




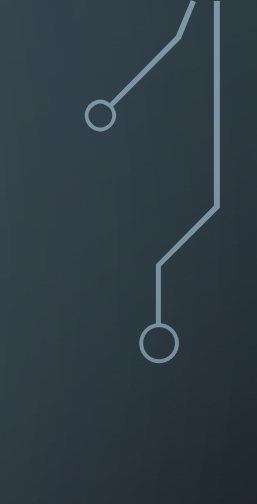

CITY OF GUSTAVUS

2019 STRATEGIC PLAN



MISSION STATEMENT

The City of Gustavus is a distinctive Alaskan City that provides high quality public services in a thoughtful, cost effective and professional manner to sustain a safe, beautiful tolerant environment to live, work, and play with respect for individual freedom and each other



VISION STATEMENT

We envision a distinctive community:

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


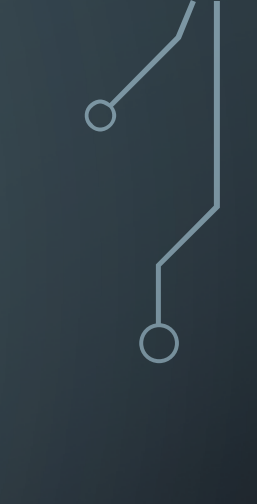

VALUE STATEMENT

- We value what make Gustavus unique:
- Our pristine, wild environment with its wonderful wildlife.
- Being a safe and healthy place in which to live, work, and play.
- Our freedom, independence, self-reliance, and privacy.
- Our community which practices cooperation, trust, respect, and caring for each other.



PURPOSE

We want your input on the draft Strategic Plan so we ensure your priorities are recognized. This Strategic Plan draft has been created by the City Council over the last ten months during specific public work-sessions. It is now time for the public to comment on the draft and improve the Strategic Plan draft.



GOALS

Local Government

- *With public participation, facilitate decision making to meet the current and future needs of our community and provide high quality services that are responsive, transparent, innovative and efficient*

Community

- *Support a high quality of life, including but not limited to culture and recreation while protecting our sense of place and community traditions*

Public Safety

- *Support a safe and sustainable environment for the community*

GOALS

Infrastructure

- *A safe and sustainable infrastructure assures public health and safety, supports commerce, and quality of life*

Natural Capital

- *Protect our natural environment as essential to our distinctive lifestyles and prosperity*

Economic Development

- *Maintain and grow a diverse economy*

PLAN FOR CONTINUOUS MONITORING AND EVALUATION

The process for continuous monitoring and evaluation includes the preparation of annual reports to evaluate the implementation of the Strategic Plan. These annual reports will provide information useful for adopting the Five-Year Capital Improvement Program, as well as any amendments to the Strategic Plan

In addition to the yearly evaluation, the Strategic Plan provides for the evaluation and updating at every five years

INTRODUCTION

The City of Gustavus intent for the Strategic Plan is to provide quality-driven services that enhance the lives and safety of Gustavus's residents in a fiscally responsible manner.

The Strategic Plan is a five-year implementation of specific priorities and outcomes to be achieved by the City. The Strategic Plan, along with the corresponding Capital Improvement Plan, will be updated on an annual basis presented to the community, then submitted to the City Council for amendment if warranted.

The Strategic Plan will guide discussions concerning funding of projects and policies. Understanding the need to be flexible to accommodate the changing fiscal climate and unknown challenges, the Strategic Plan will serve as a beacon during these periods.

Mission Statement

The City of Gustavus is a distinctive Alaskan City that provides high quality public services in a thoughtful, cost effective and professional manner to sustain a safe, beautiful tolerant environment to live, work, and play with respect for individual freedom and each other.

Vision Statement

We envision a distinctive community:

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Value Statement

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Local Government

The City is committed to increasing citizen engagement to effectively deliver services that are high quality, responsive, transparent, innovative, and efficient. Citizen participation fosters a mutual trust and cooperation which leads to more effective governance to positively affect the lives of current and future generations in Gustavus.

LOCAL GOVERNMENT		
GOAL STATEMENT		WITH PUBLIC PARTICIPATION, FACILITATE DECISION MAKING TO MEET THE CURRENT AND FUTURE NEEDS OF OUR COMMUNITY AND PROVIDE HIGH QUALITY SERVICES THAT ARE RESPONSIVE, TRANSPARENT, INNOVATIVE AND EFFICIENT
Strategic Outcomes	Objectives	Measurement
What we want to accomplish	How we will get there	What's our progress
Provide high quality and effective service	<p>Reduce paperwork and increase technological workflows</p> <p>Use technology to improve workflow efficiency where appropriate and cost-effective</p>	Do citizens rate our services high quality and effective
Increase citizen participation in local government	<p>Create and implement a comprehensive Public Communication Strategy and function to inform and encourage public understanding and engagement in civic affairs.</p> <p>Promoting volunteer opportunities</p>	Attendance and participation, public testimony, and citizen correspondence
Communicate effectively	<p>Public outreach using web site/smart phone applications, community surveys/focus groups, social media, etc.</p> <p>Link people to city council discussion of issues they care about</p>	<p>Completion of annual communication review of social media, web site, meetings, and events</p> <p>Clear and understandable noticing of meetings and agendas.</p>
Openness and transparency in public meetings and processes	<p>Compliance with Open Meetings Act and public records and information laws</p> <p>Compliance with public notice requirements for matters affecting</p>	Number of Open Meetings Act violations identified

	citizens such as elections, land sales, etc.	
Review City code for usability and applicability	Complete annual reviews and corresponding changes	Number of Code ordinances brought forward
Invest in the City's appearance and infrastructure	Create a worklist from the City's CIP and input by Departments, Council members, and citizens through surveys, meetings, conversations for City Council approval	Is worklist in place
Review and revise the City Strategic Plan	Conduct annual review and update minor changes Complete Strategic Plan review and update 2023	Adoption of changes by the City Council Adoption of new Strategic Plan by City Council
Support access to library services	Develop innovative access initiatives to library services Survey library users and community members to determine additional services desired	Identify additional library services available Survey results
Enhance use and access to the Library	Construct a bike shelter at library	Has the bike shelter been constructed
Ensure that City facilities maximize energy efficient methods	Conduct efficiency evaluations of each facility and make necessary improvements	Have evaluations been completed Are results published
Maintain and enhance recreation and park facilities	Include recreation and park facility upgrades in City CIP (2020)	Maintenance hours spent on individual facilities
Improve/Enhance the DRC to provide more services that further the community's values	Develop a DRC Master Plan that identifies existing and future needs	Has a DRC Master Plan been adopted

Community

The City strives to ensure opportunity for residents and business to prosper while protecting its natural resources. Providing recreational and limited social services furthers its objective of maintaining a community that is exceptional to live, work, and play.

COMMUNITY

GOAL STATEMENT

SUPPORT A HIGH QUALITY OF LIFE, INCLUDING, BUT NOT LIMITED TO CULTURE AND RECREATION WHILE PROTECTING OUR SENSE OF PLACE AND COMMUNITY TRADITIONS

Strategic Outcomes What we want to accomplish	Objectives How we will get there	Measurement Are we getting there
Maintain safe and clean City trails and beach facilities	Develop maintenance standards for each City trail and beach facility Identify and include upgrades in City CIP plan (2019)	Maintenance hours spent on trails and beaches Number of citizen complaints relate to beach and trail maintenance
Assist the Gustavus Community Center effort	Identify areas where the City can assist the GCC project	Type of assistance provided
Encourage and support public art.	Identify opportunities to increase the amount of local public art in the community Enrich the community streetscape and ambience	Number of new art pieces in the community's public areas
Embrace Gustavus' historic identity	Survey number of potential historic buildings and places Review findings with the State Historic Preservation Office (SHIPO)	Number of buildings and places added to the National Register of Historic Places
Advance early childhood development	Support preschool and child care services	Memorandum of Agreement, Letter of Support, or funding for the Gustavus Preschool Program (AKA Gustavus Rookery)

Adhering to our core values, assure residents are provided end of life care with dignity and integrity	Support local hospice organizations	Memorandum of Agreement, Letter of Support, or funding for hospice providers
Support access to thrift goods that provide a variety of needs	Enhance opportunities to diverse goods at thrift prices	Support thrift services of the Community Chest

Public Safety

The City is committed to providing a safe and secure environment for its residents, businesses, and visitors. To ensure a continued sense of community safety and security, the City commits to develop projects that provide infrastructure, policies, and practices that result in a safe and secure community.

PUBLIC SAFETY		
GOAL STATEMENT		SUPPORT A SAFE AND SUSTAINABLE ENVIRONMENT FOR THE COMMUNITY
Strategic Outcomes	Objectives	Measurement
What we want to accomplish	How we will get there	What's our progress
Ensure timely and effective fire and EMS responses by the Gustavus Volunteer Fire Department	Complete staffing analysis to evaluate paid and volunteer staffing levels necessary to keep up with increasing call volume (FY 2019)	Median rollout time for emergency calls Completion of staffing analysis
Ensure proper emergency preparedness	Ensure City staff is properly trained to respond to emergencies (FY 2020)	Has training been conducted and recorded
Ensure appropriate public safety service levels	Install security cameras with recording backup as necessary in areas of concern such as the harbors, beach, parks, library Install landlines at the Multi-modal and Salmon River Small Boat Harbor	Number of security cameras installed Landline installed
Establish a pro-active program to address abandoned homes and structures	Survey community for dangerous abandoned homes and structures Notify owners of dangerous properties of action needed	Number of dangerous abandoned homes and structures identified Number of letters or notifications made Code amendment completed

	Create procedures for removal of dangerous and/or abandoned buildings	
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Infrastructure

An efficient, functional, and well-maintained city infrastructure is vital to the health and prosperity of the City’s residential and business community. Investment in the City’s infrastructure including roads, utilities, harbors, recreation facilities and commerce areas are very important. The City intends to ensure a safe, functional and aesthetically pleasing constructed environment and supportive economic base.

INFRASTRUCTURE		
GOAL STATEMENT <p style="text-align: center;">A SAFE AND SUSTAINABLE INFRASTRUCTURE ASSURES PUBLIC HEALTH AND SAFETY, SUPPORTS COMMERCE, AND QUALITY OF LIFE</p>		
Strategic Outcomes	Objectives	Measurement
What we want to accomplish	How we will get there	What’s our progress
All Gustavus residents and businesses have access to water that meets or exceeds ADEC standards	<p>Investigate and explore options for safe water supplies</p> <p>Submit a village safe water grant application for a water system study</p> <p>Explore other funding opportunities and financial feasibility for safe water supplies</p>	<p>Gustavus businesses and residents have access to potable water</p> <p>VSW grant application submitted</p> <p>Grant and alternate funding research conducted</p>
The City of Gustavus encourages the safe, convenient, and efficient motorized and non-motorized transportation system for the movement of people and goods.	<p>Develop a Road Maintenance Plan to address current and future needs</p> <p>Maintain road system to enable safe and reliable transit</p> <p>Work with DNR to assure that new subdivision plats meet City road standards and work with developers to ensure roads are constructed to those standards</p> <p>Pursue funding for the planning and construction of drainage systems to prevent flooding along City roads</p>	<p>Plan has been developed</p> <p>Have there been road maintenance-related incidents</p> <p>Plats submitted to DNR reviewed by the City</p> <p>Developers are meeting City road standards before offering property for sale</p> <p>Funding has been identified</p> <p>Culvert installation has begun</p>

<p>There is continuity in the community's efforts for better telecommunications</p>	<p>With participation by the community, develop a Telecommunications Plan to incorporate strategies, projects, and information</p>	<p>Telecommunication Plan been approved</p>
<p>Residents and businesses have access to adequate Internet and voice communication services</p>	<p>Develop and implement strategies to enhance marketing opportunities for local businesses and residents with faster, more accessible, and reliable Internet and data transmission speeds</p> <p>Seek out emergent technologies, new vendors, and potential partnerships for making higher quality and more reliable voice/cellular services available, particularly during summer months of peak traffic loads and during times of emergency.</p>	
<p>Seek measures to encourage citizen efforts to collect data, propose projects, and aggregate demand to make our community a more attractive client and partner to next generation telecommunications service vendors.</p>	<p>The City will sponsor and encourage citizens to participate in a "citizens interest group", initially entitled the "Gustavus Broadband Initiative", to plan, coordinate, track, and report progress to the City Council.</p>	<p>Gustavus Broadband Initiative community group has been established</p>
<p>Provide reliable and current Information Technology infrastructure for supporting City services and operations.</p>	<p>Plan for future technology purchases and upgrades in a structured and forward-looking approach.</p>	<p>See Communications Plan</p>
<p>Provide continuity of City employee knowledge base of IT</p>	<p>Utilize existing IT Services ticketing and management platform for cross-training</p>	<p>Has continuity of City employee knowledge been achieved</p>
<p>City park and recreation facilities are safe and in good repair</p>	<p>Survey each facility annually and schedule necessary repairs and/or improvements</p>	<p>Number of deficiencies identified during inspections</p> <p>Upgrades completed</p>
<p>City-owned buildings are safe and operational</p>	<p>Inspect all City facilities and identify maintenance concerns</p> <p>Discuss facility enhancements with department heads</p> <p>Program routine maintenance for all City facilities through CIP</p>	<p>Number of deficiencies identified during inspections</p> <p>Upgrades completed</p> <p>Has CIP been updated</p>

<p>Marine facilities are maintained in safe and functional condition</p>	<p>Develop new agreement with DNR for the management of the Salmon River Harbor</p> <p>Conduct survey and evaluate floats and other facilities to create safe and operable floats</p> <p>Review and update Title 8 as necessary to provide for safe, public use</p>	<p>New agreement is in effect</p> <p>Floats are operational and in good repair</p> <p>Title 8 is updated</p>
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Natural Capital

The protection and sustainability of our natural environment are essential to our lifestyles and prosperity. We are a distinctive community that prospers through protection of our natural environment. To further improve the community's quality of life, the City desires to invest in opportunities to enhance the cultural, recreational assets of the community.

NATURAL CAPITAL		
GOAL STATEMENT PROTECT OUR NATURAL ENVIRONMENT AS ESSENTIAL TO OUR DISTINCTIVE LIFESTYLES AND PROSPERITY		
Strategic Outcomes	Objectives	Measurement
What we want to accomplish	How we will get there	Are we getting there
Gustavus Beach Park is a natural, low-impact recreation location accessible to residents and visitors	Implement the Cooperative Resource Management Agreement (CRMA) Install improvements pursuant with the CRMA	Gustavus Beach Park is managed in compliance with the CRMC Agreement providing for low-impact uses Improvements have been installed in accordance with the CRMA
Beaches and trails are maintained, safe, and have adequate facilities	Work with community members to inventory and make recommendations concerning beach and trail facilities Add recommended improvements to capital projects	There have been public comments about beach and trail facilities Improvement recommendations have been funded through the CIP
The City of Gustavus collaborates with other land owners to support shared objectives for environmental sustainability	Communicate with public and private property owners about land use and environmental protection	Other land owners are engaging in discussions about shared objectives
City of Gustavus maintains its natural rural appearance	Plant trees and vegetation around commercial and industrial uses	There has been an increase in the planting of vegetation at City facilities City development plans consider visual impacts

<p>Gustavus demonstrates leadership in climate protection</p>	<p>Strive for carbon-free energy</p> <p>Develop a climate action plan</p> <p>Work with APC and NPS to enable construction and operation of the intertie line to Bartlett Cove</p> <p>Encourage alternate transportation by providing bike racks throughout the City</p>	<p>The Intertie is online</p> <p>Diesel energy generation is reduced</p> <p>Bike racks have been installed</p>
<p>City buildings are energy efficient and maximize non-carbon renewable sources</p>	<p>Increase efficiency of City buildings heating/electricity utilities</p> <p>Evaluate non-carbon sources for building heat</p>	<p>Repairs and modifications to City buildings have been made</p> <p>Evaluations have been performed and findings presented to the Council</p>

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Economic Development

Through collaboration and partnerships with public, private, and non-profit entities, the City encourages economic development opportunities and efforts that create quality, living-wage jobs to ensure a diverse economic base, a resilient and growing City economy, and long-term economic vitality for City businesses.

ECONOMIC DEVELOPMENT		
GOAL STATEMENT	MAINTAIN AND GROW A DIVERSE ECONOMY	
Strategic Outcomes	Objectives	Measurement
What we want to accomplish	How we will get there	Are we getting there
The Gustavus economy is dynamic and diverse.	<p>Create an Economic Development Committee</p> <p>Draft a Gustavus Economic Development Plan for City Council consideration by end of 2020</p>	<p>Has an Economic Development Plan been created</p> <p>Is it being implemented</p> <p>Are there results reflected in the Evaluation Appraisal Report (EAR)</p>
Residents and visitors have access to, and are encouraged to purchase, a wider range of affordable local goods and services.	<p>Develop strategies to reduce “leakage” – purchase of goods by mail</p> <p>Identify methods to reduce freight rates and to lower the costs of goods in Gustavus</p> <p>Survey residents about their purchases and partner with local vendors to better meet demand</p>	<p>Have tax revenues from local sales of goods and services increased</p> <p>Are local enterprises better able to compete with outside sources</p>
The city acquires knowledge about emerging affordable alternative energy sources.	Explore/ determine viability of alternative energy production means.	Does the city have information about alternative energy sources
Affordable energy, clean energy where possible, is continuously available to homes and businesses	<p>Monitor the cost of energy in Gustavus and intervene as necessary with RCA</p> <p>Support efforts to maintain PCE</p> <p>Look for ways to keep the base rate as low as possible</p>	<p>Is PCE maintained</p> <p>Has the efficiency and capacity of Falls Creek been improved</p>

	<p>Support alternative energy opportunities/ enterprises</p> <p>Encourage upgrades to improve efficiency and capacity of Falls Creek Hydroelectric Facility</p> <p>Work with APC to install public EV charging station</p>	<p>Has EV station been installed</p>
<p>Gustavus demonstrates leadership in regional economic development.</p>	<p>Work with other entities in Southeast Alaska toward common goals</p> <p>Support regional economic development projects in other cities and locations in Southeast Alaska, consistent with our values, while creating a local environment of services with offerings attractive to local commerce</p> <p>Create regional partnerships</p>	<p>Have any memorandum of agreement, letters of support, or other documents been created</p> <p>Are we engaged in regional economic development projects</p>
<p>Gustavus looks for creative opportunities to increase local revenue and cost savings through partnerships with nearby tourism and transportation commerce.</p>	<p>Explore opportunities to work with cruise ships, tour companies, airlines, cities, etc.</p>	<p>Has revenue and/or cost savings increased through these partnerships</p>
<p>The local tourism industry is sustainable and provides employment and business opportunities in the community</p>	<p>Collaborate with the Gustavus Visitor's Association in developing strategies to increase tourism and create a marketing plan</p> <p>Support employment and small businesses</p> <p>Evaluate the potential for a marketing consultant</p> <p>Explore ways to extend the tourism season</p> <p>Develop diversified opportunities that bring visitors to Gustavus for things like conferences and educational events</p>	<p>Has the number of visitors to Gustavus increased</p> <p>Are visitors satisfied with their experience in Gustavus</p> <p>Have we identified possible marketing consultants and discussed use of a consultant with GVA</p>
<p>Local food (both seafood and terrestrial) production provides subsistence opportunities and income generating activities.</p>	<p>Encourage the development and expansion of the blue economy and the services and facilities, which benefit commercial fishing activity and attract fish processors and harvesters to Gustavus</p> <p>Encourage increased local farming opportunities</p>	<p>Has the seafood industry expanded</p> <p>Has local/subsistence farming increased</p>
<p>Gustavus residents and visitors have access to</p>	<p>Encourage the exploration for establishing communication and/or</p>	<p>Has information been provided to determine viability of enhanced</p>

affordable information and communication technologies that are comparable to, or better than, other cities in the U.S.	data transmission industries in Gustavus Continue to research and identify new options as technology emerges Survey	communication and/or data transmission Are we aligned with national standards for IT services
Gustavus has sufficient residential options for both residents and visitors.	Encourage the development of the real estate industry, specifically the “second home” industry, recognizing the numerous attractions the City of Gustavus provides	Has the inventory of homes increased
Gustavus has opportunities for cottage industries to develop and flourish	Support expansion of cottage industry type business	Have more businesses opened Are existing businesses remaining open
Lower costs of goods in Gustavus	Identify methods to reduce freight rates and to lower the costs of goods in Gustavus	Has the cost of freight been reduced
Increase marine industry related retail The marine industry in Gustavus continues to improve and grow	Support efforts to create a dry dock and boat repair facility Support efforts to establish ship chandlery opportunities	Has any new related businesses opened
Increase charter fishing industry The charter fishing industry continues to improve and grow.	Support community commercial IFQ (halibut quota) program Support efforts to improve salmon stocks	Has IFQ increased Has there been an increase in Quota Shares in Gustavus Has salmon catch numbers increased
Increase supply of gravel for residential and business uses Residents and businesses have access to affordable and adequate amounts of gravel	Extend life of existing gravel pits	Is City meeting the demand for gravel
Gustavus’ status as an Economic Opportunity Zone enhances local development.	Create attractive opportunities for investors Inform the public of those opportunities	Are opportunities available Are people utilizing those opportunities
Increase local revenues through grants and new resources	Develop strategies for grant acquisition – internal and external	Have grant funds increased