**46%** Yes  
**53%** No  
**1%** Missing

**62. What is your current employment status?**

**44%** Employed or self-employed on a **full-time** basis  
**34%** Employed or self-employed on a **part-time** basis  
**4%** Full-time homemaker  
**10%** Retired  
**2%** Student  
**3%** Unemployed  
**2%** Other  
**1%** Missing

**63. During the past 12 months, approximately how many City of Gustavus meetings have you attended?**

<i>Meeting</i>	<i>Mean</i>	<i>Median</i>	<i>Mode</i>	<i>High</i>	<i>Low</i>	<i>Missing</i>
City council regular meeting	<b>2</b>	<b>1</b>	<b>0</b>	<b>12</b>	<b>0</b>	<b>3%</b>
City council work session	<b>2</b>	<b>0</b>	<b>0</b>	<b>24</b>	<b>0</b>	<b>11%</b>
Committee meeting	<b>4</b>	<b>0</b>	<b>0</b>	<b>32</b>	<b>0</b>	<b>8%</b>
Other	<b>4</b>	<b>3</b>	<b>1</b>	<b>15</b>	<b>1</b>	<b>91%</b>

**64. Aside from the City of Gustavus, what is your general level of support for local government?**

29% Strongly support  
 43% Moderately support  
 16% Little to no support  
 4% Opposed to local government  
 6% Undecided  
 2% Missing

**65. What is your level of experience serving, working, or volunteering for a local government?**

<i>Local Government Participation</i>	<i>Significant Experience</i>	<i>Moderate Experience</i>	<i>Little or No Experience</i>	<i>Don't Know</i>	<i>Missing</i>
Elected official (e.g., city council)	6%	9%	76%	3%	6%
Appointed official (e.g., committee member)	17%	19%	57%	2%	5%
Employee	7%	4%	78%	3%	8%
Contractor	3%	10%	76%	3%	8%
Volunteer	32%	37%	26%	3%	2%
Other	2%	0%	0%	0%	98%

**66. What was your approximate household income from all sources, before taxes, in 2006?**

4% \$9,999 or less  
 4% \$10,000 - \$19,999  
 6% \$20,000 - \$29,999  
 14% \$30,000 - \$39,999  
 17% \$40,000 - \$49,999  
 13% \$50,000 - \$59,999  
 12% \$60,000 - \$74,999  
 18% \$75,000 or more  
 12% Missing

**67. Would you like to receive a summary of survey results?**

82% Yes  
 14% No  
 4% Missing

**68. If you have additional comments regarding this community survey or the larger local government review project, please include them below or on a separate sheet.**

26% Had additional comments  
 74% Did not have additional comments



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**APPENDIX F: QUESTIONNAIRE ITEM #15, QUALITATIVE RESPONSES**

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Business Signage in Gustavus



## What are the three greatest challenges to economic development in Gustavus?

Verbatim Responses - Greatest Challenge
Lack of wealth.
Low economic base.
High cost of freight delivery.
Lack of adequate dock!
Cost of maintaining a business.
Defining whether we need development or not.
High electric rates.
Keep community small, but boost economy (jobs, stores, schools).
High utility cost.
Supply and freight costs.
Keeping it small and under control.
Providing dependable freight delivery system.
Not enough people.
Maintaining current lifestyle while fostering some growth.
High freight delivery cost.
Freight costs.
Changes in the global and national economy.
New dock.
Over-fishing by Mormon charter fishing.
Freight prices.
Keeping Gustavus "Gustavus" while growing.
Seasonal economy.
Cost of transportation.
Cost of transportation.
Access for visitors and costs to travel to Gustavus.
High costs - transportation, electricity.
Freight cost.
Gustavus residents resisting development.
High freight/transportation costs to town.
High electricity costs.
Maintaining summer regional air service.
Airline services.
Remoteness (affordable access, i.e., ferry).

Transportation.
Tour ship increase into Glacier Bay.
Planning and zoning.
Population decline.
No ferry.
Good dock.
Lack of economic diversity.
High cost of electricity.
High cost of electricity.
Population.
Cost of utilities.
Keeping the need for economic development, population expansion, and quality of life in balance.
Cost to run a business.
Conducting business through and by protecting our environment.
Inadequate dock.
Lack of enough business to keep it going.
Freight costs.
Cost of doing business (e.g., freight/utility cost).
Lack of population.
High electric rates.
Freight in and out.
Transportation to and from community.
No value added industries utilizing natural resources.
Attract more people to the National Park. That will support Gustavus.
Just making Gustavus more affordable to live in.
Move garbage dump off the main road.
Hard to reach Gustavus (transportation).
Achieving 100% acceptance of City by residents.
Re-establish gateway to Glacier Bay National Park.
Overcoming the "I've got mine - you can't have yours" mentality.
State ferry service.
Gustavus is not about economic development.
Affordable electricity.
High cost of electricity.
Thinking of Gustavus solely as a place to make money.
Cost of electric, gas, etc.



Remote location.
Cost of power.
Affordable utilities for businesses.
Cost of living.
Public dock.
Dock.
Population - small numbers.
Anti-development contingent of residents.
Monopolies.
High cost of electricity and fuel.
Cost of electricity.
High utility cost.
Cost of utilities.
Government interference (local).
State of overall economy.
Cost of electricity.
Need more tourism.
Bringing all factions of the community together.
Transportation to and from Gustavus
High cost of air travel.
The lack of dock facilities.
Loss of tourism.
Transportation costs.
Operational costs.
Individual initiative is needed.
Government dependence.
Cost to live here - utilities.
Seeing the glass as half full, not half empty.
Transportation costs (air/boat).
Lack of jobs due to freight.
Better dock will help.
Keeping small town values yet need for new dock that will cause major change to land value and population.
People moving to Gustavus to exploit pristine environment to make money. Many then leave.
People moving to Gustavus to use and abuse this pristine environment and then moving on.
Power costs.
Sport fishing regulation changes.

Lack of infrastructure.
Sustainable market development.
High energy cost.
Keeping growth from impacting quality of life.
Freight cost.
Freight costs.
Transportation (access to and from Gustavus) air and sea.
Keeping the pristine beauty in place.
Cost of air transport and freight.
Not enough population to support economic development.
High cost of freight.
Remote location.
Utility costs.
Utility costs.
Year round sales.
High cost of electricity.
Freight costs.
High electricity rates.
Expensive transportation and freight.
Noise.
I don't want economic development.
Utility cost.
Cost of doing business.
Lack of population base to support new business.
Electricity and fuel costs.
Federal and State economic downturn.
Transportation to Gustavus - or the lack of.
Utility rates.
Cost of electric power.
Protecting rural lifestyle and personal freedoms.
Electricity costs.
Large scale tourism with absentee owners.
Freight in and out.
High utility rates.
No proper/adequate dock.
Small customer base.

Attitude of folks toward business people.
Small population base.
Land and building.
High electricity costs.
High utility rates.
Desire to maintain quality of life.
Dock.
Utility costs.
Extremely high electrical costs.
NIMBY people.
Cost of goods sold.
Inadequate access via ferry to Gustavus.
Cooperatively working with neighbor communities.
No jobs for young or newcomers.
No infrastructure.
New larger dock.
Cost of energy.
Cost of electricity, fuel, freight.
Many in the community don't want development.
Tourism rate is an unknown. Can't depend on regular income.
Small town - small market.
We don't need more economic development in Gustavus.
Cost of doing business - affordable shipping.
High cost of electricity and fuel.
Difficulty of transportation.
Proximity to National Park.
High expense
High cost of freight.
To limit growth.
Year round residents with skills to compete in developing business with exports.
Electric rates.
Freight.
Energy cost.
Dock replacement.
Costs associated to start or conduct business.
Religious monarchy.

Transportation in and out of community.
Poor marine dock.
If we've got it, another won't survive.
Lack of potential customers.
Park limiting surrounding area access.
Property.
Dock.
A good dock for local [unreadable] and moorage.
Attracting tourists.
Entrepreneurial spirit.
Lack of economical utilities and freight services.
Remote location.
Sewage disposal.
Expenses of startup.
Cost of running business.
Transportation.
High utilities.
High utility costs (electric, fuel).
Seasonal activities.
Cost of materials.
High freight costs.
High cost of freight.
Park Service restricting Bartlett Cove for use by City of Gustavus.
Getting permanent hydroelectric via ocean cable.
Keeping borough out of our business.
Lack of state ferry system.
Improvement of dock.
Obtrusive city government.
Obtrusive city government.
A new dock.
Ferry system not in Gustavus.
Job opportunities.
Price of electricity.
City government interference.
Lack of a freight dock.
Need a new dock.

Getting people to come to Gustavus.
Marine access - need dock.
Dock.
No dock.
Electric costs.
Lack of resources.
High electric cost for businesses.
Electrical cost.
High utility prices (gas, heating oil, electricity, etc.).
Electric rates - high!
Lack of reliable freight delivery.
Freight - poor dock.
Location.
Lack of new dock.
Remoteness.
Small minds in city government.
Having enough business.
Freight costs.
Freight access.
Economic sustainability of choices.
Employment.
Remoteness.
Need new dock.
Not getting fair compensation to City (e.g., sports fishers taking all the fish out of state with no fish tax)
Scheduled Alaska Marine Highway services.
Anti-development thinking.
Poor water drainage.
Dock.
Directing it in ways that benefit community and environment.
Competent business people.
Not developing too fast - we don't need ferry service for autos.
Expense of freight and utilities for business.
Remote.
Access - lack of ferry.
Utilities expense.
Ensuring environmental protection.

Ferry service.
Being taken over by a financially inept borough government.
Affordable electric power.
Dilapidated dock!
Transportation - no ferry.
High electricity cost.
Reducing the reliance on government jobs.
Electric rates are way, way too high.
High cost of electricity.
Local radicals trying to prevent new business and economic growth.
Utilities and freight expenses.
Freight cost.
Freight cost.
Getting freight into Gustavus and the cost of freight.
Not having alternate means of transportation - ferry.
Fuel cost.
Fuel cost.
Fuel costs.
Fuel cost.
Developing in a manner that doesn't reduce our quality of life.
To keep the city self-supporting.
Tourism.
Year round drive-on/off ferry service.
Freight cost.
"Boroughization" from outside cities - property taxes and outside laws.
Freight problems.
Getting supplies at a cost effective rate.
Lower cost supplies.
A few people with the loudest voice.
A few people imposing their opinion on others.
Freight access.
No taxes.
Dock.
New dock.
Lack of resources to develop - soon the fishery will be depleted.
Freight and shipping cost and access.

Lack of affordable transportation, barge, and shipping.
Transportation.
Lack of fish.
Remote location. Not all people are suited or able to live a country lifestyle.
Maintain sense of community.
Transport cost - fuel price.
Limited regional air service.
Cost of living (shipping, fuel, electric).
High costs of operation (utilities).
Transportation by airplane and sea travel - we need the ferry system and a dock.
Bringing in people with money without changing the town.
Lack of year round private sector jobs.
People moving due to lack of jobs.
High cost of freight and electricity.

Verbatim Responses - Second Greatest Challenge
High cost of operation.
Lack of wastewater treatment facility.
Poor marine access. It affects every aspect of life.
Attracting new customers.
Cost of doing business (utilities, freight, disposal).
High freight rates.
Lower cost of living.
Poor freight service.
Community support for new businesses.
Maintaining primitive setting. (Alaska!)
Providing road maintenance.
Balancing tourism growth vs. local lifestyle.
Dependability and frequency of freight delivery.
Septage management.
National recession.
Marine highway.
New dock inviting more fishermen = harder for local businessmen.
Not losing our environment to growth.
High utility and freight rates.
Cost of energy.
Cost of energy.
Seasonal visitors.
Small market.
Utility cost.
Having enough patrons to support new business.
High electric and gas prices.
High transportation costs.
Lack of ferry service.
Lack of Alaska Marine Highway service.
Small population and size of community.
Freight - accessibility and cost.
High transportation costs.
Unemployment.
No dock.



High cost of fuel.
High cost of fuel.
Employment.
Transportation.
Keeping seasonal dollars in Gustavus - i.e., charging a per box of per fish tax on all fish shipped out of Gustavus.
Getting people here.
Reliable broadband Internet service.
Indifference in community.
Too many tourist dependent jobs.
Lack of infrastructure (water, sewer, etc.).
Cost of freight.
No Alaska Marine Highway service.
High utility cost.
Lack of services.
Expensive power.
Fix the dock so there is more room.
High cost of freight.
Achieving 100% volunteerism with City by residents.
Diversify employment.
City government.
Gustavus is about living simply in a beautiful place.
Need for all tide dock with fishing pier.
High cost of freight.
Abiding by sound ecological principles.
Freight costs.
Very seasonal.
Seasonal opportunity.
Availability of property and building space.
Lack of business opportunity.
Cost of utilities.
Power cost.
Freight costs.
Lack of Alaska Marine Highway service.
City government.
Inadequate dock - no harbor.
Not everyone <u>wants</u> economic development.

Accessibility.
Cost of freight (SEA-JNU and JNU-GST).
High cost.
City government efficiency.
Fuel.
Jobs.
Keep increasing cost minimized.
Poor management of National Park Lodge.
High energy and fuel costs.
Poor freight delivery cost.
Seasonal economy.
Available transportation.
Apathy.
Cost of transportation.
Seeing Glacier Bay National Park as an asset, not a liability.
Sewage.
Transportation costs.
Stopping more and more government rules, regulations, and tax.
Some people move to Gustavus and assume it is as it always has been and want no road improvements. They don't realize that it has been changing since homesteading and some change (e.g., access) is inevitable.
Commercial sport fishing businesses. Someone needs to check on this and monitor the hundreds of pounds of fish being shipped out <u>daily</u> in the summers.
Lack of waterfront infrastructure.
Dock and pier facilities.
High cost of transportation.
Sustainable job development.
High freight cost.
Keeping money from influencing government.
Electric costs.
Electric costs.
Zoning - to protect residences from business encumbrances.
Cost of electricity.
Lack of infrastructure to support.
High cost of utilities.
Holding onto winter population.
Community dislike of anyone making profits.
Community dislike of anyone making profits.

Prohibitive freight costs.
High cost of freight - <u>hope</u> with a new dock.
Electricity rates.
High freight rates.
Expensive fuel.
Congestion.
Economic development opportunities.
Enough local support.
High freight charges.
Freight charges.
Transportation infrastructure cost.
Grocery and freight costs.
Freight rates.
New dock is needed.
Local depletion of halibut.
Too much economic development.
City government encouraging economic development.
Cost of electricity.
Small business/sole proprietorship support.
Freight cost and logistics.
Freight.
Remote.
Loans.
High freight costs.
Lack of a good dock.
Electricity.
Lack of modern dock, i.e., freight costs.
High fuel cost.
NIMBY people.
Lack of community wide broadband Internet.
High fuel costs for air transport and electricity.
Local paid jobs.
Cost of living too high.
Isolation.
Receiving service from Alaska Marine Highway System.
Cost of freight and materials.

Save, environmentally responsible waste disposal.
Land cost, start-up fees, other costs.
Freight rates and availability.
High fuel costs.
Affordable utilities.
High cost of transportation.
High cost of utilities and transportation.
Abundant environmental extremists.
Local opposition
Variable demand; not predictable with small population.
Raping our ocean.
Fuel cost.
People not wanting it to grow.
Transportation.
High electric rates.
Young (20s and 30s) people with initiative and wherewithal.
Location - price of fuel.
Religious sectors.
Freight cost and delivery - relates to dock.
Cost of shipping.
High cost of freight.
Freight costs.
Dock.
Not enough year round jobs.
People at either extreme - no development/excess development.
Developing alternate economic engines.
Shipping and freight prices.
Small town size.
Funding initially.
Freight services.
Freight on supplies.
Getting supplies in.
Land use planning and zoning.
Freight costs.
Freight costs (postal service, air, sea) ridiculous.
High cost of fuel and electricity.

Skilled labor pool.
High electrical rates.
High cost of utilities.
Locking up lands to restrict use by City of Gustavus.
Change in national policies crippling tourism.
Taking control away from city planners.
Ferry service.
Restrictive city ordinances.
Restrictive city ordinances.
A new tank farm.
Dock in inner harbor.
Price of freight.
Lack of ferry service.
Need ferry service.
Cost of living.
Lack of ferry service.
Affordable electricity.
No ferry service.
Freight costs.
Lack of community support.
High freight cost for businesses.
Freight.
Very poor access for freight delivery (dock in poor shape).
Charter fishing taking too many fish!
Fuel and electricity cost.
Cost of fuel and electricity.
Transportation.
Environmental zealots.
High cost of electricity.
Advertising.
Electrical power costs.
Reliable water passenger/auto transport.
Schooling and education.
High cost of goods and services.
Harbor would help.
Lack of value in local business to expand opportunity.

Electrical power costs.
Government employees do not understand need for small businesses and economic diversity.
Too many beavers.
Property taxes.
Encouraging local timber and other resource use and conservation.
High electricity costs.
Plan better - to not grow too fast.
Diversity of local jobs - not just National Park Service.
Population base.
Lack of barge.
Water quality.
Inadequate business and technical skills.
Barge service.
Dependable freight service and fees.
High electric bills.
Freight to Gustavus.
High freight cost.
Create more jobs - right now there is a lack of industry.
Lack of clean water delivered via mains.
High cost to get here.
The cost of utilities and freight - how to reduce them.
Local, vocal, "I've got mine," negative attitude toward growth.
Accessibility.
High cost for people to come here.
Bad water.
High cost of shipping and travel.
Shipping cost.
Shipping cost.
Shipping costs.
Shipping cost.
Not to let things get out of control.
Government.
<u>Safe, protected</u> floating (not tidal) boat harbor.
Electricity cost.
Alaska ferry system (especially if vehicle access).
Poor national economy.

Increase tourism.
Increase tourism.
City wanting regulations.
Logistics of transportation.
Electricity costs.
To get roll on and roll off ferry.
Ferry service.
Ferry service.
The extremely high costs to freight in groceries, fuel, building supplies.
Utility costs.
Cost of living, i.e., electricity, oil, gas, etc.
Dock facilities and roads.
High cost of fuel.
Planning - people need a business plan and backing to develop businesses that could evolve in town and make it.
Pollution: Ground water, beaches, landfill.
Transient community.
Lack of ferry.
Too much city government.
Poor choices of marine transportation.
Law enforcement services and ambulance.
Not getting our small town atmosphere lost in being a city.
Becoming too focused on National Park Service jobs.
Decrease in tourism.
Lack of outside access.

Verbatim Responses - Third Greatest Challenge
Seasonal nature of area.
Remote location.
Again, it's the lack of adequate dock. Everything from freight to fuel and any and all aspects of our lives are centered around this obstacle. With things the way they are now, we will slowly die until there are only park employees and retired folks who can afford to live here. We are a coastal town. That's our path if we don't act soon.
Finding qualified employees.
Too much charter fishing, taking too many fish.
Preserve our privacy and geographical beauty.
Transportation to other communities.
Limited clientele.
Controlling teenagers on 4-wheelers and motorcycles.
Accommodating the infrastructure before developing any housing projects.
Avoiding having to raise user fees and taxes.
High utilities.
Price of oil.
High electricity cost.
Longer, better dock just means more competition, more depletion of resource.
Keeping the locals happy.
Competition from out of town.
Global climate change.
Climate change.
Housing.
Highly seasonal economic activity and population.
Population.
Too many poor people to purchase goods or services.
Unreliable, very slow Internet.
Provide septic pumping.
Septic service, improve water quality.
Subsistence lifestyle.
Cost of living - electricity and diesel.
No marine highway access.
Fuel prices.
The NPS.
High cost of shipping.
High cost of shipping.



Freight and shipping limitations.
Planning for [community balance].
No ferry to bring people in.
Limited academic background and professional skills in the community.
Cost of operation.
Year round jobs.
Opportunity.
NIMBYs. (Not in my back yard'ers.)
Inadequate dock.
High cost of living.
Expensive to get in and out.
High costs of living - electricity, fuel, shipping.
New dock.
A very few dictating what's good for me.
Gustavus is about living close to nature.
Additional and more frequent freight (water) services.
Lack of broadband Internet.
To assume that economic development is necessarily inevitable and/or beneficial to human and other forms of life.
Limited population.
Living within [cost of power and seasonal opportunity].
Having no ferry.
Non-Gustavus residents hunting here.
Fuel prices.
Transportation - economic water/air.
National Park Service restriction against park use by citizens.
National Park Service.
High cost of transportation.
Price of oil.
Government interference.
Year round residency.
Low volume.
Infrastructure resources available.
Transportation.
Health care.
New dock, new power source.
Disjointed Gustavus Visitors Association.

Poor school performance driving out valuable families.
Poor/limited person transportation availability.
Over-regulation, i.e., standardized one size fits all centralization.
Bringing summer tourist trade.
Lack of education and imagination among many residents.
Lack of volunteers with new added burden of government. Now one must go to committee meetings and fill out extra forms.
Electricity cost.
Keeping Gustavus a secret. (Don't tell.)
Poor Internet service.
High cost of utilities.
High cost of energy.
Lack of skilled labor.
Keeping local flavor of our community.
Fuel costs.
Fuel costs.
Control of business - fair tax to cover cost of incorporated city.
Water transport and freight.
Lack of interest in economic development.
Not enough manpower.
Keeping utilities lower to compare with other southeast communities.
Community dislike of change of any kind.
Community dislike of change of any kind.
Proper locations.
There are so few year round jobs.
Distance.
Attitude of people who want no growth and no change.
Expensive electrical power.
Pollution.
Non-resident depletion of fisheries.
High utility charges.
Small population base.
Lack of community planned development.
Energy costs.
Cost of transportation.
Charter fishing needs more regulation, i.e., law enforcement.
Seasonal businesses not caring about community well being.

Price of oil.
Septic.
High freight costs.
Folks buy out of town.
Few people.
Expensive.
Customers.
Lack of bike trails.
Borough formation.
National Park Service cooperation with residents.
The lack of interest in the owner of the fuel and electric company's willingness to become more efficient thus lowering energy costs.
NIMBY people.
Infrastructure.
Getting cheap electricity, i.e., tidal generation, not hydro!
School - elementary, high school, and adult.
Too much outside government.
Limited resources.
To increase population and implement clean water and disposal of sewer products.
Responsible development that doesn't change the character of the community.
Seasonal.
City has control of too many things - electricity, bulk fuel, etc. No competition.
High freight costs.
Get more tourists in.
Lack of public facilities supporting visitors.
Access.
Creativity
Difficult people that want to be left alone, but won't leave others alone - Gustavus was a great place to live, experience, and grow up. Now "outsiders" want to limit freedoms with the rules they moved up here to forget. <u>People</u> developed most of what you see - not by government. Why can't we make it better?
Freight rates.
Overall economy of U.S.A.
Regulation.
Freight into Gustavus at reasonable prices.
Inner conflict of needing to make a living here yet not wanting our community to change too much.
Closed minded individuals.
Communication amongst community.

People to purchase.
High cost of electricity and fuel.
Power costs.
Electric and fuel costs.
Not enough year round residents to support businesses.
Being absorbed by a government that brings more taxes with little benefit and one who the majority of the town is exempt from taxes skews voting.
Growing more jobs.
Residents agreeing with each other.
Population.
Fluctuating population.
Strict water, sewer, and sanitation enforcement.
Customers.
Year round work.
Year round local work.
Limited population and visitor base.
Not in my neighborhood mentality - no laundromat anymore because of graywater disposal. No private septic pump service because no place to dispose the waste pumped would ever be agreed upon.
Having local government that responds to people.
No more government.
Maintaining support of community's differences.
Population increase.
Population growth.
High cost of freight, travel, etc.
Price of fuel.
People who want to stop change.
Trust fund babies and artists.
City government running too fast!
"Close the door after me" folks.
City government.
Close the door after me folks and haunch squatters.
Lack of public ferries.
Lack of local hire opportunities.
Keeping the monies earned in Gustavus in the community by making cost of living more reasonable.
Poor economic development because of [high utility costs and poor freight access].
Night sky pollution from airport revolving light!
Lack of employee skills.

Remoteness.
Residents' feelings.
Shipping.
Park Service restrictions to Bartlett Cove area.
Lack of infrastructure (water, sewer, trash).
Go slow!
Cost of living.
Providing young folks enough opportunity to have the ability to prosper in community.
High cost of land, electricity, and fuel.
Shipping rates.
Encouraging small-scale, locally owned development.
Septic and waste water issues.
No more sport fishing charters. This market is saturated.
Expense of living year round - utilities and transportation.
Expense of goods and services - fuel and electric.
Shipping costs!!!
Substance abuse.
Remote location and transportation costs.
Stabilized school that offers good alternative to home school or moving.
School.
Water and sewer.
High cost to get here.
Creating jobs for our current and next generation of kids so they don't have to leave.
Get Alaska Airlines out of Gustavus and allow aviation to develop in Southeast.
High cost of freight rates.
How to get more tourists to come to Gustavus; how to improve Gustavus Visitors Association, currently dysfunctional.
Excessive regulations.
Pollutants - septic, arsenic, etc. - in the ground and water.
City tax.
City tax.
City tax.
City tax.
Property tax.
City rule.
Park restrictions on personal use especially during summer season.
Limited amount of customers and people.

Freight costs and availability.
Weather.
Weather.
High building costs.
Access.
Fuel costs.
Get rid of City.
Shipping cost.
Lower electric and fuel costs.
The local B&Bs and lodges are going to "high price" - rates themselves right out of business.
Population size.
Keep from being overrun by environmentalists.
Freight cost.
High cost of freight.
Many couples divorce along lines of national average (50%) so changes in relationships cause for business start-ups and failures.
Noise and loss of privacy.
Social problems - lack of work ethic.
Need septic pump service.
Regulating sport fishing (too many).
High costs of air transportation.
Zoning.
No seafood processor or buyer.
Overall country economy.

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**APPENDIX G: QUESTIONNAIRE ITEM #40, QUALITATIVE RESPONSES**

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City Hall Signage





<b>Additional comments regarding the city government.</b>
29% of respondents provided additional comments.
Verbatim responses:
Should be more active in controlling the growth of the charter fleet.
Let community choose mayor.
We are summer residents. We need to make a better effort to be informed on what the city government does. We loved Gustavus 20 years ago the way it was. Sometimes too much government does not improve one's life. My vote is to keep life slow and simple, even backward somewhat. This is what makes Gustavus and Alaska so wonderful. Thanks.
Should be as small as possible! Should not have the power to tax everything.
It's a hard job. Thank those who volunteer to do it.
The current number of services and facilities operated by city government seems to be at a fiscally manageable level and should not increase. Less/fewer services = better. Quality of life in Gustavus has always been high - without services - as people chose to live here with those limitations. Regarding additional services - I'd be against services that would result in high long term maintenance costs or enforcement of laws or regulations. These include police protections, animal control, public restrooms, or even a multi-purpose building. All would result in a higher cost for government services. I would be in favor of services related to health. Either septic pumping or public water - probably don't need both. Continued financial support in the form of grants to the clinic should continue. Grants for projects that ideally wouldn't require ongoing costly financial support I would approve. These perhaps include [a] bulk fuel tank farm, rifle range, development of trails and parks, and a cemetery.
Local government to some (myself) means local control and local responsibility. For others, local government is simply the hand of all government - an unwelcome authority. I could never expect to see all of Gustavus' citizens embracing local government. However, I would hope to see a lot of involvement in local government by Gustavus' citizens. Making the best of an imperfect system.
Need a city manager to relieve council members.
The city government has been hard-driving toward improving infrastructure, including large projects. Has shown less concern with safeguarding quality of life and natural environment values. The City should begin to consider how our community could reduce its dependence on fossil fuels. For some time, it seemed there were failures in openness and in listening to constituents. There was some arrogance and marginalizing of alternative views. At present it appears there are efforts to improve this situation. For a while some committee heads were part of the problem.
Too many bigwigs running the show to advance their own businesses and interests, leaving a lot of poor non-business owners with nothing.
Do not raise bed tax on residents. With all the fuel surcharges it is very hard to get visitors to Gustavus when it is so much cheaper for them to choose elsewhere!
Do not raise bed tax! You'll put many of us out of business.
Gustavus was a unique community "managed" by local volunteers and is now like all other cities everywhere. The damage done by "the City" can probably never be undone. The unique nature is lost to bureaucracy and control by the few who "volunteer" to be elected. Some in office are using their influence to monetarily benefit their own families while ignoring or shouting over anyone who disagrees with them. Unincorporation as soon as possible is our only hope to once again be a "unique" community.
The council has become very defensive and that has displayed as arrogance and rudeness at public comment [periods of City Council meetings] - interrupting speakers. [It] has gone overboard with conflict of interest hearings. Some committees are weighted down with "no growth" members.
They are moving too fast!!

(A) Question 43: There is no more burn-out on [the Roads Committee] than on others. There were problems with the committee chair, causing individuals to leave the committee. This is no reason for the City to hire a "roads manager." (B) Liaisons from the City Council to the committees should not also be voting members of those committees. (C) The current location of the DRC is environmentally ideal and maximally convenient.
I think the city government is making too many decisions based on what they want and not what the citizens want. I think they should do nothing until the majority dictates what they should do. Our government is very "us against them." They resent community input if it is counter to what they want to happen. We aren't allowed to complain or criticize because they're working for free... The meetings are excruciating, since the council may spend 10 or 15 minutes just on semantics (the use of "shall" vs. "may"). It's ridiculous.
I regret my decision to vote for incorporation.
Move garbage dump off the main road.
I don't believe the "city" should get involved with any business ventures. Leave it to private enterprise. I also think there is a very large silent majority here - when it gets too expensive and imposing, I'll leave.
The city government is too development and growth oriented. People who want big projects push them through. People who want Gustavus to stay small and simple don't go to the meetings more than once. The city government is too much about growth and should be more about maintaining our quality of life as it is.
Was against incorporation to begin with.
Too much time is required of the City Council and some committee volunteers. We may need more paid staff.
The City hasn't addressed issues that it can get instant gratification from. (1) Better cell service. (2) Community recreation building (gymnasium). (3) Internet - also cell related. (4) Help businesses that currently exist to stay alive.
Good system!
Due to small population, it is extremely hard to have a large enough source to draw from. Seems that this inherently makes it difficult to appear unbiased to diverse factions. I'm sure all officials try their best to serve the community as a whole, but may unknowingly represent their own interests at times without realizing it.
[The] mayor and council members' refusal to acknowledge conflicts of interest combined with the unprofessional running of council meetings (i.e., mayor and council members berating and shouting down people making public comment they don't agree with, and constant breaking of public meeting rules) erodes the public trust and discourages public participation and dissent. Funneling misinformation and outright lies through the <i>Fairweather Reporter</i> is divisive as well as National Park Service intrusion into local politics is increasing.
City has tendency to take on too many issues at once. Committees are run inconsistently and with insufficient information flow. Committee chairs sometimes have more power than elected council members. Personal philosophies of council members tend to influence what gets done and how, rather than representing constituents. City has tendency to see regulations as only way to get community cooperation (e.g., harbor).
City officials unwilling to listen to opinions differing from their own. City officials do not understand conflict of interest issues.
Certain council members get too attached to a project that they have spent time on to remain objective. It has had an effect on the overall quality of community projects and they (the City Council) have a generally anti-business attitude. This seems contrary to the purpose of a city government.
Levels of control have been added that discourage volunteers from continuing.

This year as a volunteer I was rendered useless by City action regarding conflict of interest; i.e., found to legally have no conflict but because of a "perceived conflict" told I couldn't voice my opinion or vote on issues at a committee level. This after legal opinion was gathered and presented describing and explaining why no conflict of interest was present. It was a political move used to render my opinion invalid because it disagreed with the "select few." The city council has taken the position that those that attend meetings with them and agree with them are worth hearing and those that don't have invalid opinions. Volunteers are dropping like flies because of too much city government interference.
They put in a lot of free time.
I love old Gustavus and wish to visit often.
As a summer resident, I don't have a very good view of city government and its work or effects.
A greater effort is needed by council members to avoid significant conflicts of interest in future decision making.
Planning and zoning is the main reason I voted for city government. Why are we so afraid of it?
Need more young working people on Assembly to recognize problems that young families [who] want to live here have.
Stop allowing mayor and city council to be dominated by business interests. It should not be a Chamber of Commerce. Do not pass ordinances or allow variances that financially benefit council members.
As was expected, the issuance of liquor licenses was directly related to city council members, just as we would expect.
I plan to get more involved with city government when I move to Gustavus in two years.
We need to have easier access for small projects, e.g., library shelves. We don't need proposal/bid process to take over our lives.
I feel that the council members are and have been hard working, dedicated, and well intentioned folks. Unfortunately, the City got off on the wrong foot in the beginning by taking on the big, huge projects before getting the proper "tools" in the tool box which would enable the committee members, volunteers, staff, and council to operate smoothly, efficiently, and with the least amount of wasteful bureaucratic intrusion into the operations of the City and community. Our way of life has been seriously changed and challenged by becoming a city bureaucracy... (1) too many senseless rules and regulations and procedures which slow down the day-to-day operations and traditions of our community (or stifle them altogether); (2) too many citizens who have been alienated, disregarded, angered, and disheartened, their concerns brushed off or ignored or criticized; (3) too many of our traditional activities and lifestyles denied or severely restricted. This is not what I and many others in the community envisioned when we worked toward and voted for incorporation. There are many benefits - more stability and funding resources for city services - but what a price we have paid! So sad.
As I become a more permanent member of the community I'd like to be more involved.
I like improvements on roads and inner harbor. I would like to see clean, safe environment. I would hope the electric bills will come down with new hydro plant in place. We are one of highest in Southeast. The bills seem too high for our community.
Too few volunteers are doing the great share of the work. The community wants "small government" so volunteers do things that are time consuming, such as mayor duties [and] committee chairman duties. Eventually need to consider some more paid assistance to help with technical, professional, and maintenance issues.
Most try their level best to do what is needed for the good of the community.
To those involved, THANK YOU for taking your time and energy to make Gustavus better.
The City Council has been very effective in the face of a small, but vocal, group who voted against incorporation and continues to seek ways to block growth, block improved conditions for the whole community, and create dissent.
Responding to non-existent problems, while other problems (charter boat over-fishing) are ignored. Too much economic development busy-body stuff.
Gustavus city proponents said they wanted a "minimal" city government; however, the City is becoming just like every other city, encouraging growth, [illegible word] services, expanded tax base, etc., etc., etc.

Good job, lots of work, thanks.
City must continue the road maintenance even if USFS money ends. Increase tax if necessary. Frequent ferry service a must have.
If "pass the hat" road maintenance returns, I will NOT contribute. I used to contribute a lot, but too many others did nothing. Not fair. It is a City responsibility, since all use it.
The city government has done too much too fast in terms of developing infrastructure without taking the time to listen to and address public comment. The boat harbor is a good example, many people in Gustavus are not happy with all the new regulations but can do little about it. I think the council caters to the citizens who want "more more more" services and conveniences at the expense of those who want minimum services and maximum natural safe and clean environment.
As the council is comprised primarily of a bunch of uneducated, non-political, misfit volunteers (much like our country's forefathers), I think they have done a very commendable job.
From my observations, the folks participating in the city government are dedicated to making Gustavus a better place and the community should be proud of their city government and its accomplishments.
I think they are doing well, but lack funding. The locals can help little with finances, freight, airfares, and utilities are [at] maximum. Outside government will destroy Gustavus and could cause its decline. More people will leave Alaska when it becomes like the Lower 48.
I am interested in seeing Gustavus grow in population. We need to be larger in order to receive the services that we need. We can not grow without good services from outside of Gustavus such as ways to receive freight at a good cost. Being able to bring vehicles in from other cities on the ferry. A new dock is important for the dock we have now is very unsafe.
The council is doing a wonderful job! Please pace yourselves, take care to not burn out. You are too valuable to our community and future. Make decisions in a timely manner. Instruct the public how decisions are made in a public forum. Make your decisions. That's why we elected you. Bravo - good job!
The city government seems secretive, and not at all democratic. There is very little done to involve the public, and when people have attempted to participate they have been ignored, treated with disrespect, and misinformed. I would like to see a city council whose practices are open, inviting, and include all opinions within the community. Public comments should be encouraged and should weigh heavily in the final decisions of the council.
The performance of the city council has been very poor. It has been run mainly by two people. These two individuals have been paranoid, vindictive, unfair, and have given us a divisive and very negative government. It would have been much better if we had no government at all. The council has not listened to disagreeing opinions at all but has sought to keep them quiet.
The moneys we got as a fish buy-off to the town was an unfair [illegible word] and stuck in the bank. I think we should have built a community center - bring the people together. Our town changed when the commercial fishing left Glacier Bay. We needed some industry to boost that back up, a plan to buy halibut shares and rent them out was processed (with the community center) in a vote. The way the vote was run was not right. I hope this money is not spent supporting the city government, which most of the city council never fished or lived here when this happened. That money, I believe, was to improve our lives, and a community building and jobs would help that greatly.
I believe the city government has positively improved stability of services - reduced dependence on unstable rates of volunteerism while still encouraging volunteers.
I keep wondering if we might need a city manager? Or at least a paid project manager??
The City may need to hire more professional services in the future (attorneys, engineers, administrators) but council should remain volunteer.
I think the government is too small in unpaid positions to assist (support) city council volunteers who spend incredible amounts of their time working to benefit the City. (City administrator?)
Excellent mayorship of Sandy Marchbanks! Go Sandy!

Didn't vote to incorporate.
The current city government relies heavily on volunteers who are becoming burnt out in the process, meaning that secondary (less passionate/skilled) volunteers will be the next form of government. A few key positions should be paid (roads/marine facility supervisor and fire chief).
Long term, I'm concerned that we won't be able to attract quality candidates to serve on the council and, once the quality leaves, it will be filled with folks who want to use government to control people's lives and transform Gustavus into their own personal ideology.
I need to find ways to get better informed if I am not able to make meetings. It would be good if you could send and/or post reminders to people where to easily get updated.
The City has publicly stated - if you don't come to meetings your opinion doesn't count! If I go to a meeting, they politely listen - then continue on with their arranged agenda. They have not tried to reach out - they want it their way.
Elections - Nine attempts with ten sponsors each, proposing to put three resolutions on the ballot were rejected by the City Council, claiming technical errors in the applications. After numerous demeaning experiences during council meetings, we were told in private by Mayor Marchbanks that she would not approve any petition application under any circumstances. "It's not going to happen. Do you hear me now?" (S. Marchbanks) Denying the right to petition is a serious violation of citizen rights considering none involved local politics. The resolutions were to Congress requesting a physical voting record, one vote one person (electoral college reform), and impeachment of Bush and Cheney.
Please continue to be open-minded to the diverse needs of the community and what continues to support its maintaining its allure.
My comments are based on first hand experience with city - resident since 1972.
Have had first hand bad experience with the City! Resident since 1972.
Gustavus was one of the last communities in the nation that was unincorporated with no government, tax, or government "interference." Seems those moving into the community finally got their way to begin making Gustavus just like where they came from. "Want more roads? Move down South!"
Some people fought change and their tantrums made [the] council's work harder. People with vested interest and have what they need are resistive of change and letting anyone else in.
They move too fast.
Fiscal responsibility = Great. Following master/strategic plan = Great. Transition to City status made difficult by "malcontents" - fire department and roads were difficult transitions to watch. Understanding procurement - improving.
City government is [a] work in progress. A lot to do to set up properly.
It seems as if the council wants something bad enough, they want to pass or not without listening to public input and the vote. One instance was Snug Harbor Liquor.
Too much focus on development of boat harbor. More involvement in promoting sustainability of charter boat fleet. Demanding/promoting core community care/commitment and a fish box tax for each box of fish taken out of the community.
City government should not be operated primarily as a tool for growth.
Gustavus emergency services responds very well. The people who manage the recycling efforts here also do a very good job. The library also does a very good job, as do the people who plow the snow for the City.
Seven years [ago] I came to Gustavus and purchased some property and [a] cabin because of no taxes, not many rules, not many people, many friendly people out of the small population here, not many stores, and this was not a city and had no police. However, there is a volunteer fire department and emergency medical service that saved my wife's life, and I'm thankful for the emergency medical service and clinic nurse.
Too development oriented due to majority interest/background of council.

I supported incorporation. The leadership of the City Council has yelled at and belittled community members at public meetings. The mayor bids on road projects which she has helped design the contracts for. The mayor has awarded herself (her husband) City contracts of \$4,999.00 because at \$5,000.00 the contract would have to go to bid. The mayor has visiting people working on City business stay at her lodging - charging the City for their stay. There is no transparency in this city government. This leadership has refused suggestions to improve communication and exchange of information with [the] community - they have not taken these opportunities. I have no confidence. This city government has severe divisiveness and distrust in the system.
Two big problems: (1a) Poor at listening to "non-meeting" people. (1b) Have a "top down" communication style, and are often out of touch with much of the populace. (2) There has been a tendency to be captured by development projects, leaving little time/energy for attention to protecting quality of life matters. (The new mayor is trying hard to work this stuff out.)
The City Council has worked very hard. The City Clerk does a fine job. However, the council should delegate more responsibilities to committees to manage their functions on behalf of the council. Committees to manage their functions on behalf of the council. Committees should not be regarded as "advisory only." Committees are an administrative branch of government, of equal importance to the council. The council can't do everything without suffering massive burnout. Delegating responsibility to committees, within policy boundaries set by the council, increases public participation and diversity of ideas and input.
The economic well being of Gustavus is of greatest importance. City governments are established to assist in that well being. A failure to assist in the economic development of Gustavus is a failure of city government. We are here to develop Gustavus to its fullest potential.
The City and community issues are too influenced by a very few environmental radicals who want to stop all development, but don't hesitate to use these conveniences. Gustavus needs to get the cost of utilities and freight costs under control. This community is dying, it's only a fraction of what it was 50 years ago, when we were much more self-sufficient.
The City Council has adopted a management style of authoritarian decision making. They have improved slightly in public notice of agenda items and compliance with Alaska Open Meetings Act. They persist in making city decisions by e-mail and personal/telephone conversations leading to rubberstamping of decisions at public meetings. The mayor has functioned as <i>de facto</i> city manager and with little accountability. Committees and boards are micromanaged and/or not allowed to function.
We are still a young town and younger local government. We are still learning. Everyone, from the general population to the City Council, is still in the learning phase. It takes time to learn.
Post meetings and agendas more prominently. Work to get ferry service into Gustavus.
Government is a cancer.
The only way to control government is to starve it.
(1) That they control size [of] staff (cost). (2) The roads in Gustavus are better than they have ever been. This is a plus at what cost? (3) The new work at the boat dock was good. It was needed. How is maintenance going to be paid for? (4) All public works should be put out to bid. All property owners [should] be let known by letter. No City employees.
The people are rude.
Land owners be allowed to vote on city issues only.
We are land owners but don't get to vote. Seems unfair and would like to see this change.
They have the best intentions.
Did not want city! Only the roads have been an improvement along with the boat ramp. I am afraid of Gustavus changing with more government and regulation. We do not need police.
Getting too large too fast!
During the past four years government in general has been all about more, more, and more. All this costs money, or monies as they like to say, and as a person with limited income I have little need for the proposed new services they have on their wish list.

I think it caters to special interest groups.

We did better under GCA. If I wanted to live in a city I'd move to one - Juneau, Anchorage, whatever. Gustavus doesn't need to be "city like." Leave everyone alone - no more rules and taxes.

I thought the liquor store ordinance process and the written product that people voted on was confusing and cumbersome.

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**APPENDIX H: QUESTIONNAIRE ITEM #68, QUALITATIVE RESPONSES**

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Glacier Bay National Park Signage





### Additional comments regarding the community survey or larger local government review project.

25% of respondents provided additional comments.

#### Verbatim responses:

I enjoy Gustavus because it is a small, quiet community with low taxes and little government involvement. So far, there seems to be little need for government intervention. This may change as Gustavus grows. I hope for little or no growth.

Please stop charter fleet from over-harvesting halibut. Turn off that obnoxious light at the airport.

I have a commercial [hand troller] license for salmon, I came up to fish on vacation. I prefer the Gustavus of 15 years ago to what we have now. I liked everyone getting together to fix the roads. Getting gas twice a week gave you a chance to converse with neighbors. It is now more convenient, but not as close. Also there are too many government and park personnel. [Illegible sentence] Park people treat "locals" not very well - like second class citizens. It is an attitude that needs some readjustment.

I strongly support the efforts of our council members, mayor, and volunteers and feel they are doing a very fine job. I do believe our government should be limited in order to minimize the financial costs and increased burdens on all the volunteers, which includes the council. Gustavus should strive to live within its budgetary means. If revenue sources dry up, such as the Forest Service receipts for road maintenance, the costs of maintenance should revert to local neighborhoods for their area roads rather than increasing sales taxes or creating property taxes. Most people live on seasonal incomes and added taxes would prove a burden. Most would choose, rather, to limit the service.

I was very involved with the Gustavus Community Association since its beginning in 1979. I have been a volunteer for the library, arts council, association (secretary), 4th of July, planning committee, city proposal committees, and youth activities for more than half my life in Gustavus. I believed we should become a city. Now, four years later, I wish we were not a city. I have quit going to meetings and have lost here. I was very interested in continuing with the planning for the new city, but volunteers are no longer included if interested, only if appointed. I had to insist that they include even one person who'd been here longer than 10 years. In the very few public input sessions, MUCH was placed on the lists of importance for the community, but it seems that the roads and the dock have taken all precedence.

My concerns include:

- People interested in volunteering should be included on committees as committee members; not just appointees. \* The original planning points should be revisited.
- NO money should have been taken from the road improvement funds and given without any public input to Dick Leavitt's hydropower operation.
- The City should look now into Gateway to Parks cities and their experiences to help plan for our future next to a park.
- Consider parks, quiet, art, recreation, darkness, restrooms as much as big development.
- Ease process of dealing with City so library and clinic and others can get funding more quickly.
- Restrooms at dock are a necessity. So is protecting the beach from vehicles. We are about to see incredible use at the beach which could ruin what's left of a sandy beach. We need to think proactively, not only about how big and protective a dock gets built, but how to protect the beach during the process.
- Include old-timers. Call and ask their opinions. Consider those who've been here over 20 years.
- The boat harbor has been clearcut, flattened, denuded. Maybe we can think of aesthetics for the next big endeavor.
- Consider giving City \$ for PBS, public television. Ratnet is horrible for your and families and sanity. We could actually learn something with public television.
- Be easy on conflict of interest - it's just part of life in small communities. Several good people have been or felt ruined by the city's handing of this.
- Don't let non-elected folks run the city or give undue influence just because of their volunteerism. \* Look at past volunteers in the community government and ask how to get others involved.
- What happened to the Recreation Committee? Look carefully at why they dissolved.
- How is the Clinic included in the City?? Let people know.

Thank you for the careful questions on the survey.

Nice survey.

Thank you for this opportunity to comment. I'm very curious to see what the citizens have to say.
Thank you for doing this for Gustavus - I hope that the city and community of Gustavus will take the info provided from the survey and view it as a way to improve and move Gustavus into the future.
A new septage disposal facility is a critical and immediate need. Gustavus cannot be swallowed by Hoonah into their borough under their terms.
I wish to be better informed on city government and be more involved! I only have myself to blame for my lack of effort! <u>Thanks</u> for your work and effort in the community!
Thank you.
You've done a great job. I know this represents a lot of work. My only concern is that it is easy to check a box supporting a new service, like water testing... but without knowing what is involved (does it need local infrastructure built, employee(s) - skilled?, etc.) and whether the cost will be 100% paid by users or subsidized ~ and how much it will cost to maintain and run in the future. The answer is not a true indication of support.
I think city government and becoming a city was the right thing to do rather than be a welfare child (city) of the State. But in a small, independent community it has divided the people - made them distrustful, defensive, and cliquishly, somewhat snobbishly, divided.
Anticipate living full-time in Gustavus in two years.
(A) I believe that Question 49 [about DRC considerations] is confusing and will not yield helpful results. (B) The DRC Committee met once a week for months to discuss the alternatives for a move. All meetings were held at City Hall and posted one week in advance. Few residents attended. Therefore Question 48 [about interest in planning DRC's future] is a bit late. However, it will be interesting to learn the response. Certainly the more <u>informed</u> input the City receives, the better. (C) It seems to be the case that those residents who are the most negative about the City are those who do not attend meetings, do not volunteer on committees, and who make no attempt to learn the FACTS. (D) The sector of the Gustavus population that believes they have all rights and no responsibilities is growing. This sector pollutes ground water, pollutes the air by burning garbage, creates visual eyesores, and disturbs the quiet most of us came here to enjoy. This sector came here because Gustavus has few regulations, but they are creating the need for those regulations. Many people come here to enjoy the "personal freedoms" mentioned in Question 5, but only a minority participate in the processes that guarantee those freedoms. (E) Regarding Question 31 [about local taxation]: I have spoken with many people who are opposed to property taxes, but when asked whether they would support property taxes on "improvements" (not raw land) specifically for the Gustavus School, they have expressed support. That is, they would support local autonomy. Question 31 does not provide for this type of response.
I moved to Gustavus 13 years ago because I wanted to live in a quiet, rural community. I don't want more services, I don't want my life to be "easier." I don't want Gustavus to become a suburb of Juneau. I think if people want to live in a suburban environment, they should move to the suburbs. I hate what has happened to this town in the past 13 years. The city government is responsible for much of the decline. I feel they are very pro-growth and do not necessarily represent the people. I would be happy with <u>less</u> of everything. I am willing to pay more for <u>less</u> . Less means more when it comes to protecting our quality of life.
We need a new dock, better freight, [and] more local businesses. And we don't need to be hassled by the city government if we want to expand local businesses. New Dock! It's a must! Bring the ferry in!
Gustavus will <u>never</u> be a viable community until it gets year-round, regular, vehicle and passenger AMHS service. That will greatly improve the livability of the community.
Growth is needed - jobs, transportation, slow growth with a plan is preferred. The charter fisheries industry does not pay its fair share. Especially the guys that are seasonal and take their money out of Gustavus. Ferry service is needed and it needs to be a regular stop. Taxes should come from tourism: head tax, bed tax, airport tax.
Move the garbage dump.
The garbage dump is a total disgrace to the community.
I [would] like to see an emphasis on the city continuing with present services. Infrastructure expansion should be limited to household needs and neighborhood needs, to better the quality of life of those who like living in Gustavus as it is now. Minor improvements and economic growth will increase needs and taxation with all prices rising and making Gustavus a place no one can afford, including those presently living there. City status was the only way to keep Gustavus as it was. Those who want more should go where they have everything. Thanks for listening.

It would be good to see these results <u>posted</u> .
I believe it's a very <u>good community survey</u> . Anxious to see summary. <u>Local government</u> : How can community members be encouraged to feel <u>compelling</u> * reasons to be actively involved and/or strongly supportive? (1) Needs <u>clearly articulated dialogue</u> about issues. (2) Needs <u>documentation</u> of proposals, perspectives, and opinions concerning issues and respective solutions - publicly available. *(3) <u>Compelling</u> - meaning actually affecting their <u>personal</u> lives.
This survey equates very little to the past performance of the City.
[An] Icy Straits Borough would be acceptable, provided equal numerical representation, <u>all</u> residents treated equally for tax assessment and collection regardless on race, ethnic, city, or federal protection status. [The] borough should not include Angoon or Kake communities as they are non-contiguous to Icy Straits. Communities should include Pelican, Elfin Cove, Gustavus, Hoonah, Excursion Inlet, and adjacent settled areas regardless of current borough status.
The City is killing volunteerism in Gustavus. How can the City afford a harbormaster, a road manager, [and a] police officer with 400 or less full-time residents. They want a harbormaster and don't have a harbor. They want a road manager in a place where you can't go out for breakfast. They have grand plans. They have a million dollars in the bank, but the kids are still sitting on a log at Four Corners because they have no community center to go to. The clinic (built and paid for by community members and volunteers), now that the City has it, is hardly ever open and constantly threatening to close entirely. The City of Gustavus, once a unique community of cooperation and volunteerism, is dying at the hand of a city government completely out of touch with the citizens and reality.
I moved away but my parents still live here.
This survey is a waste of my time and money. Living in Glacier Bay has nothing to do with Gustavus.
I have lived in Southeast Alaska for 20 years. I came here because of the wonderful pioneer spirit that people display. Dependence on government solutions have weakened the independence of ordinary people and has weakened their ability to react to and solve their own problems. Small communities that work together on their own are the last of an American example to the world.
You should have included a card, instead [I] have to comment this survey with my name. <u>Bad!</u>
I believe that many of the rules that the State has about how to run a second class city are B.S.! Larger cities have paid employees to fill out endless paperwork and redundant forms. Asking a volunteer to keep up with the rules and policies is ridiculous. May well be the reason that small cities are in crisis around the state - expecting much more out of small cities than the larger cities had when they were our size.
City government in Gustavus was <u>pushed</u> by Glacier Bay National Park and business people in Gustavus, many of whom came to Gustavus in the last 10 - 12 years. They hope to exploit Gustavus to benefit the Park and their own profits (\$). The <u>City Council</u> of Gustavus is primarily a <u>Chamber of Commerce</u> to promote development and business profits, not to maintain the environment, small community, and quality of life for residents. <u>NOTE: I am a business person</u> - I own and operate private businesses in [the] Lower 48. I oppose exploitation of the Gustavus community and environment, NOT business per se. I am experienced in creating and conducting surveys. This survey is <u>excellent</u> - very well constructed, though a <u>bit long</u> . One suggestion - AVOID abbreviations in your questionnaires (e.g., GVFD or DRC). <u>Afterthought</u> - There have been one or two environmentally concerned residents on the city council, but they were easily outvoted by the mayor and other members.
[A] survey such as this, plus regular city meetings and opportunities for public input, provide Gustavus residents an unparalleled opportunity for direct involvement with government. Thanks.
Government here should take the form that less is more. Sometimes the simple way is best.
Most of these [prospective infrastructure] "improvements" are detrimental to our quality of life. They homogenize our community into something it isn't and ruin the natural flavor. Just because [land use planning and zoning] is important for somebody's outcome doesn't mean it should be done. Roads are too good! Now people drive too fast. My idea of "better" is less maintenance, bumpier, narrower roads. The roads are getting wider and smoother. Regarding road maintenance, especially, I did not know how to answer. Roads are better maintained since incorporation, but this is <u>not</u> desirable. The survey assumes better roads are better for quality of life. I believe the opposite.
I would like access to larger communities other than air travel. We need the ferry (AMHS) coming to Gustavus. I would like to take my automobile, too.

<p>I'm not sure how to win back the folks who have become disillusioned or disheartened, but here are some suggestions for the future: (1) Make sure <u>every</u> person, no matter how "cantankerous," feels that they have been heard and that their opinion or request will be thoughtfully considered. If their request cannot be fulfilled or acted upon, graciously tell them why and offer alternatives and help. Leave them feeling respected, at least. (2) Lighten up on the rules, regulations, waiting periods, etc., when at all possible. Don't make every procedure for committees and volunteers a "ball and chain" or an impossible, lengthy, and confusing maze to traverse for every desired action. Volunteer burnout and despair are evident. (3) Train and counsel the staff, committee members, and volunteers on how to deal with all the bureaucratic hoops. Give them the guidance needed to avoid costly or unnecessary mistakes. Make sure staff and committee chairs especially have the tools necessary to do their jobs. How about a "How To" manual on writing budgets, purchasing, ordinances, conducting meetings, and working with the City? (4) The committee liaisons are vital to committees and staff. Encourage them to be active and available for their assigned groups. (5) Perhaps host monthly open house "meet the mayor" at <u>Wings</u> instead of City Hall. Perhaps highlight a specific issue as well as be open to any topic. (6) Keep reaching out to the disenfranchised and disillusioned. <u>Ask</u> them for their ideas and input. (7) <u>Simplify</u> the RFP process for projects. Establish a <u>simple</u> RFP or project template <u>and</u> a reasonable project cost minimum (\$10,000.00?) for which a project would <u>not require</u> the RFP process! What happened with the library shelving project was unnecessary, ridiculous, and tragic. (8) Simplify the budget, purchase order process, and ability to move money around within the budget. Too lengthy, time consuming, and cumbersome for committees!!</p>
<p>This survey is too lengthy in my opinion.</p>
<p>Nicole - you did a great job on this survey. I enjoyed filling it out and am looking forward to reading the survey summary results. <u>Thanks!</u></p>
<p>On Question #64 [about general support for local government] - I am <u>not</u> supporting any kind of borough government, if that is what the question means.</p>
<p>These questions seemed slanted towards future <u>development</u> of Gustavus and, quite frankly, I don't want to see more development, so I didn't finish this questionnaire. City government seems to be about more, more, more - and I don't like it. A lot of the push for incorporation was fear based - primarily because of the concern that we'd be swallowed up by a borough where we wouldn't be evenly represented. Guess what? That's the issue in front of us now, and I don't see much benefit to being incorporated. A few people who stand to benefit financially appear to be pushing this "more is better" agenda. I like Gustavus the way it is - I moved here to get away from government restrictions. This is a unique, wonderful community - I don't want to see it become just like every other place. If people want lots of services provided and expensive harbors, docks, etc. (not to mention taxes), they should <u>move</u> someplace where these things exist and leave Gustavus alone.</p>
<p>Gustavus needs affordable passenger and vehicle transportation - the Alaska [Marine] Highway (ferry) - to promote tourism and affordable living conditions, to promote economic growth and stability and jobs, to be able to support more fees and taxes. As it is freight, travel, and energy costs make it very difficult to afford living in Gustavus. Gustavus is surrounded by opportunities but without travel availability we are unable to take advantage of tourism possibilities. We have a lot to offer, but no way to provide it.</p>
<p>This survey is <u>biased</u> toward developing and toward official actions to solve problems that really require <u>community spirit</u> and generosity. Rethink your survey please.</p>
<p>Gustavus City is needed as a liaison with the State and feds. That should be the mission. Dealing with docks, fuel, utilities (electric, Internet, library, clinic) are proper functions. Should not provide road maintenance unless roads have been or are brought up to code by the residents first. Shoddy roads allowed cheap land prices, now they need to pay to bring them up to standard if they want decreased isolation and higher land values.</p>
<p>I long for Gustavus to NOT change too fast, if at all. It is a beautiful, safe, clean place to live and raise children and I love it here. A big reason for the specialness of this place is because it is hard to get here and there are many inconveniences, risks, and expenses associated with living here. These factors do two things: (1) keep overall population low, and (2) ensure that people who do settle here REALLY love and appreciate it here, which leads to involvement in community and general happiness and friendliness. I fear that adding conveniences and services will change our population base from content, "make-do," hardy individuals to ever increasing, needy, "me me me," and "more more more" consumers.</p>
<p>Gustavus needs a lot of improvement. (1) Jobs. (2) The school needs hot lunches for the kids. (3) The store needs to update their food. (4) We need a laundromat. (5) We need more stores here, too! (6) Gustavus needs a lot of help. I want people to stay here and build up the town. Thank you.</p>
<p>Thank you!</p>

Take over public utilities soon! (Before we have to leave.) Thanks, Nicole!
Gustavus is economically deprived. More government costs money, which no one has. Outside government will ruin our lifestyle, which is getting very expensive. We don't need more government. It is just another hand in our pocket.
Thanks for all the hard work that went into this survey. I think it is a great service to this community.
I know surveys like this would cost the community quite a bit. Thanks for contributing the time and resources to do this. Thanks to the City Council for taking this project on and caring what the public perception is regarding their work.
I am thrilled that this survey is available and hope that <u>everyone</u> in Gustavus fills it out. I also hope that the city council (and other present/future local governments) use more outreach and community involvement strategies (and more surveys, public comment opportunities, etc.). The community is generally very ill informed as to their rights and place in city government and its functions. Gustavus people have lived without government for most of their lives and are intimidated, unknowledgeable, and unsure about government and how to participate. MORE OUTREACH!
I am very happy to see this survey. I only hope that the city council takes this to heart and makes some changes. There are some very good people on the council but it is (has been) controlled by people whose main interest is feeding their egos or financial gain. The council has not only not listened to differing opinions but tried very hard to suppress them. The current council has been very bad for the community!!
The fire department is a <u>dump</u> ! It needs capital expenditure money to fix it up.
We came to Gustavus because of the lack of government bureaucracy and the outdoor experience, i.e., fishing, hiking. The dock facilities were poor but adequate, but because of the huge growth of charter fishing, access to the dock is for all practical purposes non-existent. Local fishing is definitely being negatively impacted by overfishing by charters and the complete takeover of the dock, with its limited facility.
We are summer residents and came to Gustavus because of the natural beauty, opportunity to see wildlife, fishing, and outdoor activities. We appreciate the can-do, independent attitudes of the residents that non-regulation fosters. The increase of game tags and commercial (charter) fishing have negatively impacted that experience. The dock is never available for local use and the Salmon River harbor is overcrowded and barely usable. Please limit the number of charters going out of Gustavus.
I think this is a very valuable project that will lead to a better city of Gustavus - better services and more understanding of its operations.
<u>Question #3</u> [regarding quality of local services] - (A) Rating on electric service [(poor)] based on <u>old</u> powerhouse, not new module. (B) Freight delivery rating [(fair)] based on new containerized freight option which we only recently have had. Prior to recent improvements, I would have marked "poor."
Thank you!
Make it a shorter [survey] next time... I think more people would respond if this survey was condensed! (Excellent survey, though!) Thanks!
Gustavus should more actively (using tax dollars, if needed) establish the community as a separate entity than other boroughs that do not fit our socio-economic makeup or share our ideals. A larger borough will mean the loss of the Gustavus identity.
We must allow local unrestricted use of Bartlett Cove. Park infrastructure [should] be closed or restricted to Sandy Cove where historically it was going to go.
If taxation increase is necessary and it is consumer based please consider this - If I take my boat to Juneau, my clients pay tax on the percentage of time spent in Juneau. Currently Gustavus taxes my clients on a whole six days, though less than 30 minutes is spent in Gustavus. If we get into a borough situation and increase taxes more, clients pay more and less clients will come here as it [is] starting to get too expensive.
In regards to road maintenance issue: I feel local hand the hat should be used except for special improvement projects like culverts or ditching, which the City should administer special "grant" funding for dependent on road need.
This survey does not feel very confidential with an ID number on the back. Why does each respondent need an individual survey result? Public posting is more in keeping with our community values.

<p>The most successful aspects of our community structure were implemented without the empowerment of formal government, i.e., our model landfill/recycle/compost center, library, pre-school, clinic, Community Chest, coastal land acquisitions, fire department, emergency response, crane refuge, public conservation easements, etc. There has been no <u>necessary</u> infrastructure additions since incorporation. The City Council has divided the community and actually stopped volunteer efforts to build a community center and improvements on the library. The cost of the Salmon River ramp "improvement" is greater than the combined cost of all volunteer infrastructure - and, we had a plan to do that for under \$40,000. The result is we pay more to get less and all decisions are made by three professional bureaucrats.</p>
<p>City government has brought a small community to its knees. Right winged religious persons stacking the community City Council and forcing its will upon us. Allowing restaurants to have alcohol sales (the Home Shore Café) when Gustavus was already over legal limit. Disband the City and give us back our community [illegible word] no borough!</p>
<p>Before the newcomers arrived in Gustavus we had the last location in the "free world" without city government or taxes. This was the [illegible word] for most to move to Gustavus. But - as soon as they arrive every effort is made to turn it into the place they left.</p>
<p>I think [the survey] is overkill, but then again I don't know how you could do it any other way, except to go door to door. Good luck!</p>
<p>Build a new dock. Bring AMHS to Gustavus. It is essential to the community and needed. Thank you.</p>
<p>(1) Please ask DOT to remove all the junked cars at the airport. <u>They</u> control the leases. (2) Gustavus Electric/Gustavus Dray is a <u>scam</u>. The owners are crooks and should be investigated by the IRS, DEC, FERC!</p>
<p>Good, thorough survey!</p>
<p>Choice of categories such as "satisfied" do not allow one to express opinions accurately. For instance, Gustavus has performed "well" at providing road maintenance, but I am not given a means to state that I don't believe the City should be involved in this, despite the fact that they have conducted the service effectively.</p>
<p>Survey instrument appears somewhat biased/slanted (in my opinion) towards eliciting pro-development response. A growth economy and economic development are so often contrary to good environmental stewardship and tend to change/reshape the components of place and community that I find most compelling!</p>
<p>Concern - A city government that can't balance its books, stay within its budget, [and promises] services that can't be paid for.</p>
<p>Thank you, Nicole! You are an exemplary government official.</p>
<p>There is no systemic input or mechanism(s) for "summer people" to participate in Gustavus government. We are often viewed as "prey" rather than a community member. Perhaps a "slot" on the council should be for a (non-voting) seasonal representative. Many of us have been involved in Gustavus for 20 years or more. We own property and contribute to the economy (by [illegible word], shopping, etc.). We also have property interests.</p>
<p>Charter fishing, in my opinion, is out of control - literally - in Gustavus. At least commercial fishers are local and create jobs - and have <u>respect</u> for the resource. Gustavus is terribly expensive - fuel, electricity, freight, transportation in and out of town. It's so expensive that it's difficult to stay year-round. If the ferry comes in, will it cost less than flying? I'm hoping so! I truly believe Gustavus is perfectly positioned to be considering a self-sustaining (at least partly) community - alternative energy, community gardens, greenhouse, animals, biofuel, cottage industry, thus creating jobs, quality of life.</p>
<p>There seems always to be those who want more, always more, and those who appreciate what they have and want little. Keep it simple and sustainable with emphasis on personal responsibility and respect.</p>
<p>The DRC should be appreciated as a vital function that needs to be operated as a business. It needs to increase its market share by finding ways to minimize total cycle costs. Key to that is clustering as many functions as possible at one very convenient and environmentally safe site. The existing site meets those criteria best. However, functions that do not require easy and convenient customer access, like construction debris and septage (if added to DRC functions) could be located elsewhere, such as airport triangle.</p>

The addition of a borough for our community puts another layer of government on our small community. The added costs of time and treasure do not translate into better schools (the driving force behind this whole movement). City government is difficult enough without adding more baggage. Summation: <u>No Borough</u> .
Gustavus needs to become less of a Park town and also less sport commercial fishing - less reliant on the sport charter boat fleet - needs to develop some kind of industry to help create jobs for the younger generation. The ferry would be a good addition at this time. The city government shouldn't get too involved with zoning at this time.
Would like to be more involved, but have not seen postings for meetings. Consider mailing quarterly.
Question 50 [on desirability of AMHS service]: Even if I don't want a ferry at all, my opinion on type of ferry service should still be taken into account. I'm disappointed you instructed me to skip 50a and 50b.
The City should support itself through taxes, not grants. All work put out to bid. One city manager and one bookkeeper only. Elect City Council and every property owner to vote for them.
We need a <u>real</u> boat harbor - to go with our new dock.
Plan on spending more seasonal time in Gustavus and will try to become more informed regarding government and issues.
It is a difficult task to have city government in a remote, entrepreneurial community. Usually a city government's job is to develop the economy - and I'm not sure we want that, nor do we want government. But we <u>do</u> want protection against being dominated by outside government. So we need to do this. Just remember - autonomy is what most of our community members want. That's why we live here. <u>Thanks</u> .
We are moving forward in a positive way.
Drinking water needs to be safe.
We need less government, not more. We need to value our freedoms, not steadily erode them by putting up more regulations. If we each can live our best life as we see fit and work on being good neighbors we could (and should) dispense with government altogether. We did better before we became a city (at being neighborly and coring). Now it's all money related.
Changes should occur slowly at first so a "city" could find its bearings. I noted too much, too fast which caused growing pains, distrust, and a disconnect with older values. Taking time allows for more thoughtfulness. This would allow residents time to adjust to the changes and give more input. Too much activity goes beyond what can be assimilated.
I am taking permanent residence in Gustavus, Alaska beginning May 2008. I own four properties in Gustavus and want permanent residency there.
I really didn't like Question 9 [about desired future for Gustavus]. Why did we have to choose <u>one</u> ? One of the best things about Gustavus is the <u>blend</u> of artists, business owners, (some) commercial fishermen, etc. I don't see the future of Gustavus as <u>one</u> thing - that would be sad.
I'm grateful for the opportunity to participate. Thanks.







## Division of Community & Regional Affairs



**This community and shareholder survey was conducted by the Alaska Department of Commerce, Community, and Economic Development, Division of Community and Regional Affairs. If you have any questions or comments regarding the survey, please contact:**

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