

SKAGWAY

COMPREHENSIVE PLAN

2030



Action Plan
January 17, 2020
Public Hearing Draft

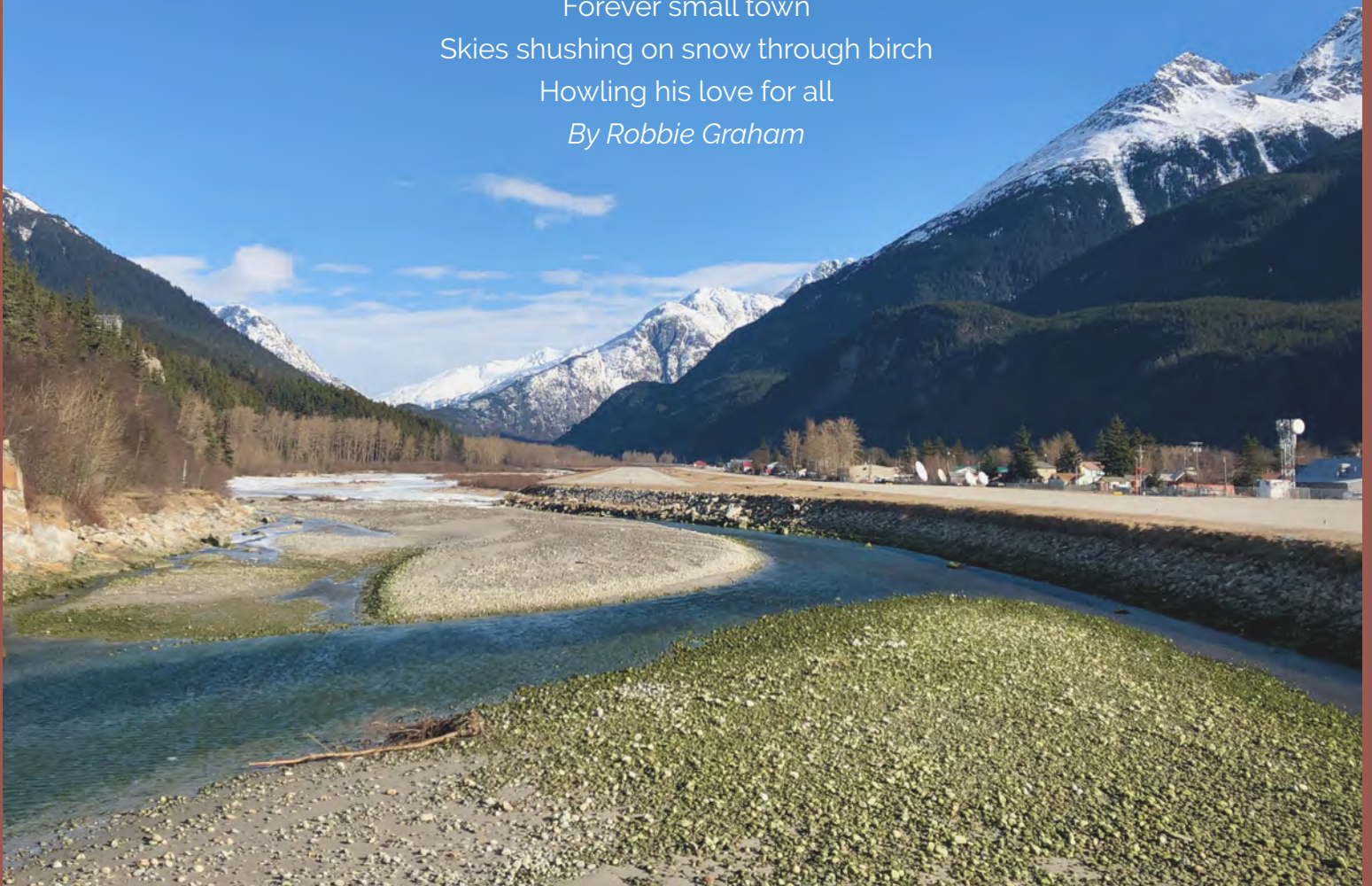


Skagway Haiku Competition Winners

Beautiful, diverse
Skagway, place for everyone
Bliss and Gunalchéesh
By Cynthia Tronrud

We create Skagway
Oddballs and adventurers
Living out our dreams
By Wendy Anderson

Forever small town
Skies shushing on snow through birch
Howling his love for all
By Robbie Graham



Plan Adoption

Adopted by Ordinance 2020-xx in February 2020.

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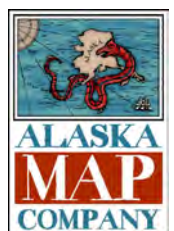
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Spruce Root
COMMUNITY DEVELOPMENT



Glossary of Abbreviations

AAC	Alaska Administrative Code
ACS	American Community Survey (US Census)
ADEC	Alaska Department of Environmental Conservation
ADEED	Alaska Department of Education and Early Childhood Development
ADFG	Alaska Department of Fish and Game
ADNR	Alaska Department of Natural Resources
ADOLWD	Alaska Department of Labor and Workforce Development
ADOTPF or DOTFP	Alaska Department of Transportation and Public Facilities
AHFC	Alaska Housing Finance Corporation
AIDEA	Alaska Industrial Development Authority
AMHS	Alaska Marine Highway System
AMHT	Alaska Mental Health Trust
AML	Alaska Marine Lines
AMSA	Area Which Merits Special Attention
AP&T	Alaska Power & Telephone
AS	Alaska Statute
ATS	Alaska Tidelands Survey
BEA	US Bureau of Economic Assistance
BLM	Bureau of Land Management
BTS	US Bureau of Transportation Statistics
Chamber	Skagway Chamber of Commerce
CLT	Community Land Trust
CPV	Commercial Passenger Vessel Excise Tax
CVB	Skagway Convention and Visitors Bureau
DCCED	Alaska Department of Commerce, Community & Economic Development
DGGS	Division of Geological & Geophysical Services
DML	Dahl Memorial Clinic
DNR	Alaska Department of Natural Resources
DOT&PF	Alaska Department of Transportation & Public Facilities
EPA	US Environmental Protection Agency
FEMA	Federal Emergency Management Agency
GDP	Gross Domestic Product
HB	House Bill
HUD	Department of Housing & Urban Development
KLGO	Klondike Gold Rush National Historic Park
MOS	Municipality of Skagway
MTAB	Marine Transportation Advisory Board
MW	Megawatt
NPS	National Park Service
NRCS	Natural Resource Conservation Service
PD	Skagway Police Department
PM	Petro Marine Services
RV	Recreational Vehicle
SAWC	Southeast Alaska Watershed Coalition
SCVB	Skagway Convention & Visitors Bureau
SDC	Skagway Development Corporation
STC	Skagway Traditional Council
SVFD or FD	Skagway Volunteer Fire Department
TBL	Triple Bottom Line (balancing economic, social, and environmental factors)
TWG	Tourism Working Group
TIWC	Taiya Inlet Watershed Council
TMDL	Total Maximum Daily Load
USFS	United States Forest Service
USGS	United States Geological Survey
WPYR	White Pass & Yukon Route Railroad
WWTP	Waste Water Treatment Plant

How to use this Plan

The purpose of the Skagway 2030 Comprehensive Plan is to guide growth over the next 10 to 20 years.

There are two documents that together comprise the Skagway 2030 Comprehensive Plan:

1 The Skagway 2030 Comprehensive Plan

Includes all plan data, references, sources, maps, and a detailed review of background and contextual material as well as issues and challenges to address. Each chapter includes that topic's goals, objectives, and actions. Use this plan for context and deeper understanding.

2 The Skagway 2030 Comprehensive *Action Plan*

Lists all goals, objectives, and actions in one document. It also summarizes key data and includes the Plan's future growth maps with explanations. Use this plan for general reference, quick reviews, and action planning.

Ways to use the Skagway 2030 Comprehensive Plan:

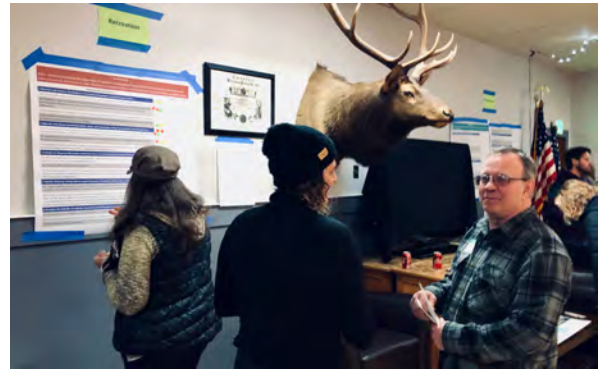
Set Priorities: every year or two, identify the top objectives and actions from the Plan to accomplish.

Continually Seek Balance: Discuss whether and how proposed ordinances, CIP requests, and development proposals strike a *balance* among physical (environmental and built), sociocultural, and economic systems (i.e. the Triple Bottom Line).

Analyze Permits and Development Projects: Analyze whether proposed private sector development proposals and conditional use permits, as well as municipal investments and projects, are consistent with the Plan.

Get Funding: Use excerpts to support grants, other funding, and legislative requests.

Respond to Proposed State and Federal Actions: Use the plan to help prepare comments and conditions for proposed state and federal rules, regulations, plans, actions or projects.



How this Plan was Developed

The MOS Planning and Zoning Commission led development of the Skagway 2030 Comprehensive Plan. They were assisted by municipal staff, many individuals who attended meetings and offered feedback and comments, Skagway Development Corporation and Skagway Traditional Council staff, and the Sheinberg Associates and Spruce Root, Inc. consulting team. Work on the plan occurred from February 2019 through final Assembly adoption by Ordinance No. 20-xx in **February 2020**.

There were 12 Planning and Zoning Commission meetings/work sessions. Thirty to forty residents attended most sessions. About half the meetings had an exercise during part of the meeting to encourage people to share ideas in small or large groups and report out; the other half were more traditional, with Planning and Zoning Commission discussion followed by opportunities for public comment.

To help kick-off the project, the consulting team sent an online survey to municipal department heads, the Assembly, all appointed municipal committee members, the Skagway Traditional Council and staff, and the Skagway Development Corporation board and staff. There were 48 responses.

Two public events welcomed additional perspectives. A good cross section of several hundred residents attended the Skagway Health Fair in April 2019. The Skagway 2030 Comprehensive Plan had a table with a number of planning-related activities and questions that up to 76 residents completed. A Community Open House occurred during the October 2019 Elks Club Burger Feed (open to the public). In addition to eating burgers, marking up Future Growth Maps, and writing haikus about Skagway, over 40 residents took the time to vote for their top priority actions on eight Comp Plans topics.

Community Vision & Values



Vision

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

Values

Skagway acknowledges, honors, and defends the following values to ensure that change and development happen in accordance with its core principles and standards:

- Skagway residents care, support, and respect each other.
- Appreciation for the area's natural beauty, clean environment, and the abundant indoor and outdoor recreation.
- Good marine, air, road, and rail access.
- Diversity of housing types and price points to enable home ownership or rentals for all.
- Economic development balances business and job opportunities with quality of life.
- A strong economy and slowly growing population support more year-round businesses, winter events, and vitality.
- A thriving economy, growing population, and strong tax base support the services, amenities, and infrastructure resident's desire. This includes a high-quality education system, well-maintained and adequately-sized infrastructure such as the wastewater treatment plant, sidewalks and street benches, utilities to support housing growth, an expanded recreation center and pool, the health clinic, a senior center, solid waste management that emphasizes reduce-reuse-recycling, a landscaped waterfront with connected walking paths throughout, and more.

Changes Shaping the Future

Current & Projected Population

1,095

Skagway's current population (2019)



1,249

Projected population in 2030

Growing Number of Youth

40+

Students attending Skagway School in 2030 versus 2018

133

of school age youth (5-19 y.o.) in 2018



179

of school age youth (5-19 y.o.) in 2030

Growing Number of Seniors

154

of seniors (65 y.o. or older) in 2018



220

of seniors (65 y.o. or older) in 2030

Housing Needs

150-200

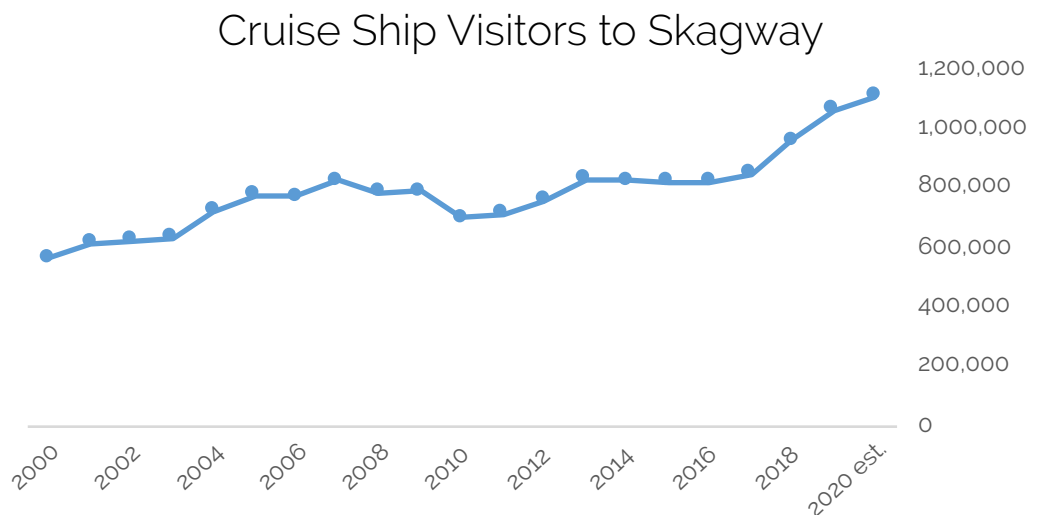
new dwelling units
needed by 2030

Dwelling units that will be lost when Garden City RV Park is redeveloped need to be replaced within the next three years or so, plus, the forecasted population growth rate is higher during the first part of the decade; therefore, in the next decade, the highest need for housing construction will be in the first part of the decade.

A Strong & Positive Economic Outlook, with Some Challenges

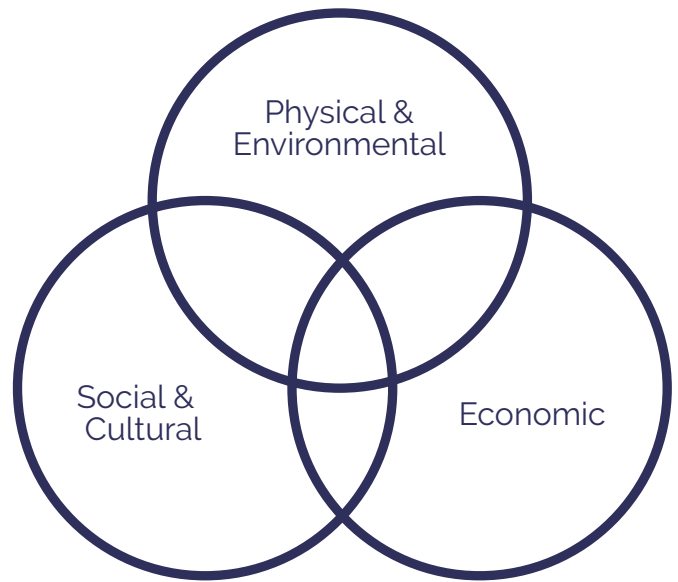
>1M

Visitors/year,
and growing



The economic forecast for Skagway is positive and current municipal revenues are strong. To maintain this, infrastructure improvements and leadership on port and tourism management are needed. A challenge is that there will be many competing capital project needs over the next decade. Economic development must balance business and job opportunities with environmental health and quality of life.

Seek Balance



The Triple Bottom Line

Economic development must balance business and job opportunities with environmental health and quality of life. Two ways to do this include 1) considering the "triple bottom line" when making decisions and 2) initiating a Tourism Best Management Practices (TBMP) committee in Skagway.

TBL & TBMP

2023

50-year tidelands lease to Skagway's waterfront and port expires, bringing opportunities for the Municipality to participate much more actively in port management.

Jobs and population in summer compared to winter

Over 2x

90%

of all business sales occur in the summer



Plan for a "Rainy Day", boost Skagway's savings and invest in opportunities to diversify the economy

Quality of Life



Goal

Maintain overall quality of life and build a more resilient Skagway by supporting private and public endeavors that balance the “Triple Bottom Line”—the physical, social, and economic aspects of life in Skagway.



The Triple Bottom Line

7.9

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

Indoor & outdoor **recreation**, the strong **economy**, and the caring **community** and friendly people were identified by survey respondents as top factors important to quality of life in Skagway.

Objective

1. Maintain or improve Skagwegians' high quality of life rating.

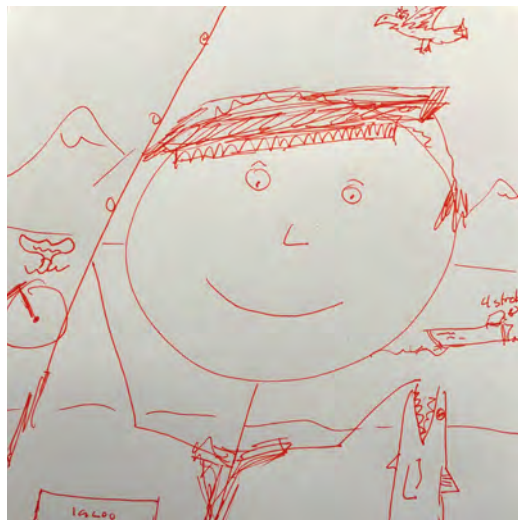
Objectives & Actions Table

Table Key

Time Frame: *S* Short-term (0-2 years), *M* Mid-term (3-5 years), *L* Long-term (5-10 years), *O* Ongoing

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

Objectives & Actions		Timing	Resp.	Funds
QOL 1 Maintain or improve Skagwegians' high quality of life rating				
QOL 1A	Discuss whether and how proposed actions and investments consider and balance the physical-social-and economic aspects of life in Skagway. <i>Cross reference with ED 5A</i>	O	Assembly, P&Z, Manager, all MOS decision-makers	L



Economic Development



Goal

Skagway's economy is strong, year-round, and balances economic growth and required infrastructure with residents' quality of life, and a healthy environment.

Key Challenges & Opportunities

- Ensure balance among economic growth, environmental health, and quality of life.
- Find a balance for cruise visitors and freight, small boat harbor, and rail priorities at the Port of Skagway.
- Maximize the benefit of the visitor industry for the community while enhancing visitors' experience.
- The unaffordability of housing and lack of housing may dampen economic growth.

- Diversify the economy based on Skagway's competitive advantages and assets.
- Build on Skagway's outdoor and indoor recreational opportunities to improve quality of life and to attract and retain families, employers, and workers.
- Improve Municipal facilities and services to enhance quality of life and to attract and retain talent families, employers, and workers.
- Use existing expertise in vocational trades to develop Skagway's resident workforce, bringing others to Skagway for training, and bringing work 'home' that is currently not done in town.
- Grow wintertime work and population.

Objectives

1. Enhance the experience of Skagway for visitors while maximizing the benefits of the visitor industry for the community.
2. Increase municipal engagement in port management with a focus on community wealth generation.
3. Build on Skagway's economic assets and competitive advantages to diversify the economy and strengthen local businesses.
4. Continue to enhance and promote community amenities to attract and retain talent and business.
5. Take a lead role in ensuring balance among economic growth, environmental health, and quality of life by considering this "triple bottom line" when making decisions, taking actions, or making investments.

Objectives & Actions Table

Table Key

Time Frame: *S* Short-term (0-2 years), *M* Mid-term (3-5 years), *L* Long-term (5-10 years), *O* Ongoing

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

Objectives & Actions		Timing	Resp.	Funds
ED 1 Enhance the experience of Skagway for visitors while maximizing the benefits of the visitor industry for the community.				
ED 1A	<p>Initiate a Tourism Best Management Practices (TBMP) program and annual agreement:</p> <ul style="list-style-type: none"> Support development of an industry-led TBMP committee to prepare an annual agreement on tourism industry operations and practices. (provide CVB staff support, seek business leader to chairman). Identify metrics for specific sites and areas of Skagway that could indicate over-capacity—including sentiment of residents—and measures that could be implemented as a result. 	S	MOS, WPYR, CVB, SDC, Chamber, Biz	L
ED 1B	<p>Invest in infrastructure and services that enhance the ability to manage and ensure visitor enjoyment, safety, and comfort:</p> <ul style="list-style-type: none"> Construct more restrooms throughout town. Reduce volume of garbage that visitors produce through active reduce-reuse-recycle-compost program and education with businesses, operators, and tourists; link compliance to Tourism Best Management Practices agreement. Prevent development in areas at high risk for rockslides and flooding unless risks can be mitigated, including on municipal land, and work with landowners to identify responsibilities and action plans for mitigating risk. <i>Cross reference with L 2D</i> Design and install wider walking paths and connected green space through waterfront, from Pullen Creek to Yakutania Point footbridge, and to and from each Dock. <i>Cross reference with L 3I and R 2B</i> 	O	MOS, WPYR, NPS	M-H
ED 1C	<p>Build or redesign docks to berth up to two of the largest cruise ships to retain market share. <i>Cross reference with L 3F</i></p>	S	MOS, SDC	M-H
ED 2 Increase municipal engagement in port management with a focus on community wealth generation. <i>Cross reference with T 14</i>				
ED 2A	<p>By no later than 2021, have publicly affirmed decision on port management structure that results in complete or shared municipal management of the Port of Skagway (Tidelands Lease expires in 2023).</p>	S	MOS, WPYR	L-M
ED 2B	<p>Increase municipal revenue from the use of Port to help fund service and infrastructure improvements and maintenance:</p> <ul style="list-style-type: none"> Develop options—including higher lease payments, higher user fees, a municipal head tax—assess pros and cons, choose preferred direction, and implement. 	S	MOS	M

Objectives & Actions		Timing	Resp.	Funds
ED 2C	Hire a municipal Port director to guide municipal engagement in decisions about the goals and operation of the Port.	S	MOS	M
ED 3 Build on Skagway's economic assets and competitive advantages to diversify the economy and strengthen local businesses.				
ED 3A	Invest in space for local business owners to test concepts: <ul style="list-style-type: none"> • Create an occasional, seasonal, or year-round Marketplace that allows temporary structures and caters to new and pop-up businesses, food carts, and similar ventures to support entrepreneurship and allow local residents a low-cost way to enter the market and test business ideas. 	M	MOS, SDC, Biz	L-M
ED 3B	Continue to encourage and promote shoulder-season and winter festivals and events.	O	MOS, CVB, SDC, Chamber	L
ED 3C	Determine if recent reduction in rooms for rent has harmed businesses and economic opportunity <ul style="list-style-type: none"> • Monitor hotel-motel-lodging occupancy rates in summer, fall, and winter 2020. 	S	MOS, SDC	L
ED 3D	Continue to engage in efforts to attract more independent travelers <ul style="list-style-type: none"> • Develop campground in or close to town; take action to replace 30+ RVs used for short term rentals at Garden City. <i>Cross reference with L 3N and H 6B</i> 	O	MOS, CVB, SDC, Chamber	L-M
ED 3E	Use former Fire Hall for a combined Creator Space, with rental offices and apartments. Creator Space would be for individuals with expertise or interest in new and traditional tools to gather together to work on projects, share knowledge, and collaborate on ideas.	S-M	SDC, MOS, Chamber	M
ED 3F	Build on local assets, develop local workforce and jobs, and capture local spending "leaking" from economy by expanding and supporting the existing carpentry, diesel, machine, welding, and mechanics and related industry cluster: <ul style="list-style-type: none"> • Add a vocational training program market locally and statewide, partnering with Skagway Schools, SDC, and local businesses to create a career learning program. Identify student housing as part of work. • Create formal apprenticeship/learning opportunities with WPYR, NPS, other. 	O	SDC (lead), School, NPS, WPYR, Chamber, Biz	M
ED 3G	Achieve greater food security and small business opportunities by supporting locally grown food enterprises. <ul style="list-style-type: none"> • Create local online food marketplace or integrate with regional online Salt & Soil marketplace. 	O	MOS, SDC, Biz	L
ED 3H	Build commercial kitchen for public use at the Recreation Center, Creator Space, or Senior Center to support cottage food enterprises.	S-M	MOS, SDC, Biz	L-M
ED 3I	Support efforts to renew the local hatchery. <ul style="list-style-type: none"> • Establish partnerships to achieve this, including researching grant opportunities and options for charter and sport fishing businesses to support operations. 	S-M	MOS, SDC, School, STC, TIWC, charters	M

Objectives & Actions		Timing	Resp.	Funds
ED 3J	Plan for and take advantage of business and social service opportunities and needs that the continuing significant increase in senior population is creating.	S, O	DMHC, Biz, churches	L-M
ED 3K	Ensure an adequate supply of appropriately zoned land is available for commerce and industry.	O	MOS	M
ED 3L	Assess opportunities to expand the road-marine transshipment network to reduce the cost of supplies and increase exports.	O	MOS, SDC, Biz	L
ED 3M	Continue to fund local efforts to market and demonstrate the economic advantages and feasibility of the port for regional transshipment.	O	MOS	L
ED 3N	Support efforts to expand marine services in the small boat yard and harbor.	S, O	MOS, Small boat harbor, SDC, Biz	L-M
ED 4 Continue to enhance and promote community amenities to attract and retain talent and business. (For additional details and actions, see "Recreation" chapter)				
ED 4A	Expand the Recreation Center, including daycare and summer children's programs, and pool if possible.	S-M	MOS	H
ED 4B	Support Skagway Schools, continue investing in quality primary and secondary education.	O	School, MOS	H
ED 4C	Develop additional parks and open space through systematic implementation of Recreation objectives and actions .	S, M, L	MOS	M
ED 5 Take a lead role in ensuring balance among economic growth, environmental health, and quality of life by considering this "triple bottom line" when making decisions, taking actions, or making investments.				
ED 5A	Discuss whether and how proposed actions and investments consider and balance the physical-social-and economic aspects of life in Skagway. <i>Cross reference with QOL 1A</i>	O	Assembly, P&Z, Manager, all MOS decision- makers	L



Transportation



Goal

Provide an integrated, efficient, safe, and reliable transportation network that facilitates the movement of goods and people in and through Skagway.

Key Challenges & Opportunities

- The safety of visitors continues to be of concern given overcrowding of sidewalks and lack of defined crossings on Broadway.
- Wayfinding signs for visitors and improved landscaping between the docks and the historic district is needed.
- There are specific locations in residential areas where marked crosswalks, improved or added sidewalks, and bike lanes would help increase safety for pedestrians, including students: all of Main Street, across Alaska Street at intersection of 23rd Avenue, around Skagway School, and State Street.

- Traffic flow can be improved, especially restricting some tour traffic from residential areas and restricting empty tour vehicles from traveling north to south on Broadway.
- Parking of vehicles close to intersections along State Street makes crossing in a vehicle or as a pedestrian difficult.
- The 55-year lease of the Ore and Broadway docks by WPYR, signed in 1968, ends in 2023.
- Better separation of industrial and tourism uses of the Port.
- The State of Alaska is a key partner given their ownership of roads within (e.g. Dyea Road) and to Skagway (e.g. Klondike Highway).
- Opportunities exist to maintain Skagway's generally excellent air quality through electrification.

Objectives

1. Reduce congestion and improve pedestrian movement, crossings, and safety along Broadway and within the Historic District.
2. Provide for well-marked and safe pedestrian and vehicle travel along the waterfront and to and from the waterfront and town.
3. Reduce congestion and improve pedestrian access and safety along Spring Street.
4. Restrict tour traffic through some residential neighborhoods.
5. Improve pedestrian movement, crossings, and safety on State Street.
6. Improvements allow Main Street allow it to become Skagway's premier walking and biking residential street.
7. Improve pedestrian movement, crossings, and safety around School and on Alaska Street.
8. Provide adequate and safe parking, reduce parking demand, and enforce limits.

(Cont.)

9. Identify clear list of enforcement priorities and work with police to increase warnings and citations.
10. Modify public transit schedule to increase use by workers.
11. Maintain safe, year-round road access to and within Skagway.
12. Maintain and improve marine access to and from Skagway.
13. Reduce Skagway's greenhouse gas emissions.

Objectives & Actions Table

Table Key

Time Frame: *S* Short-term (0-2 years), *M* Mid-term (3-5 years), *L* Long-term (5-10 years), *O* Ongoing

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

Objectives & Actions		Timing	Resp.	Funds
T 1 Reduce congestion and improve pedestrian movement, crossings, and safety along Broadway and within the Historic District.				
T 1A	Coordinate a Tourism Best Management Practices Committee meeting prior to each season to establish an agreement for upcoming season on where tour buses and vans will, and will not, travel.	S	MOS, SMART bus, PD, Tour Biz	L
T 1B	Prohibit (with exception as needed) empty tour vehicles (buses, vans) from traveling north to south on Broadway.	S	MOS, PD, Tour Biz	L
T 1C	<p>Make Broadway a one-way street (from south to north) in 2020 for a trial month or season (May 1-October 1). Lane options are:</p> <ul style="list-style-type: none"> a) Make one lane of traffic for "through traffic" and the other lane for vehicles that want to pull over, stop to talk about the sights, then pull back into the driving lane (parking and bus stops remain as is) b) Have only one lane of vehicle traffic in the middle with one side of the street for parking and bus stops, and the other side of street for an expanded walking, biking area, place for benches, "pop-up parklets", etc. c) Maintain two lanes of traffic but have parking and bus stops on one side only the other side for with an expanded walking, biking area, place for benches, parklets, etc. <p>Note: If Option (a) above is not implemented, tour vehicles wishing to travel slower than 10 mph should be required to pull over and stop.</p>	S	MOS, PD, Biz	M

Objectives & Actions		Timing	Resp.	Funds
T 1D	Install crosswalks: 1) at intersection of Broadway and 2 nd Avenue (all ways) and possibly add a crossing guard; and 2) at all intersections through 6 th Avenue, or at a minimum at 5 th Avenue.	S	MOS	L
T 1E	Widen the sidewalk from the Broadway Dock to 1 st Avenue.	S	MOS	M
T 1F	Maintain ongoing and sufficient funding to repair, clean, and maintain wooden boardwalks.	O	MOS	M
T 1G	Determine rules and infrastructure for e-scooters and e-bikes.	S	MOS, PD, Tour Biz	L
T 2 Provide for well-marked and safe pedestrian and vehicle travel along the waterfront and to and from the waterfront and town.				
T 2A	Add more and improved wayfinding signage, including: <ul style="list-style-type: none"> a) Integrate color-coordinated wayfinding marks into sidewalks, coordinating with the "Welcome to Skagway" wayfinding maps; b) Develop better wayfinding signage and guideposts (including maps) around/to/at docks and through town that also communicate Skagway's history; c) Consider adding signs that list what ship is moored at each dock (this would require changing each morning or historically appropriate electronic displays, e.g. split-flap display/Solari boards); d) Add sign at end of Ore Dock (heading into town) to direct pedestrians to walkway; e) Create Ferry Terminal signage: "Welcome to Skagway," and for departing the historic district "Ferry Terminal Ahead" or "Dead End" or "Cruise ships not accessible"; f) Use universally understood symbols, such as WC for restroom, and i for information. 	S	MOS, WPYR	M
T 2B	Install a system of connected, landscaped walking paths and parks/green space, between waterfront destinations, and from the waterfront to the Skagway Museum, Gold-Rush-era historic structures, and the Broadway historic shopping district.	M	MOS	M
T 2C	Complete the Pullen Creek Stream Walk / Municipal Loop. <i>Cross reference with R 2B and L 1G</i>	S	MOS	M
T 2D	Install a crosswalk at 2 nd Avenue, just after the railroad tracks, to connect the trail along Pullen Pond with the Stream Walk.	S	MOS	L
T 3 Reduce congestion and improve pedestrian access and safety along Spring Street.				
T 3A	Improve sidewalks: <ul style="list-style-type: none"> • Add a sidewalk along the east side of Spring Street, from 2nd to 5th Avenue. • Complete the sidewalk along the north side of 2nd Avenue, from Spring Street to the railroad tracks. 	M	MOS	M
T 3B	Install crosswalks at key locations: <ul style="list-style-type: none"> • Add two crosswalks at the intersection of 2nd Avenue and across Spring Street where the sidewalk terminates at Spring Street. • Across Spring Street to direct those exiting the Pullen Creek Stream Walk to cross over and enter the downtown shopping district. 	S	MOS	L
T 3C	Reach agreement with NPS about solution for narrow roadway at the corner of Spring Street and 5 th Avenue which could include restricting tour vehicle use or widening the road,	S	MOS	L-M

Objectives & Actions		Timing	Resp.	Funds
T 4 Restrict tour traffic through some residential neighborhoods.				
T 4A	Coordinate a Tourism Best Management Practices Committee meeting prior to each season to establish an agreement for upcoming season on where tour buses and vans will, and will not, travel.	S, O	MOS, WPYR, Tour Biz	L
T 4B	As part of Seven Pastures Master Planning (see Recreation chapter), determine if tour vehicles should be allowed or prohibited in Seven Pastures recreation area.	S	MOS, Tour Biz	L
T 5 Improve pedestrian movement, crossings, and safety on State Street.				
T 5A	Expand line of sight for turning onto State Street by either: <ul style="list-style-type: none"> • Enlarging the no-parking zone (20 feet now) by an additional 20 feet on both sides of State Street at intersections; • Adding 'bulb-out' curbs at corners, into State Street, that are the width of a car so pedestrians can stand out farther and see cars (and vice versa); or • Eliminating parking on State Street (south of 8th Avenue). 	S	MOS, ADOTPF	M
T 5B	Add crosswalks at State Street and 8 th Avenue (on 3 sides).	S	MOS, ADOTPF	L
T 5C	Coordinate with ADOT&PF immediately to integrate desired crosswalks and bulb-outs into design for State Street project.	S	MOS, ADOTPF	L
T 6 Improvements on Main Street allow it to become Skagway's premier walking and biking residential street.				
T 6A	Implement Main Street walking and biking enhancements: <ul style="list-style-type: none"> • Narrow drive lanes to 11-foot striped lanes (common lane width in residential areas), • Add a 5- to 10-foot wide sidewalk on one or both sides of the street, from intersection with State Street (at south end by the Port of Skagway) to 23rd Avenue; • Add a 5- to 10-foot wide bike lane on one or both sides of the street, from intersection with State Street (at south end by the Port of Skagway) to 23rd Avenue. 	M	MOS, ADOTPF	M-H
T 6B	Add missing sidewalk segment and enforce speeding by Little Dippers/Senior Center.	S	MOS, PD	L
T 6C	Add crosswalks: <ul style="list-style-type: none"> • On three sides at Main Street and 8th Avenue. 	S	MOS	L
T 6D	Complete Skagway Loop Trail, which includes a bike-walk portion along Main Street and the airport dike, and bike-walk portion on east side of Dyea Road: <ul style="list-style-type: none"> • Designate unofficial dike as a multi-use trail (consult with users and landowners on design and regulations) • Work with ADOT&PF to add a 1-mile long, 4- to 6-foot wide multiuse path to east side of Dyea Road from connection with Yakutania/AB Mtn trail system to cemetery/fire training site in order to complete loop trail (see the Recreation chapter for more detail including Figure R-9) 	M	MOS, ADOTPF	M

Objectives & Actions		Timing	Resp.	Funds
T 7 Improve pedestrian movement, crossings, and safety around School and on Alaska Street				
T 7A	At intersection of 15 th Avenue and Alaska Street: <ul style="list-style-type: none"> • Install stop signs in both ways on Alaska Street where it intersects 15th Avenue; • Add a crosswalk on Alaska Street where it crosses 15th Avenue; • Consider finishing the 15th Avenue sidewalk all the way to the intersection with Alaska Street, although the grassy area there now may suffice. 	S	MOS	L
T 7B	Prioritize speeding and traffic law enforcement around the school. Options include issuing traffic tickets, a strategically placed moveable sign in the fall when school starts that flashes vehicle speed, and movable or permanent speed bumps.	O	MOS, PD	L
T 7C	If possible, when redeveloping Garden City, do not make 16 th Avenue a through street for the safety of students.	S	MOS	L
T 7D	Add a crosswalk across Alaska Street where it meets 23rd Avenue/Klondike Highway at the north end of town.	S	MOS	L
T 8 Provide adequate and safe parking, reduce parking demand, and enforce limits.				
T 8A	Reduce all-day on-street parking by: <ul style="list-style-type: none"> • Providing education about new municipal parking lots, offering incentives to use them, and enforcing 2-hour parking limit; • Encouraging SMART bus to institute earlier pick-up hours to meet workers' schedules (see T-10 below). Businesses could provide incentives for SMART bus use; • Prohibiting summertime parking north of the alley on the Spring Street curve, between 4th and 5th Avenues, since the narrow road makes it difficult to see parked cars when heading south. 	S	MOS, PD	L
T 8B	Hire a transportation professional analyze current and possible parking strategies to meet downtown's tour provider, shopper, and worker needs while minimizing on-street parking in residential neighborhoods.	S	MOS	L-M
T 9 Identify clear list of enforcement priorities and work with police to increase warnings and citations.				
T 9A	Acquire boots or tow truck as needed.	S	MOS, PD	L
T 10 Modify public transit schedule to increase use by workers.				
T 10A	Hire a transportation professional to conduct a parking analysis considering the changes to parking downtown to assess impact on residential streets.	S	MOS, SMART Bus	L
T 11 Maintain safe, year-round road access to and within Skagway.				
T 11A	Work with the State of Alaska, the Alaska State Legislature and the Canadian government to ensure that the Klondike Highway remains open year-round: <ul style="list-style-type: none"> • Continue to lobby for improvements to and maintenance funding for the Klondike Highway. 	O	MOS, ADOTPF, State Legislators, Canadian gov't	L

Objectives & Actions		Timing	Resp.	Funds
T 11B	<p>Work with ADOT&PF to maintain and improve State roads:</p> <ul style="list-style-type: none"> Maintain and upgrade the state-owned Klondike Highway, Dyea Road, and Liarsville Road to improve safety while retaining the natural and historic character of each. Accomplish through dialogue and collaborative work with the ADOT&PF, road residents, road users, MOS, AP&T, and the NPS; Periodically assess the status of State roads (Klondike Highway, Dyea Road, and Liarsville Road) and bridges (Pat Moore Bridge, Taiya River Bridge, Skagway River Bridge at 23rd Avenue, and William Moore Bridge at 14 mile Klondike Highway), so that the State and MOS can schedule maintenance and funding to prevent deterioration and emergency maintenance and repairs. Support State and federal funding for road improvements. 	O	MOS, ADOTPF	M
T 11D	Track needed roadway improvements per priority, cost, and potential funding and incorporate into the MOS Capital Improvements Plan and submit for inclusion to the Statewide Transportation Improvement Plan.	O	MOS	L
T 12 Maintain and improve marine access to and from Skagway.				
T 12A	Support regular AMHS (or other for public use) ferry service in Lynn Canal and improve frequency of service and scheduled hours of arrival and departure.	S, O	MOS, SE Conf, MTAB, ADOTPF, State Legislators	L-M
T 12B	Maintain and improve barge service and related transportation facilities.	S, O	MOS, AML	L-M
T 13 Reduce Skagway's greenhouse gas emissions.				
T 13A	Conduct a Greenhouse Gas (GHG) baseline inventory and establish municipal goals.	S	MOS	L
T 13B	<p>Increase electrification of current fossil fuel modes where feasible:</p> <ul style="list-style-type: none"> Determine if electric capacity from renewable sources exists and the costs to bring shoreside power to cruise docks and require use while in port; Install electric vehicle charging stations; As Municipal vehicles need replacement do so with electric vehicles where practical; Consider partial sales tax rebate for tour/sightseeing/guiding businesses that adopt electric vehicles. 	O	MOS	M



Recreation



Goal

Continue to recognize the importance of recreation in local quality of life and its influence in decisions people make to move to, and remain in, Skagway. Maintain and expand outdoor and indoor recreation assets, facilities, and opportunities in Skagway.

Key Challenges & Opportunities

- The Skagway Recreation Center (SRC) is so popular that it is often overcrowded and cannot meet community demand.
- An increasing number of visitors and residents are crowding trails near town in the summer.
- It is time to update trail planning and set priorities for desired improvements.

- Are there any areas where development of a commercial hiking tour/trail would be appropriate?
- Opportunities exist to increase capacity to accomplish trail work by partnering with Skagway Traditional Council and by forming a multi-partner Trails Improvement ad hoc committee or a Non-Profit.
- Developing a cohesive system of linked green spaces along the waterfront that are accessible to all users will enhance the quality of life of residents and the experience of seasonal visitors.
- Additional hiking trails in the West Creek area is the community's top priority per the MOS 2019 Recreation Survey.

Objectives

1. Maintain and improve outdoor recreation opportunities including parks and trails, and playing fields. Activities for youth and seniors deserve special attention.
2. Enhance the quality of life of residents and the experience of visitors by developing a network of linked green areas along the waterfront and through town that are accessible for all users.
3. Enlarge the Skagway Recreation Center to meet current and expected future demands for its use.
4. Update Skagway zoning code to support and protect recreation; follow and enforce plans adopted by ordinance.

Objectives & Actions Table

Table Key

Time Frame: *S* Short-term (0-2 years), *M* Mid-term (3-5 years), *L* Long-term (5-10 years), *O* Ongoing

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

Objectives & Actions		Timing	Resp.	Funds
R 1 Maintain and improve outdoor recreation opportunities including parks, trails, and playing fields. Activities for youth and seniors deserve special attention.				
R 1A	Update Skagway Comprehensive Trails Plan based on results of MOS 2019 Recreation Survey and Skagway 2030 Comprehensive Plan Recreation Chapter.	S	MOS	L
R 1B	Establish a Trail Improvement Group (TIG) to develop and maintain trails in cooperation with multiple landowners. It would be either an appointed group that reports to the Assembly's Parks and Recreation Committee or a non-profit.	S, O	MOS, STC, NPS, USFS, Biz	L
R 1C	Develop and execute a strategy for trails funding, using expertise and resources of MOS, partners, and grants.	S	MOS, TIG, STC, NPS	L
R 1D	Recognize that Skagway is an outdoor recreation destination, and that Skagway's trail system is important to attracting and retaining families, young adults, and other residents as well as seasonal employees. <i>Cross reference with ED 4</i>	O	MOS, CVB, Chamber, SDC, Biz, ski club	L
R 1E	Complete a Master Plan for the area south of (but including) Seven Pastures along the river to provide predictability and ensure current and future uses are compatible. <ul style="list-style-type: none"> Anticipated uses in this area, which is subject to periodic flooding, likely will include some combination of picnic areas, a disc-golf course, a 3-hole golf area, additional playing fields, community gardens, ATV trail, a place to play corn hole, a dog park, a track, and similar uses. Pursue municipal acquisition of the land adjacent to the Skagway River from the State. 	S	MOS, State, public	L
R 1F	Support trail, park, and recreation improvements by other landowners within the Borough, including the Klondike Gold Rush National Historical Park, the Tongass National Forest, Bureau of Land Management, and the State of Alaska.	O	MOS, NPS, USFS, BLM, State	L
R 1G	Keep City trail maps up to date.	M, O	CVB, MOS	L
R 1H	Determine if there is public land (MOS or other) near to town that could be suitable to lease for development of a commercial hiking experience.	M	MOS, AMHT, USFS, Biz	L

Objectives & Actions		Timing	Resp.	Funds
R 2 Enhance the quality of life of residents and the experience of visitors by developing a network of linked green areas along the waterfront and through town that are accessible for all users.				
R 2A	Design and install wider walking paths and connected green space through waterfront, from Pullen Creek to Yakutania Point footbridge, and to and from each dock. Include trees and landscaping to better screen pedestrians from wind and dust. Include Welcome Garden and connected walking paths in grassy area between Pullen Pond and Centennial Park. <i>Cross reference with L 1G</i>	S	OASIS, SGY organic gardening society, STC, waterfront Biz, others	M-H
R 2B	Complete Pullen Creek Stream Walk and Municipal Loop. Market this part nature, part historic/shopping district Walking Loop to help relieve congestion and disperse visitors. <i>Cross reference with L 1G and T 2C</i>	S		M
R 3 Enlarge the Skagway Recreation Center to meet current and expected future demands for its use.				
R 3A	Move vote on 1% sales tax funding for recreation center expansion, including a pool, to ballot. Prior to voting: <ul style="list-style-type: none"> • Develop explanatory materials regarding SRC expansion facility and process. • Host community conversations and informational sessions prior to vote. • To prevent construction delay, consider two 1% sales tax ballot initiatives, one with and one without pool. 	S	MOS, SRC Advisory Bd	L
R 3B	Construct Recreation Center expansion.	S-M	MOS	H
R 3C	Develop a program to assist the business community to understand that a healthy lifestyle reduces health care costs and that a healthy workforce promotes economic growth and prosperity. Encourage businesses to offer employee memberships to the Recreation Center. Develop a program to promote outdoor activity as a means of reducing the incidence of certain diseases and obesity.	S	DMHC, SRC, MOS, School, businesses, civic orgs., churches	L
R 4 Update Skagway municipal code to support and protect recreation; follow and enforce plans adopted by ordinance.				
R 4A	Codify implementation measures from the West Creek Management Plan.	S	MOS	L
R 4B	Create a Public Land and Recreation (PLR) and/or Remote Recreation (RR) zoning district to provide more certainty and predictability about location of recreation and open space areas and rules therein.	S	MOS	L
R 4C	Ensure familiarity with, and adhere to, the management intent and rules in the Dyea (SMC 16.10), Dyea Flats (SMC 16.08), Dewey Lakes Recreation Area (SMC 16.12), Nahku Bay Conservation Area (SMC 16.14), and West Creek Management Plans as well as the Pullen Creek and Pond AMSA and Yakutania Point AMSA (SMC Title 17).	O	MOS	L

Housing



Goal

Increase housing in Skagway that meets local budgets and lifestyle preferences, which often are linked to phases of life.

Key Challenges & Opportunities

- Local construction is not able to keep pace with demand for year-round rental and sale housing.
- Population is projected to add 160 more people by 2030. By 2030, 150 to 200 new dwelling units will be needed. By 2025, 46-75 new dwelling units will be needed for new year-round residents, plus an additional 80 dwelling units will be needed for seasonal residents or visitors from Garden City RV Park. This totals 126 to 155 new dwelling units needed in Skagway. Between 2025 and 2030, another 30-49 new dwelling units are likely to be needed bringing the total need to 150 to 200. And, by 2035, another 25-41 dwellings will be needed if population forecasts prove accurate.
- Continuing dramatic increase in local senior population projected, with attendant housing needs.

- Lack of housing can threaten economic growth and cause young adults, families, and seniors to move. Affordable housing is needed for young adults, young families, and seniors.
- Affordable homes in good shape sell by word-of-mouth, there are not enough to meet the demand.
- Housing is needed that is affordable for young adults, young families, and seniors.
- Skagwegians desire more housing variety and types. There is interest in having more condominiums, apartments, cottage homes style development, townhouses, and shared wall dwelling units.
- Approximately half of Skagway households cannot afford to buy the median priced home without becoming cost-burdened (paying more than 30% of their income on housing and related costs).
- Lack of understanding of options, ambivalence, or opposition to various possible Municipality of Skagway roles in stimulating housing development (beyond selling land) has stymied action on development of senior housing and affordable housing. To break this cycle, refer to the Housing chapter section on "Options to Facilitate Increased Housing Affordability and Construction of Housing",
- Planned extension of water and sewer across the Skagway River Bridge will allow higher density residential development and redevelopment there.
- MOS purchase of 3.5-acre Garden City RV Park creates opportunity to meet housing needs in the townsite. MOS purchase of 15-acre site at Dyea Road and Klondike Highway also opens up housing options.
- Civic-minded business employers/managers who are committed to meeting their seasonal housing needs purchase housing to accomplish this; however, this reduces housing available for year-round rentals and sales.
- Current zoning code lacks clustered or cottage housing standards and planned unit development standards, which limits flexibility and creativity of landowners and developers to build more homes and more affordable homes. Code should also encourage higher density housing in certain areas.
- There are opportunity areas for additional MOS land subdivision and sales. Partner with or encourage AMHT to create a lower AB Mountain subdivision and land sale.
- A campground is needed both for visitors and to meet some of the seasonal housing demand.
- Skagway's topography limits developable land and road construction.

Objectives

1. By 2030, there will be construction of at least 150 new dwelling units (compared to 2019), which includes replacement stock of 50 RVs for seasonal workers and 30 spaces for day visitors. New housing should be a mix of housing styles.
2. Establish a one- to two-year Mayor's Housing Taskforce with staff support through Managers Office to accomplish housing objectives.
3. Cause housing development on municipal land at Garden City RV Park (Blocks 95 and 102) and on a portion of the 15-acre site off Klondike Highway.

A variety of municipal roles are expected, such as subdivision and sale of individual lots, sale of larger parcels or issuance of RFPs then sale to facilitate clustered housing subdivision and Planned Unit Development (PUD)s, retention of some land or discounted sale to facilitate construction of permanently affordable homes and senior housing.

4. See construction of at least 10 permanently affordable housing units.
5. Help Skagway's growing senior population stay in town by ensuring an adequate supply of aging-appropriate housing that those on fixed incomes can afford.

In 2018, there are about 155 residents age 65 or older. Projections are for 65 more residents this age (220 total) by 2030 and 40 more (260 total) by 2040.)

6. 1. Skagway has enough safe, sanitary seasonal worker housing to meet the demand.
7. Stimulate rehabilitation of uninhabitable housing stock through a combination of incentives and disincentives.
8. Enforce zoning and other code rules consistently—particularly in summer—so residents, business owners, developers, and investors have predictability and assurance.

Objectives & Actions Table

Table Key

Time Frame: *S* Short-term (0-2 years), *M* Mid-term (3-5 years), *L* Long-term (5-10 years), *O* Ongoing

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

Objectives & Actions	Timing	Resp.	Funds	
H 1 By 2030, there will be construction of at least 150 new dwelling units (compared to 2019), which includes replacement stock of 50 RVs for seasonal workers and 30 spaces for day visitors dwelling units at Garden City. New housing should be a mix of housing styles.				
H 1A	<p>Itemize and prepare analysis to enable informed decision-making on Housing Initiatives MOS could use to stimulate housing construction for four target populations: seniors, residents earning up to 120% of Area Median Income (AMI) and needing affordable housing for rent or sale, for essential personal (school teachers, police, fire fighters), and for year-round residents working full time.</p> <ul style="list-style-type: none"> For each Housing Initiative, identify purpose, pros & cons, estimated MOS cost, implications, and measures to assess effectiveness. Select initiatives acceptable to Skagway to accomplish housing objectives, as market alone not meeting needs 	S	MOS	L
H 1B	<p>Monitor housing development to ensure annual success on achieving year 2030 objective H-1. Permitting Official reports annually to Assembly and Planning and Zoning Commission.</p>	O	MOS	L
H 1C	<p>Continue the residential land disposal program for Borough-owned land (see Future Growth Maps).</p> <ul style="list-style-type: none"> NW of Dyea Rd. about 14 acres of MOS land in the vicinity of the AP&T microwave repeater (Figure L-14). NW of Dyea Rd. about 12 acres of AMHT land adjacent to Hilltop Lot 1, Block 2 (Figure L-14). About 12 acres of MOS land before and west of West Creek Bridge (Figure L-12). Build a pioneer road, then sell Taiya Overlook lots (already surveyed) (Figure L-12). The 3.5 MOS lots now housing Public Works shop on 5th by Alaska after building no longer needed and demolished. Either sell the 4.5 MOS lots west of Alaska Street (between 4th and alley north of 5th Avenue) for housing when not needed by Public Works, or, through land exchange assemble four contiguous lots and seek to have a congregate house or condo built (Figure L-15). 	O	MOS	L-H
H 1D	<p>Update the Zoning Code to modernize and provide consistent definitions; ensure rules facilitate the types of development Skagway wishes to encourage and that any updates do not create unintended consequences or loopholes.</p> <ul style="list-style-type: none"> Amend the Zoning Code to encourage development of more housing variety and types such as condominiums, apartments, cottage home style development, and clustered townhouses, and shared wall dwelling units. Zoning changes may include additional code sections and/or a Zoning Overlay District with rules. Zoning changes may include a section for cottage style housing development, or clustered housing (possibly via a Planned Unit Development) that encourages higher density, well-designed lot layouts that offer shared spaces, pedestrian connectivity, and protect important habitat or provide buffers without unduly restricting development potential. The absence of these options limits development and redevelopment opportunities and creativity. 	S	MOS	L

Objectives & Actions		Timing	Resp.	Funds
	<ul style="list-style-type: none"> Focus on development within the Future Growth Map Transition Areas, and other areas as appropriate. <i>Cross reference with L 3O</i>			
H 1E	Rezone portion of area north of the 23 rd Avenue Bridge to add a Transition Overlay Zone, per Future Growth Map L-16 and Land Use chapter, to better match existing development patterns and encourage higher density residential development that takes advantage of public investment in water and wastewater infrastructure. <i>Cross reference with L 3B</i>	S-M	MOS	L
H 2 Establish a one- to two-year Mayor's Housing Taskforce with staff support through Managers Office to accomplish housing objectives.				
H 2A	After one to two years, review progress and task list, determine if Taskforce sunsets or continues.	S	MOS	L
H 2B	Elect chair, members to include one to two Assembly members, one to two Planning Commissioners, and representatives from SDC, STC, NPS, large and small business owners with seasonal employees, builders, bankers, realtor, school, those seeking first time homes, churches, seniors. Define tasks to accomplish within 1-2 years.	S	MOS, many others	L
H 3 Cause housing development on municipal land at Garden City RV Park (blocks 95 and 102) and on a portion of the 15-acre site off Klondike Highway.				
H 3A	Develop, or cause to be developed through RFP, land sale or lease, and zoning code changes, 80-125 housing units on 5 acres of the MOS 15-acre site off Klondike Highway.	M	MOS, seasonal & other Biz, banks	M-H
H 3B	Work with current Garden City RV users and business community to determine if there are ways to cost share and build one or more congregate, bunkhouse, or apartment style housing complexes for multiple businesses to lease or rent units at 15-acre site. Explore co-op business model.	S	MOS, SDC, RV owners, seasonal Biz, banks, other	L
H 3C	Develop, or cause to be developed through RFP, land sale or lease, and zoning code changes, 48 or more housing units on 3.5 acres at Garden City. <ul style="list-style-type: none"> The SDC December 2019 Block 95 & 102 Strategic Plan suggests a target of 10 starter family dwellings in 5 years, 15 in eight years, 20 in 10 years and up to 26 in 15 years, if needed and community can support. (Starter =120% AMI) 	M	MOS, SDC, constr Biz, banks	M-H
H 4 See construction of at least 10 permanently affordable housing units.				
H 4A	Evaluate tools per H1 A to determine what could assist with construction of 10 permanently affordable homes in Skagway (a Community Land Trust is likely best tool).	S	MOS, SDC	L
H 4B	Assign a lead committee, person, or ad hoc group to monitor progress and accomplish.	S, O	MOS	L
H 5 Help Skagway's growing senior population stay in town by ensuring an adequate supply of aging-appropriate housing that those on fixed incomes can afford.				
H 5A	Evaluate tools per H1 A to determine what could assist with retrofitting homes for those less abled and building subsidized senior apartments.	S	MOS	L
H 5B	Assign a lead to ensure building of 7-8 units of senior housing occurs (3-4 subsidized, 4 market rate) (per 2015 draft report "Market Analysis, Independent and Assisted Living, Skagway, Alaska").	M	MOS	M-H

Objectives & Actions		Timing	Resp.	Funds
H 5C	Develop simple pre-approved designs/plans with home modifications to assist seniors to stay in their existing homes, waive permitting fees. Make available at City Hall counter.	S	MOS	L
H 5D	Support development of one or more Assisted Living homes or facilities in Skagway. <ul style="list-style-type: none"> • Bring in an expert to describe how to create and permit small, private, home-based assisted living. • If a resident has serious interest in providing this service/business, support their education process. 	S-M	MOS, Clinic, SDC, STC, volunteers	L
H 6 Skagway has enough safe, sanitary seasonal worker housing to meet the demand.				
H 6A	Better define seasonal housing deficit to meet 2025 needs.	S	SDC, Chamber	L
H 6B	Ensure there is always a legal campground in or near the Skagway townsite (public or private). <i>Cross reference with L 3N and ED 3D</i> <ul style="list-style-type: none"> • Develop (or cause to develop) a seasonal (no RV) campground in old paintball area N of Railroad Shops. • Install a 4,000-gallon water tank and a porta-potty/shower. 	S	MOS	L
H 6C	Continue efforts that increase the supply of safe seasonal housing, such as the program allowing one RV attached to water and sewer per home (now, only in effect until Garden City RVs are relocated), promoting accessory apartment construction, etc.	O	MOS	L
H 7 Stimulate rehabilitation of uninhabitable housing stock through a combination of incentives and disincentives.				
H 7A	Provide incentives and disincentives for owners of dilapidated structures to repair and bring them up to Code. <ul style="list-style-type: none"> • Examples of incentives: waiving or reducing building permit fees, abatement of resulting incremental increase in property taxes for five years, free inspection and listing of needed improvements by City personnel, and low interest loans. • Examples of disincentives: gradually increasing property tax levy to account for added expenses and public services that 'attractive nuisances' create. 	M, O	MOS	L
H 8 Enforce zoning and other code rules consistently—particularly in summer— so residents, business owners, developers, and investors have predictability and assurance.				
H 8A	Hire a summer code enforcement officer to increase MOS enforcement and inspection presence to address safe and sanitary housing violations including living in places/spaces without water and sewer, illegal camping, illegal fires, late night noise violations, abandoned vehicles, etc.	M	MOS	M

Land Use & Future Growth



Goal

Make public land available and regulate orderly use of both public and private land to:

- Maintain air, land, and water quality
- Reduce risks from natural hazards
- Foster economic development
- Provide for year-round and seasonal workforce housing
- Offer both dispersed and more urban recreation opportunities
- Preserve and enhance Skagway's historic character
- Enhance the quality of life for current and future generations

Key Challenges & Opportunities

Future Growth Transition Area:

- The Future Growth Maps (Figures L-10, 12, 14, and 16) designate a Transition Area to indicate that over the next 1 to 10 years or so, a transition in land use (and zoning) is expected to achieve desired future growth. See the Land Use chapter of the full plan for more details.

Air, Land, & Water Quality:

- Maintain air, land, and water quality.
- Designate wellhead and watershed protection areas to protect drinking water source(s).

- Cleanup contaminated sites.

Natural Hazards:

- Prevent development in areas at high risk for rockslides and flooding unless risks can be mitigated.

Residential:

- Make more land available for homes, and facilitating residential development by providing municipal land in a measured manner and encouraging other public landowners to do so as well.
- Housing is needed that is affordable for young adults, young families, and seniors.
- Within the next 2-3 years, Skagway must cause development of 80 dwelling units for the seasonal use (currently 50 for seasonal residents, 30 for day visitors/short term rentals) to replace those at Garden City RV Park prior to its redevelopment.
- By 2030, 150 to 200 new dwelling units will be needed. By 2025, 46-75 new dwelling units for new year-round residents, plus an additional 80 dwelling units for seasonal residents or visitors due to Garden City RV Park redevelopment. Thus, $46 \text{ to } 75 + 80 = 126 \text{ to } 155$ new dwelling units needed in Skagway by 2025. Between 2025 and 2030, another 30-49 new dwelling units are likely needed due to forecasted population growth, bringing the year 2030 total to 150 to 200 dwelling units needed. These numbers do not include the current pent-up housing demand.
- Skagwegians desire more housing variety and types. There is interest in having more condominiums, apartments, cottage homes style development, townhouses, and shared wall dwelling units.

Klondike Highway & Liarsville:

- Think, plan, and invest creatively; this could become an exciting, innovative, and interesting neighborhood in town.
- Relocate warehousing and storage type commercial uses to Liarsville Road to free up water and sewer serviced land along Klondike highway for residential and neighborhood commercial development.
- Critical to a successful transition in uses in this area as well as successful co-existence is maintaining and adding buffers between sand, gravel, rock and composting/solid waste activities and adjacent residential and tourist-oriented commercial uses.
- Create a landscaped Welcome to Skagway wayside and signage.

The Waterfront & Port:

- Maintain an efficient and well-functioning port.
- Make decisions on configuration for port infrastructure to accommodate

expected and desired cruise ships in a safe and efficient manner. This could require relocation of other assets like the ferry and freight dock to place a multi-use floating pier. Several analyses of options have been completed. The MOS needs to identify a preferred solution and stick to it.

- Several of the port's upland areas are now underutilized (Figure L-17 B).
- Maintain opportunities in the port and along the waterfront for diversified economic activity that is conducted in an environmentally sound manner.
- Install a new swinging ore-loading arm to ensure safe and efficient multi modal use of the waterfront.
- Remediate the ore terminal (see Air, Land, and Water quality section of this chapter).
- Have beautiful, well-defined, and safe pedestrian routes along and between waterfront areas (Figures L-16 and L-18A).
- Maintain regular marine access to and from Skagway (see AMHS section of Transportation chapter).
- Accomplish small boat harbor expansion including area for vessel storage and marine repair (see small boat harbor section of Transportation chapter).
- Independent visitors love the Pullen Creek RV Park, but it is not a water-dependent or related use. Harbor expansion as well as a need to add more restrooms in the area and provide better bus transport areas could require reconfiguration or relocation of all or part of the RV Park.

West Creek Vicinity:

- Identify areas suitable for low density, large lot residential development within the 12 acres of MOS land just before the West Creek Bridge, survey land, and have a residential land sale.
- Create a new, less steep (zig zag) trail from the Jay Frey Bridge to Lost Lake, consider rental cabin and outhouse at Lost Lake.
- Install low key signage at West Creek Bridge and Jay Frey Bridge with rules for area use on items such as firewood gathering, packing out your trash, no shooting, the level of fire danger, if trap lines are active, and some back-woods etiquette on trail-sharing.
- In 2022-2023, it will be 20 years since the MOS installed 20 culverts along West Creek Road; a program to inspect, clean ditches, and other maintenance will likely be warranted.
- Recognize firewood collection as an important use in the area. Better management is needed to make sure it is possible long-term, prevent people from leaving messes, to manage fire danger, to ensure a healthy forest, to spread harvest activities out so that there isn't too much taken from one spot for aesthetic and forest health reasons, and to clarify borough code and rules for firewood harvest. There is no support for large scale clear-cut timber

harvesting. Create a program to "piggy-back" firewood harvest and trail development. See West Creek Master Plan, Management Area 1.

Municipal Land & Facilities:

- Continue the residential land disposal program for Borough-owned land. Subdivide and sell land for residential development (see Future Growth Maps). For list of parcels and lots see Actions L 3K or H 1C.
- Reserve municipal land for a future water treatment facility adjacent to one or two wellheads (may be most land at 16th and Alaska, the new wellhead).
- Consolidate Public Works/Utilities facilities at the Wastewater Treatment/old Police station area and on half the new 15-acre site off Klondike Highway. When this has been accomplished, sell the 3.5 municipal lots at 5th Avenue and Alaska Street for residential development. Similarly either sell the 4.5 municipal lots west of Alaska Street or, through land exchange, assemble four contiguous lots and seek to have congruente housing or condo built.
- Determine best use for old former municipal fire hall.
- Reserve land adjacent to the wastewater facility for future expansion of that facility.
- Determine landfill/ash disposal areas/options (linked to solid waste handling, composting, future of incinerator etc.).
- Designate the old city hall for a year-round Senior Center with parking and an outdoor area in the back for relaxing and playing music. The facility will need renovation.
- Pursue an EPA Brownfields clean up and renovation grant and other funding to clean up the former health clinic site. Then, facilitate construction on the cleaned site of Senior Apartments. Alternative location for Senior Apartment (and Senior Center) is as part of Garden City development.

Rezoning is needed now:

- At the incinerator and ashfill area from Residential Conservation to Industrial.
- At the area between the railroad tracks and Spring Street, from 1st to 5th Avenues from Industrial Light to Business General.
- At Centennial Park and the six lots south of the alley between 1st and 2nd Avenues, and between Broadway and Spring Street should be rezoned from Industrial to Waterfront, and an allowable or conditional use added to Waterfront Zoning District for parks and landscaped walking paths, and similar uses that add to the beauty and enjoyment of the waterfront.
- At all or part of the West Creek Area from Residential Conservation to a new Remote Recreation and Resources Zoning District, because the uses approved, conditional allowed, and prohibited in RC don't match the management intent for the West Creek area.

Objectives

1. Help protect air, land, and water quality in Skagway including efforts to remediate contaminated sites and streams.
2. Help protect residents and property from natural hazards.
3. Manage municipal land use, land acquisition, and land disposal in an orderly manner to accomplish municipal goals. This includes providing an adequate supply of residential, commercial, industrial zoned land.
4. Ensure state and federal agencies give the Municipality of Skagway adequate notice of proposed actions within the borough to allow municipal review and comment.

Objectives & Actions Table

Table Key

Time Frame: *S* Short-term (0-2 years), *M* Mid-term (3-5 years), *L* Long-term (5-10 years), *O* Ongoing

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

Objectives & Actions		Timing	Resp.	Funds
L 1 Help protect air, land, and water quality in Skagway including efforts to remediate contaminated sites and streams.				
L 1A	In order to ensure compliance with federal and state air quality standards, establish an air quality baseline that captures data from all sources including cruise ships, busses, WPYR trains, incinerator, and other. Subsequently, conduct ongoing monitoring.	S	MOS, WPYR, NPS, Cruise Biz, NPS	L
L 1B	Maintain the drinking water wellhead protection program. <i>Cross reference with U 4B</i>	O	MOS	L
L 1C	Encourage remediation of the ore terminal property so infrastructure decisions and improvements can occur (see ADEC map and summaries in this chapter).	S	WPYR, MOS	H
L 1D	Encourage remediation of the nine active contaminated sites in Skagway (see ADEC map and summaries in this chapter).	O	MOS, land-owners	L-M-H
L 1E	Pursue EPA Brownfields grant funding to help accomplish remediation of Old Health Clinic site. https://www.epa.gov/brownfields/types-brownfields-grant-funding	S	MOS	L-M
L 1F	Continue to implement the 2006 Pullen Creek Action Plan , including repeating the Pullen Creek 2004-2005 water quality sampling to identify improvement or deterioration.	O	MOS, STC, TIWC, SAWC	L

Objectives & Actions		Timing	Resp.	Funds
L 1G	Complete Phase II of the Pullen Creek Stream Walk/Municipal Loop <i>Cross reference with R 2B and T 2C</i>	S	MOS	M
L 1H	Ensure that development along Pullen Creek and other anadromous streams uses best management practices including setbacks to maintain and enhance natural vegetation, water quality, fish passage and habitat, reduce erosion and maintain natural water flow.	O	MOS, WPYR, land-owners	L
L 1I	Provide a higher level of protection and stewardship on publicly owned land.	O	MOS, State, feds	L
L 1J	Systematically improve fish passage by continuing to fix culverts and enhance streamside habitat, eliminate urban runoff into Pullen Creek and other anadromous waterbodies, and clean up pools and streams that feed anadromous streams.	O	MOS, TIWC, STC, WPYR, NPS, land-owners	L
L 1K	Track program funding (USFWS, ADF&G, NPS, NRCS, EPA, others) available to property owners to accomplish stream and habitat improvements. Support property owners pursuing these opportunities.	O	MOS, TIWC, STC, SAWC, NPS	L
L 1L	Amend the zoning code at 19.04.020(c) to add a minimum 10 foot no disturbance setback from anadromous streams banks.	S	MOS	L
L 1M	Size storm water infrastructure to handle extreme weather events.	O	MOS	U
L 1N	Support efforts to identify and label stormwater drainages that exit to fish bearing streams and eliminate drainage of hazardous and toxic materials down these storm drains. Install and maintain oil/water separators if appropriate. Ensure public is aware of storm water catchment system locations, put locations on Skagway online map . <i>Cross reference with U 6F</i>	O	MOS, TIWC, STC, School	M
L 2 Help protect residents and property from natural hazards.				
L 2A	Develop public outreach and education programs regarding potential natural hazard impacts and personal planning preparations.	M	MOS	L
L 2B	Make geo-hazard maps available to the public.	S, O	MOS	L
L 2C	Keep natural hazard emergency response plans up-to-date, gather multi-agency first responders and test plan with table top and in-field exercises.	O	MOS	L
L 2D	Prevent development in areas at high risk for rockslides and flooding unless risks can be mitigated, including on municipal land. <ul style="list-style-type: none"> Work with landowners to identify responsibilities and action plans for mitigating risk. 	S, O	MOS	U
L 2E	Identify buildings that must remain operable during and following an earthquake, flood, tsunamis, rockslide and other emergencies; ensure building engineering is adequate to accomplish this.	O	MOS	U
L 2F	Develop, adopt, and enforce burn ordinances that control outdoor burning, require burn permits and restricts open campfires during identified weather periods (wind, dry etc.) <i>Cross reference with PS 2E</i>	S	MOS, FD	L

Objectives & Actions		Timing	Resp.	Funds
L 2G	Build and/or reinforce dikes or revetment walls to prevent subsidence, erosion, and flooding (revetment walls are sloping structures placed in such a way as to absorb the energy of incoming water).	O	MOS, land-owners, State	H
L 3 Manage municipal land use, land acquisition, and land disposal in an orderly manner to accomplish municipal goals. This includes providing an adequate supply of residential, commercial, industrial zoned land.				
L 3A	Extend water and wastewater systems across the 23 rd Avenue Bridge to enhance firefighting capabilities, allow higher density development, and to discontinue need for septic leach fields near the Skagway River drinking water aquifer. Size the system to support development in area north of bridge over next 30 years. <i>Cross reference with U 5 and PS 3</i>	S	MOS	H
L 3B	Rezone portion of area north of the 23 rd Avenue Bridge to add a Transition Overlay Zone, per Future Growth Map L-16 and Klondike Highway Focus Area, to encourage higher density residential and other development in area with public water and sewer. <i>Cross reference with H 1E</i>	S	MOS	L
L 3C	Prioritize land use and facilities at the Port for water-dependent, water-related, and water-oriented uses.	O	MOS	L
L 3D	Facilitate an efficient blend of land use and facilities for large and small cruise ships, other visitor-oriented moorage, the boat harbor, ore and fuel transshipment, general freight transshipment, and fishing activities in the Skagway port and waterfront.	O	MOS,	varies
L 3E	Improve the ability of the Port of Skagway to effectively serve freight and passenger transportation industries: <ul style="list-style-type: none"> • Consolidate industrial and freight use of Port of Skagway to the western docks and uplands, creating greater separation between tourism and industrial uses; • Ensure plans, facilities, infrastructure, and land use can accommodate growth in transshipment related development (ore, fuel, cargo, seafood); • Continue to fund local efforts to market and demonstrate the economic advantages and feasibility of the port for regional transshipment. <i>Cross reference with T 14 and ED 2</i>	O	MOS, SDC, WPYR, Biz	M
L 3F	Build or redesign docks to berth up to two of the largest cruise ships to retain market share. <i>Cross reference with ED 1 C</i>	S-M	MOS, Cruise lines	H
L 3G	Ensure plans, facilities, infrastructure, and land use can accommodate growth in transshipment-related development (ore, fuel, cargo, seafood). <i>Cross reference with T 14A</i>	S-M	MOS, AML, PM, Hunz	L-H
L 3H	Assess the need for and economic impact of expanding the small-boat harbor, including transient moorage for small cruise ships and independent yachters. <i>Cross reference with T 14B</i>	M-L	MOS	L
L 3I	Design and install wider walking paths and connected green space through waterfront, from Pullen Creek to Yakutania Point footbridge, and to and from each Dock. Include trees and landscaping to better screen pedestrians from wind and dust. Include Welcome Garden and connected walking paths in grassy area between Pullen Pond and Centennial Park. <i>Cross reference with R 2B and ED 1B</i>	S	OASIS, SGY organic gardening society, STC, waterfront Biz, others	M
L 3J	Periodically inventory land use and compare to the supply of undeveloped land in various zoning categories.	O	MOS	L

Objectives & Actions		Timing	Resp.	Funds
L 3K	<p>Continue the residential land disposal program for Borough-owned land. Subdivide and sell land for residential development (see Future Growth Maps): <i>Cross reference with H 1C</i></p> <ul style="list-style-type: none"> • NW of Dyea Rd, about 14 acres of MOS land in the vicinity of the AP&T microwave repeater (Figure L-14) • NW of Dyea Rd, about 12 acres of AMHT land adjacent to Hilltop Lot 1, Block 2 (Figure L-14); • About 12 acres of MOS land before and west of West Creek Bridge (Figure L-12); • Build a pioneer road, then sell Taiya Overlook lots (already surveyed) (Figure L-12); • The 3,5 MOS lots that are now Public Works shop on 5th by Alaska after building no longer needed and demolished (Figure L-15); • Either sell the 4.5 MOS lots west of Alaska Street (between 4th Avenue and alley north of 5th Avenue) when not needed by Public Works, or, through land exchange assemble four contiguous lots and seek to have congregate housing or condo built (Figure L-15). 	O	MOS	H
L 3L	Consolidate Public Works facilities at Wastewater Treatment Plant /former Police Station 'campus' and on half of 15-acre site on Klondike Highway.	S	MOS	L
L 3M	Reserve and designate municipal land for: <ul style="list-style-type: none"> • Land around one or more wellheads for future water treatment needs; • Rest of block east of Wastewater Treatment Plant for future expansion; • Old city hall at 5th and State for a year-round Senior Center; • Senior Apartments at 11th and Broadway (after remediation, old clinic site) or at Garden City. • Identify site for a water storage tank on Dyea Road above the airport to provide gravity feed water to homes in area, to enhance fire protection capabilities, and provide for higher density development. 	S-M	MOS	L
L 3N	Develop (or cause to develop) a seasonal (no RV) campground in the old paintball area north of Railroad Shops. <i>Cross reference with H 6B and ED 3D</i> <ul style="list-style-type: none"> • Install a 4,000-gallon water tank and a porta-potty and shower. 	S	MOS	L
L 3O	Update the Zoning Code to modernize and provide consistent definitions; ensure rules facilitate the types of development Skagway wishes to encourage (see Housing section for many for details and additional actions); and that any updates do not create unintended consequences or loopholes. <i>Cross reference with H 1D</i>	S	MOS	L
L 3P	Support local gardens and food production by ensuring the municipal code encourages these agricultural land uses.	O	MOS, SGY org, gardening soc., Biz	L
L 3Q	Continue to improve borough geographic information system (GIS). <ul style="list-style-type: none"> • Integrate Public Safety, Public Works, and Planning/Permitting use of GIS system. • Merge tax parcel and other data in GIS system. 	O	MOS	L
L 4 Ensure state and federal agencies give the MOS adequate notice of proposed actions within the borough to allow MSO review and comment.				
L 4A	When new state Commissioners or federal agency Regional Directors are appointed, send congratulations and welcome letter, invite them to Skagway, and remind them that Skagway requires notification about and intends to review all state or federal actions within Borough. This includes state or federal: <ul style="list-style-type: none"> • Intent to acquire, sell or exchange land within the Borough • Land management plans, actions, or policies being prepared or considered in the Borough • MOAs or MOUs being signed among landowners or managers within the Borough 	O	MOS	L

Land Use & Future Growth Definitions & Maps

Future Growth Designation	Purpose	Expected Zoning
Industrial	Encourage land uses and activities that are of an industrial nature. Industrial uses include manufacturing, processing, repairing and assembling goods. Because of noise, odors, waste and other impacts inherent in industrial activity, performance standards are applied. The zoning code makes a distinction between Industrial Light activities and Industrial activities.	Industrial, Industrial Light
Waterfront Commercial-Industrial	Encourage land uses and activities that are water-dependent, water-related or of a water-enjoyment nature. Priority should be for developments that directly depend on the water, a waterfront location, or both. Activities can be of an industrial or commercial nature..	Waterfront
Commercial	Encourage land uses and activities that are commercial in nature. Commercial uses include retail, the sale of goods and services, offices, and businesses.	Business General, Business Historic
Transition Area	<p>The Future Growth Map's Transition Area designation "lays on top" of whatever type of Future Growth Map designation is "underneath it." It is an overlay and indicates that a Transition in land use (and zoning) is expected to achieve the desired future described below.</p> <p>Encourage a greater variety of housing and more flexible lot layout here, especially on ½-acre (about 4 townsite lots) or larger parcels. Goal is to encourage planned multi-unit housing, and housing-business mixed-use, developments that feature a combination of condominiums, apartments, townhouses, shared wall dwelling units, single family homes that are cottage style, homes that may be smaller than is common, as well as 'neighborhood-friendly' businesses. Flexibility in density, minimum lot requirements, setbacks, and lot coverage is expected in exchange for clustered, cohesive multi-unit developments that recognize pedestrian connectivity and shared common space. To accomplish this in a predictable and orderly manner, the zoning code will likely be updated to add a Transition Area Overlay Zone and describe associated rules (or something similar).</p>	<p>Applies to all zoning within the Transition Area.</p> <p>Need a Transition Area Zoning Overlay district with code change to set consistent rules and govern development reviews. Code will include some combination of a bonus point system, Cottage Housing, Planned Unit Development (PUD), or other.</p>
Residential	Encourage development of a healthy, safe, and pleasant environment for residential living.	Residential General

Future Growth Designation	Purpose	Expected Zoning
Low Impact Residential	Encourage development of a healthy, safe, and pleasant environment for large lot residential living (one single family or duplex home per acre).	Residential Low Density, Residential Conservation
Recreation Reserve	This is undeveloped land that is either in public ownership or private rural land with recreation use and value. Recreation cabins, lodges, hiking trails, permitted commercial tours, seasonal recreational facilities, firewood gathering, and low-density housing are typically allowed here. Manage land for conservation of natural resources, fish, wildlife, scenery and views.	Residential Conservation, possible new Remote Recreation zone
Recreation, Open Space, Park	This is land with high recreation values. Some land will be left as undeveloped open space while other land will be actively managed to promote dispersed and more intensive recreation use, including visitor-related activities.	Residential Conservation, possible new Remote Recreation zone
Hydroelectric/ Recreation	This is land that is now, or could in the future, be used for hydroelectric generation. This designation is coupled with recreation because the goal is to dually provide access to alpine areas for recreation use in conjunction with hydroelectric access and development. These uses can be compatible, as they are at Dewey Lakes in Skagway.	Residential Conservation
Resource Reserve	This is undeveloped land managed for a balance of conservation and development of natural resources, for future low-density dispersed housing, and community growth. Resource Reserve allows a variety of dispersed well-designed uses, including housing, recreation, firewood harvest, high-grade (select) commercial timber harvest, rural road development, mineral extraction, hunting and helicopter landing, etcetera. Any uses proposed for land adjacent to or within viewshed of Chilkoot Trail must take the use of the NPS park unit into consideration, including avoiding or minimizing impacts to its recreational and historic use. Impacts to wildlife populations in the area must be avoided or minimized.	Residential Conservation

Figure L-9 Land Ownership - Borough

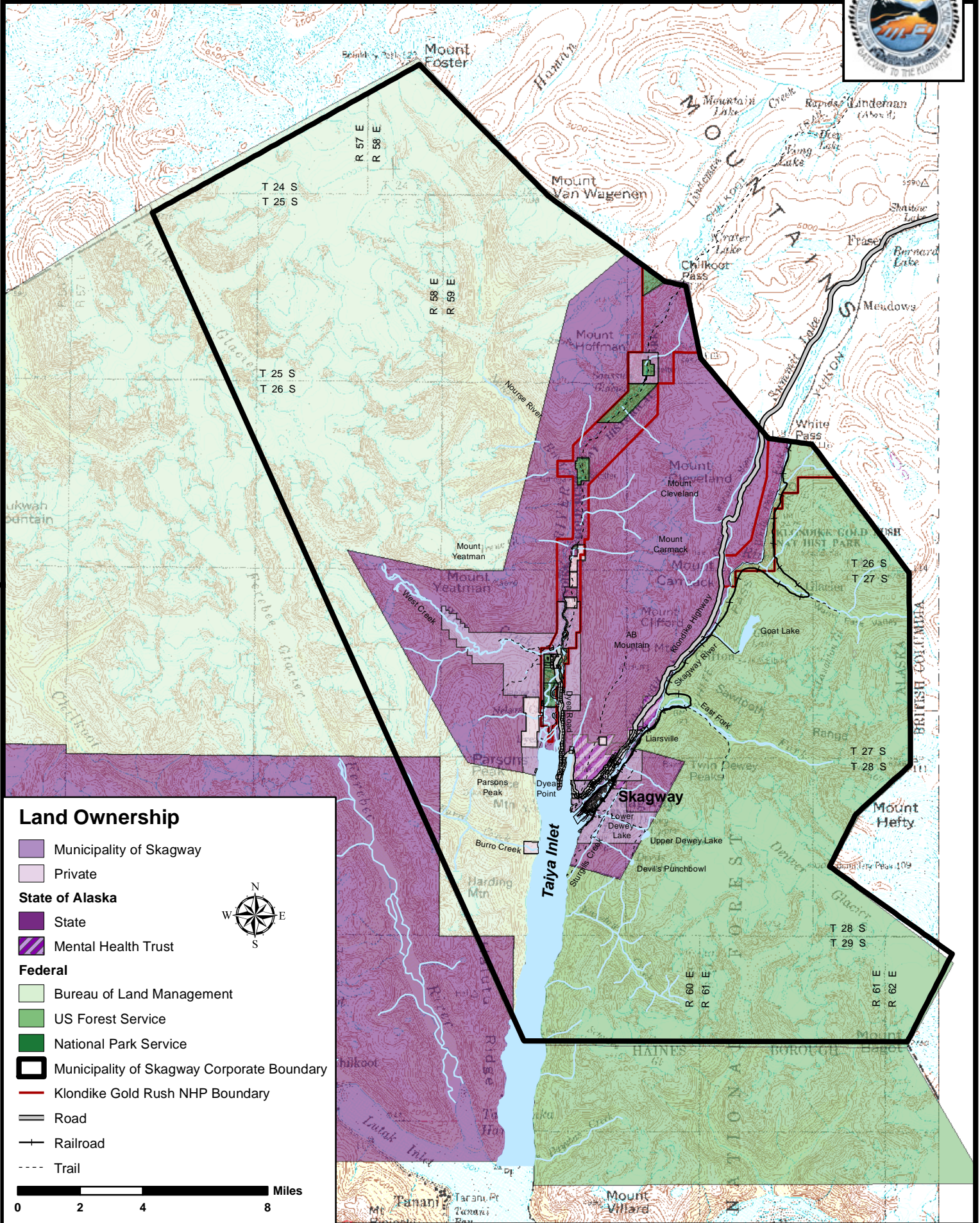
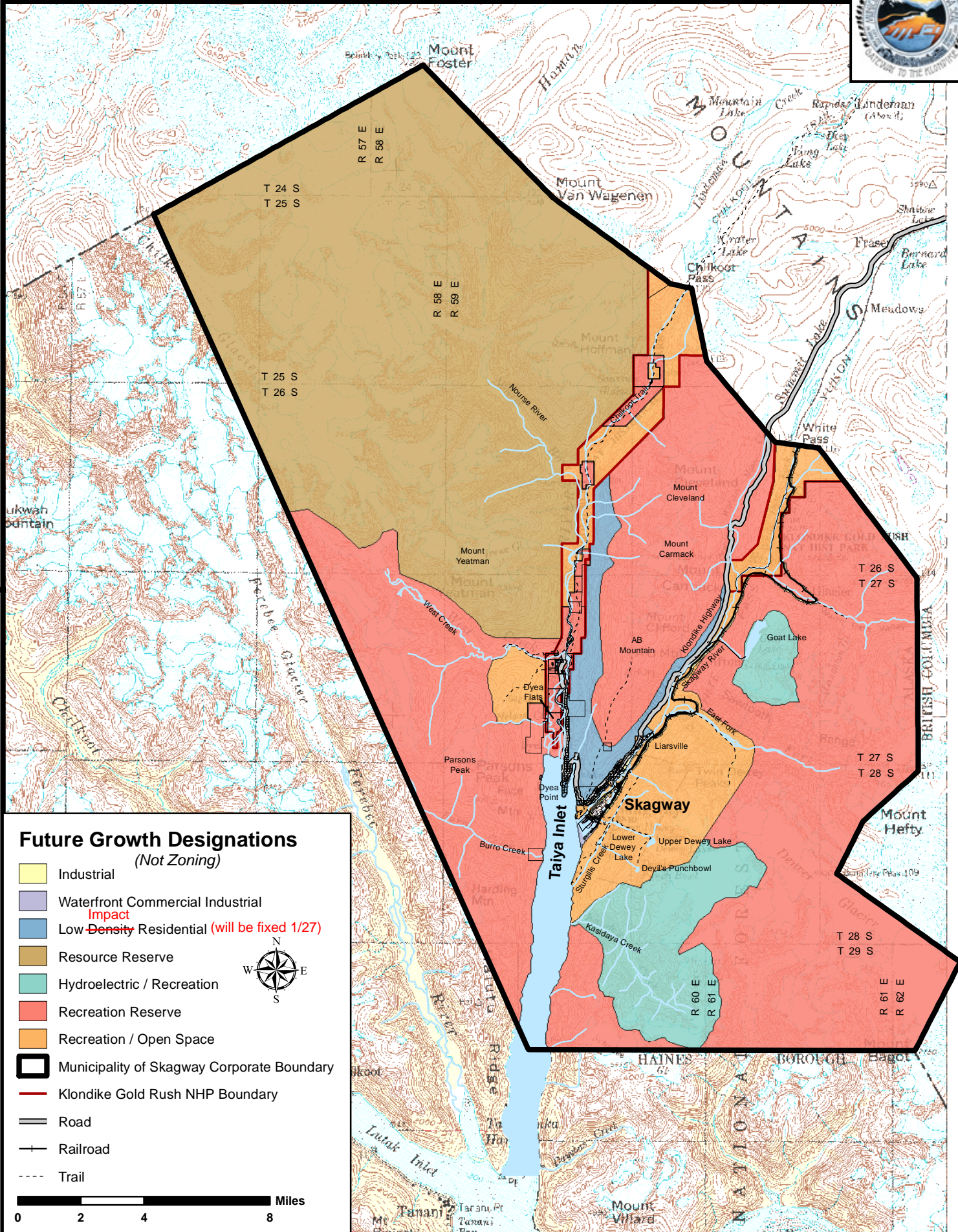


Figure L-10 Future Growth Map - Borough



Future Growth Designations (Not Zoning)

- Industrial
- Waterfront Commercial Industrial Impact
- Low Density Residential (will be fixed 1/27)
- Resource Reserve
- Hydroelectric / Recreation
- Recreation Reserve
- Recreation / Open Space
- Municipality of Skagway Corporate Boundary
- Klondike Gold Rush NHP Boundary
- Road
- Railroad
- Trail

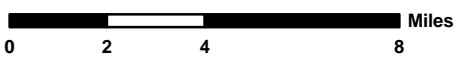


Figure L-11 Land Ownership - Dyea/Nakhu Area

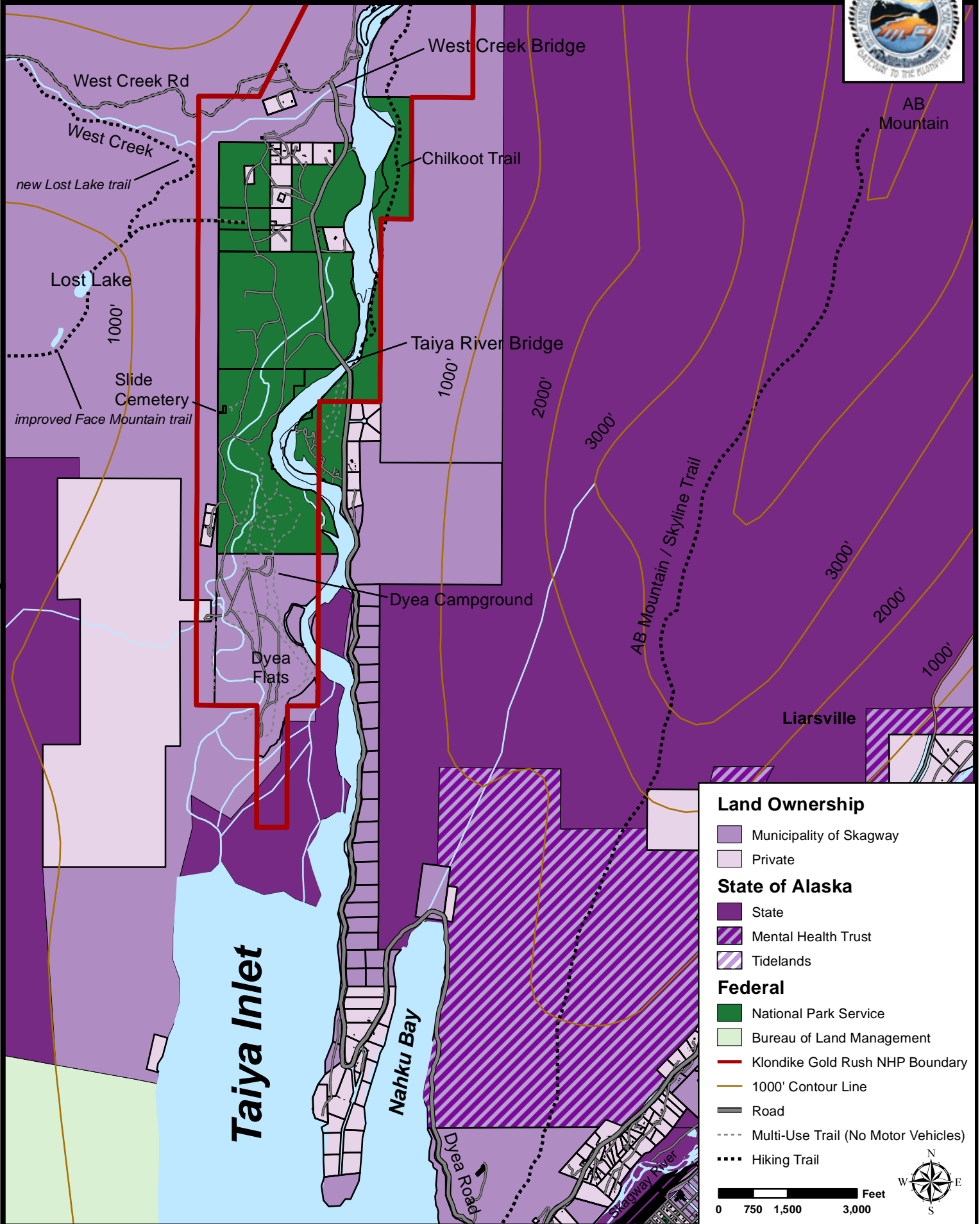


Figure L-12 Future Growth Map - Dyea/Nakhu Area

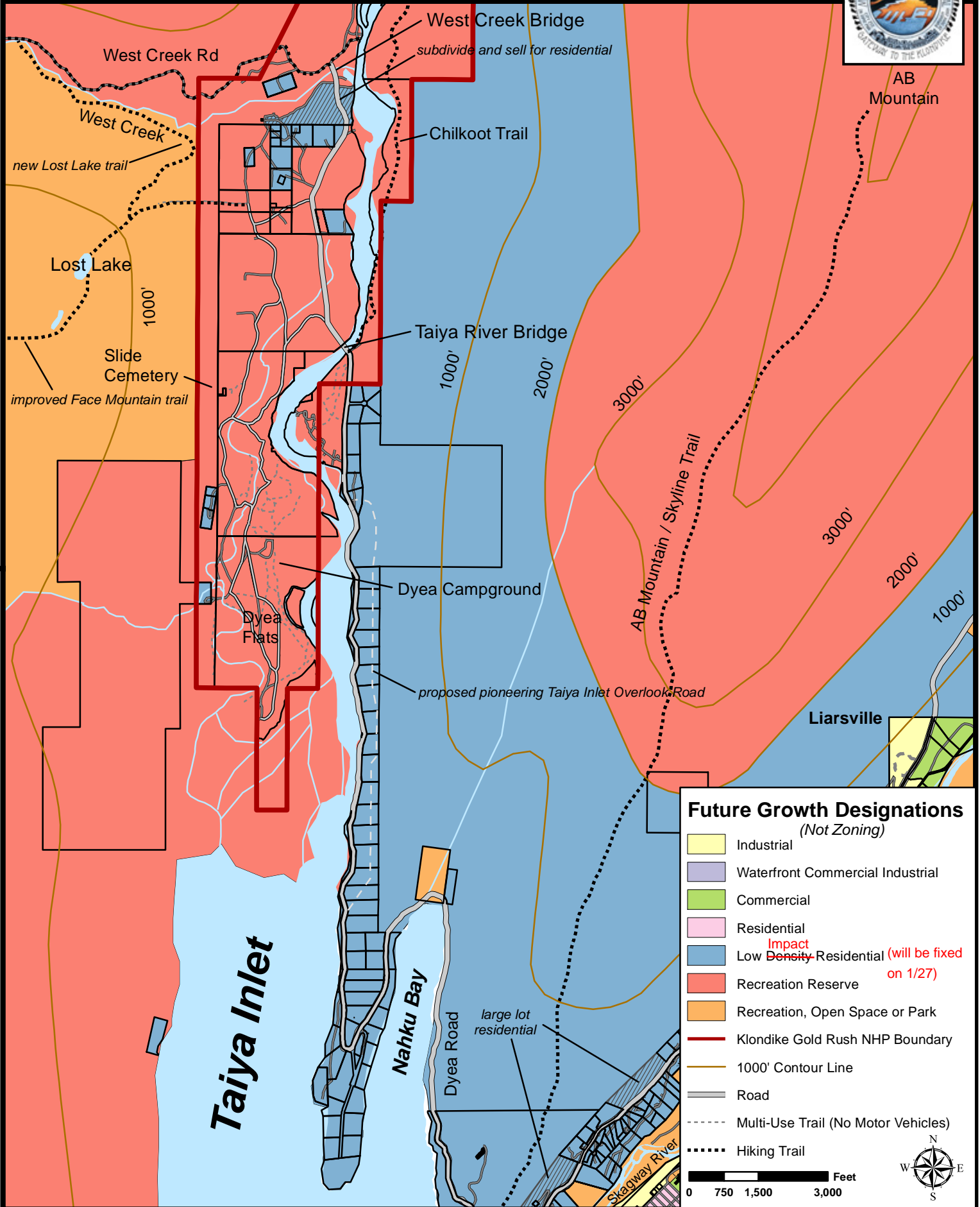


Figure L-13 Land Ownership - Klondike Hwy-Dyea Rd

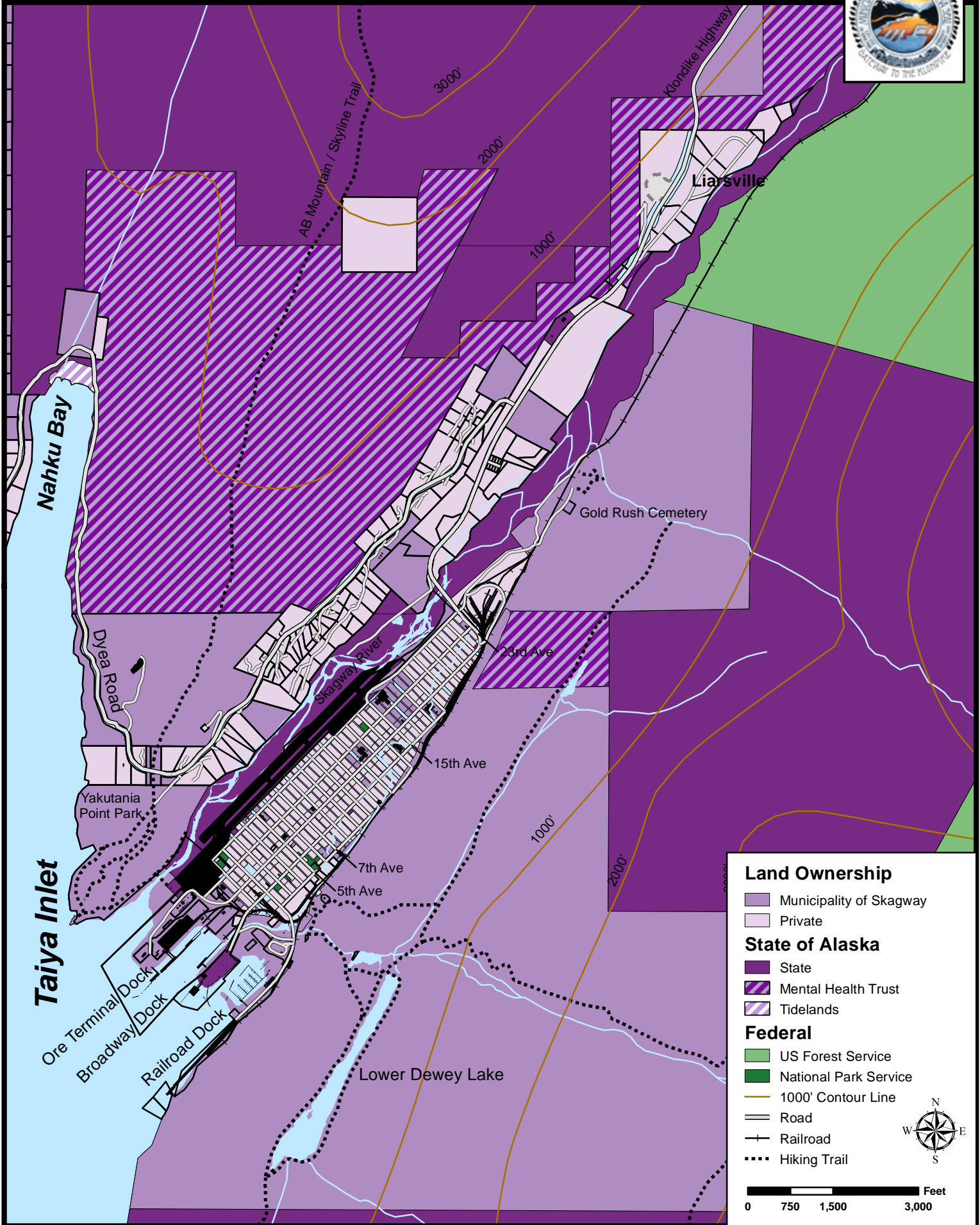
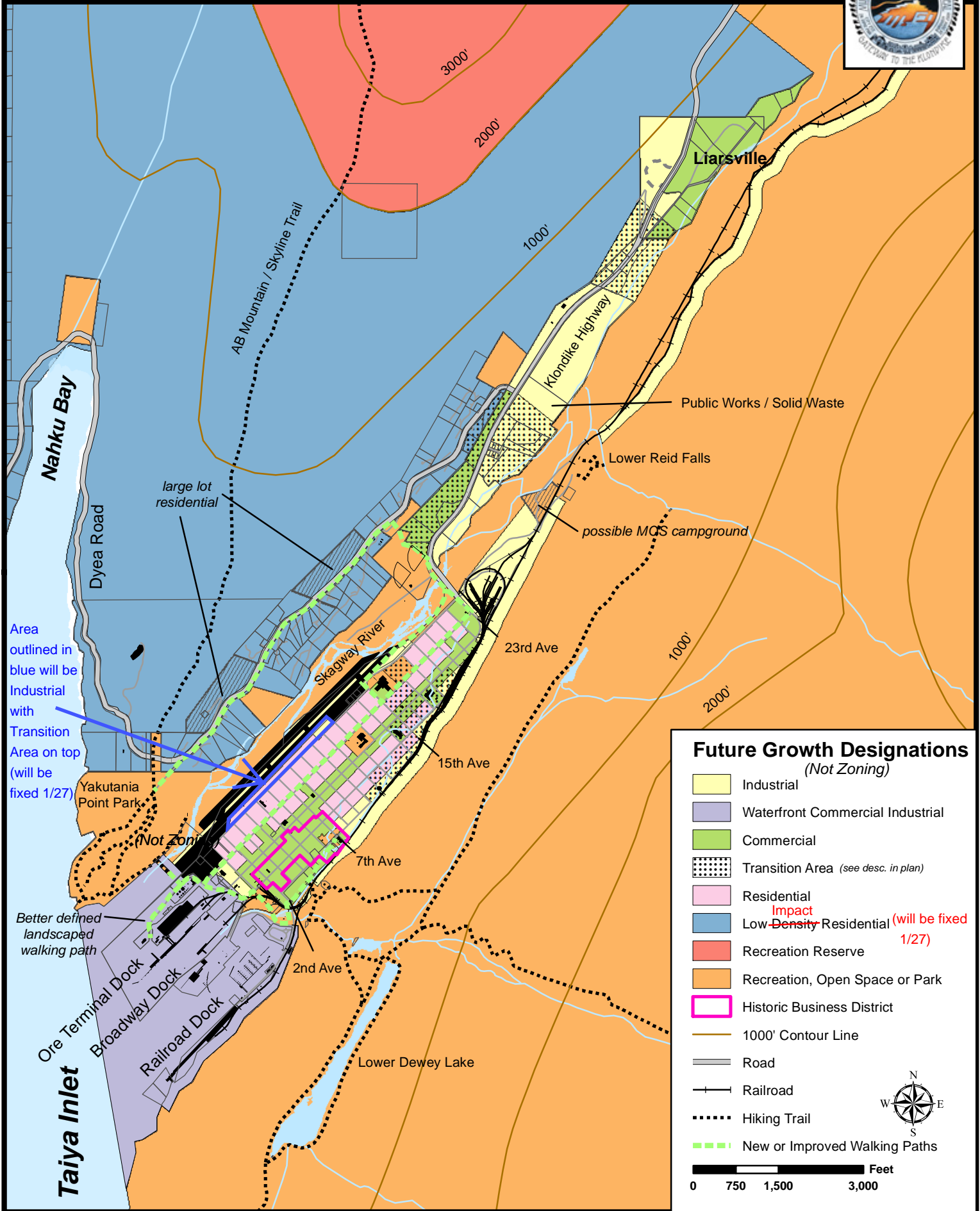


Figure L-14 Future Growth - Klondike Hwy-Dyea Rd

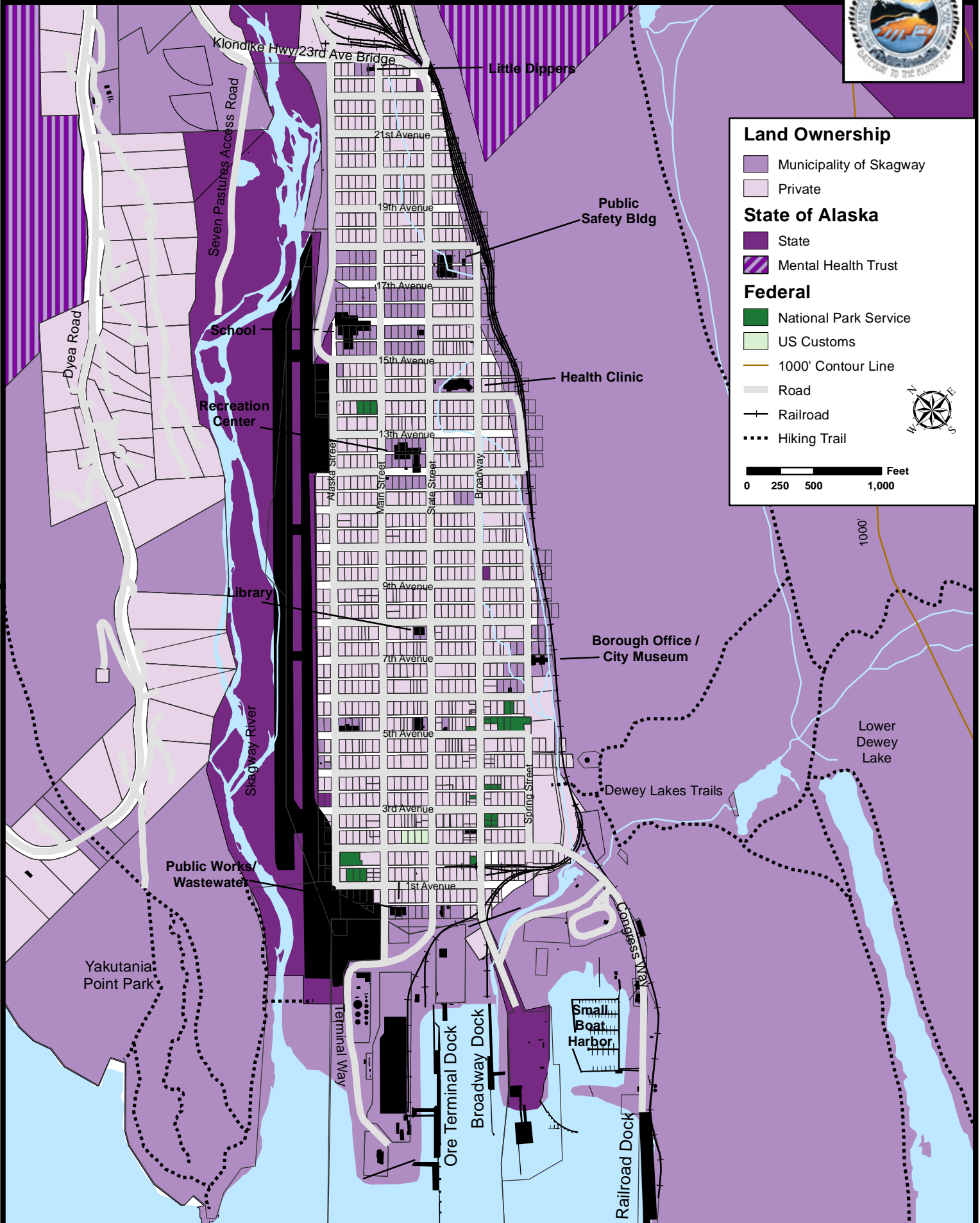


Future Growth Designations (Not Zoning)

- Industrial
 - Waterfront Commercial Industrial
 - Commercial
 - Transition Area (see desc. in plan)
 - Residential
 - Low-Density Residential (will be fixed 1/27)
 - Recreation Reserve
 - Recreation, Open Space or Park
 - Historic Business District
 - 1000' Contour Line
 - Road
 - Railroad
 - Hiking Trail
 - New or Improved Walking Paths
- 0 750 1,500 3,000 Feet



Figure L-15 Land Ownership -Townsite



Land Ownership

- Municipality of Skagway
- Private

State of Alaska

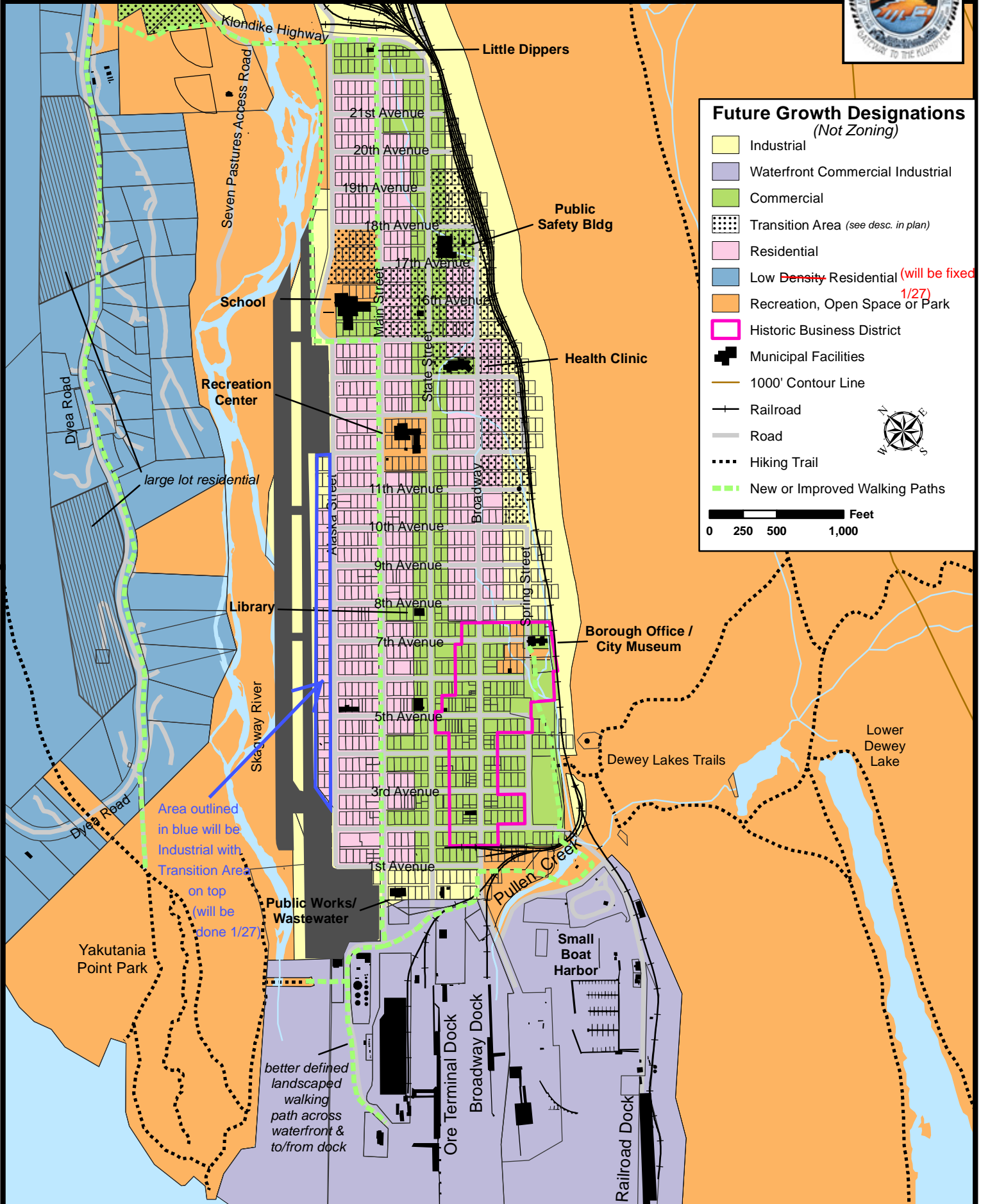
- State
- Mental Health Trust

Federal

- National Park Service
- US Customs
- 1000' Contour Line
- Road
- Railroad
- Hiking Trail

0 250 500 1,000 Feet

Figure L-16 Future Growth Map -Townsite



Public Utilities



Goal

Provide safe, effective and environmentally sound drinking water, solid waste, wastewater, and storm water services to residents.

Key Challenges & Opportunities

- Reline the incinerator very soon (update cost estimates re: in-town versus ship out options).
- Ash fill disposal site has estimated five to seven years of life left.
- Implement composting and other reduce-reuse-recycle options to minimize need for solid waste treatment and disposal.
- Littering (cigarette butts, wrappers, etc) during summer and overuse and improper use of dumpsters at end of tourism season.
- Wastewater treatment plant capacity (flow concentration) and upgrades needed to meet 2030 demand for 100+ new homes, 130+ more residents, and increasing visitors.

- Potential future requirement to treat drinking water; identify site for facility.
- Extend water and wastewater utilities to Klondike Highway increases residential development opportunities there.
- Watershed protection for drinking water.
- Consolidate Public Works/Utilities facilities at the Wastewater Treatment/old Police station area and on half the new 15-acre site off Klondike Highway. When this has been accomplished, sell the 3.5 municipal lots at 5th Avenue and Alaska Street for residential development. Similarly either sell the 4.5 municipal lots west of Alaska Street or, through land exchange, assemble four contiguous lots and seek to have congregate housing or condo built.
- Identify regulation/policy priorities for higher level of enforcement (i.e., commercial use of grease traps, ban on commercial vehicle washing on streets, etc.).
- Water meters and cost recovery for industrial users.

Objectives

1. Analyze and implement the best long-term plan for solid waste disposal.
2. Continue to expand and incentivize use of solid waste volume reduction programs including recycle-reuse-reduce.
3. Maintain, upgrade, and budget for required wastewater treatment equipment and infrastructure.
4. Maintain, upgrade, and budget for required drinking water equipment and infrastructure.
5. Extend water and wastewater systems across the 23rd Avenue Bridge to enhance fire protection capabilities, provide for higher density development, remove septic system and leach fields close to Skagway River aquifer and municipal drinking water source. Size the system to support development in area north of bridge over next 30 years. (Cross reference with PS 2).
6. Use practices that protect environmental quality.

Objectives & Actions Table

Table Key

Time Frame: *S* Short-term (0-2 years), *M* Mid-term (3-5 years), *L* Long-term (5-10 years), *O* Ongoing

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

Objectives & Actions		Timing	Resp.	Funds
U 1 Analyze and implement the best long-term plan for solid waste disposal.				
U 1A	Investigate capital and operating costs and environmental implications of buying and operating a new incinerator versus alternatives including rehabilitation of the current incinerator, shipping out solid waste, opening a new landfill site, participating in any regional solid waste solutions, and newer incinerator/co-generation options.	S	MOS	L-M
U 1B	Implement solid waste disposal solution. <ul style="list-style-type: none"> • Size the solution to allow for growth of population, housing, and number of visitors while considering waste reduction possible due to new compost program. • If purchasing a new incinerator as the solid waste disposal solution, analyze options for disposing of the ash, including mining the current site for reuse. 	S	MOS	H
U 2 Continue to expand and incentivize use of solid waste volume reduction programs including recycle-reuse-reduce.				
U 2A	Complete construction of composting building and begin operation of composting program.	S	MOS	H
U 2B	Develop additional programs to encourage greater adoption of recycling-reduce-reuse practices and to reduce the quantity of solid waste requiring disposal.	S	MOS	M
U 2C	Implement "garbage by the pound" collection and ensure program in place to prevent people avoiding charges by burning or dumping garbage.	S	MOS	M
U 2D	Reduce quantity of single-use plastic waste (bags, water bottles, to-go containers, etc.) used in Skagway.	S, O	MOS, Biz	L
U 3 Maintain, upgrade, and budget for required wastewater equipment and infrastructure.				
U 3A	Enact odor reduction and control devices and operating techniques at Wastewater Treatment facility.	S	MOS	L-M
U 3B	Maintain and operate the Wastewater Treatment facility in a manner that complies with current federal and state regulations.	O	MOS	M
U 3C	Plan and budget now to upgrade Wastewater Treatment facility given results of capacity study. If improvements are linked to cruise passenger volume, use Alaska Commercial Passenger Vessel (CPV) funding to accomplish.	S-M	MOS	H
U 3D	Base utility rates on an equitable and true assessment of the costs to operate, maintain, and contribute to an equipment replacement fund.	O	MOS	L
U 4 Maintain, upgrade, and budget for required wastewater equipment and infrastructure.				
U 4A	Monitor EPA's approach to drinking water quality and prepare to add treatment if needed.	O	MOS, EPA	L

Objectives & Actions		Timing	Resp.	Funds
U 4B	Maintain the drinking water wellhead protection program. <i>Cross reference with L 1B</i>	O	MOS	L
U 5 Extend water and wastewater systems across the 23rd Avenue Bridge to enhance fire protection capabilities, provide for higher density development, remove septic systems so close to drinking water aquifer and thus protect the drinking water wellhead area. Size the system to support development in area north of bridge over next 30 years. <i>Cross reference with PS 3 and L 3A</i>				
U 5A	Complete Phase I extension of water and water storage system (along with wastewater) across the 23 rd Avenue Bridge along Klondike Highway to State DOT by 2023 and complete Phase II extension from State DOT Shop to end of Liarsville in the future.	S-L	MOS	H
U 5B	Install a water storage tank on Dyea Road above the airport and provide gravity feed water to homes in area to enhance fire protection capabilities to this part of Skagway, provide for higher density development. <i>Cross reference with PS 3B</i>	M	MOS	M-H
U 5C	Per Skagway Municipal Code Title 13 Public Utilities, develop a resolution that clarifies a fair cost share between landowners and the municipality for utility extension across 23 rd Avenue Bridge. This could include metering for industrial users.	S	MOS	L
U 5D	Connect restrooms at Seven Pastures to drinking water and wastewater service.	M	MOS	L-M
U 6 Use practices that protect environmental quality.				
U 6A	Use education, enact new measures if necessary, and enforce to prevent littering and stop dumpster overloading by businesses and seasonal residents at the end of summer.	S, O	MOS	M
U 6B	Initiate a green purchasing program for MOS departments. Team with STC, NPS, large businesses, and others for cost-effective purchasing.	S	MOS	L
U 6C	Enforce ban on commercial vehicle washing and maintenance on public streets.	S	MOS	L
U 6D	Implement and enforce program requiring restaurants to add grease traps to their wastewater disposal systems.	S	MOS	L
U 6E	Continue to separate storm water and wastewater collection systems.	S	MOS	M
U 6F	Maintain the storm water collection and disposal system so that it does not pollute the marine waters, soils, or groundwater. <i>Cross reference with L 1N</i> <ul style="list-style-type: none"> • Support efforts to identify and label stormwater drainages that exit to fish bearing streams and eliminate drainage of hazardous and toxic materials down these storm drains. • Ensure public is aware of storm water catchment system locations and put locations on Skagway online map. • Install oil-water separators where needed in the storm water collection and drainage system to protect water quality where drainage is to the drinking water wellhead areas or fish bearing streams. 	S	MOS, TIWC, STC, School	L
U 6G	Monitor storm water collection and drainage systems in the outlying areas as needed to ensure there is no soil, groundwater, or marine water pollution and to allow fish passage.	O	MOS	L

Public Safety



Goals

Fire: Promote the safety of all residents and visitors by providing fire protection and prevention and emergency rescue services.

Police: Promote the safety of all residents and visitors in the community of Skagway by providing law enforcement and public safety services.

Key Challenges & Opportunities

- Identify regulation/policy priorities for higher level of enforcement (i.e., speeding by school, running through stop signs, illegal parking, drug abuse, etc.).
- The fire department needs more trained and available personnel.
- Number of fire department volunteers is down over the last decade while workload demands have increased; review strategies and business collaboration for increasing volunteerism.
- The police department struggles to maintain full staffing of officers.
- Review compensation packages and benefits periodically to maintain and attract officers. Ability to offer housing would assist with attracting and retaining emergency response personnel.

- Realign duties of the Community Service Officer to work more closely with the Permitting Official.
- Select equipment purchases needed now; provide predictability by establishing an equipment replacement program and funding mechanism.
- Improve fire-fighting capacity along Klondike Highway and Dyea Road.
- Wildland-Urban Interface fires are a growing concern.
- Calls for all emergency services and arrests continue to increase dramatically in the summer compared to the winter. Yet, MOS is no longer hiring seasonal police.
- Identify use for former Fire Hall.

Objectives

1. Identify the community's top public safety priorities and enforce them.
2. Ensure fire and police protection and emergency medical services can meet the local demands for service.
3. Extend water and wastewater systems across the 23rd Avenue Bridge to enhance fire protection capabilities, provide for higher density development, remove septic systems so close to drinking water aquifer and thus protect the drinking water wellhead area. Size the system to support development in area north of bridge over next 30 years.
4. Maintain a highly motivated and professional staff.

Objectives & Actions Table

Table Key

Time Frame: *S* Short-term (0-2 years), *M* Mid-term (3-5 years), *L* Long-term (5-10 years), *O* Ongoing

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

Objectives & Actions		Timing	Resp.	Funds
PS 1 Identify the community's top public safety priorities and enforce them.				
PS 1A	<p>Assembly, Police Department, Permitting Official, and other municipal staff work together to identify the community's top public safety priorities for enforcement:</p> <ul style="list-style-type: none"> Identify any equipment needs (e.g. movable speed bumps, flashing speed signs, tire boots, etc.); Set milestones to assess progress in improved enforcement. 	S	MOS, PD	L
PS 2 Ensure fire and police protection and emergency medical services can meet the local demands for service.				
PS 2A	Establish an equipment replacement list and fund to reliably maintain and upgrade public safety equipment on a predictable schedule with predictable funding.	O	MOS, FD	M
PS 2B	Purchase immediate fire department needs, including: a Type 3 urban interface engine; a Type 1 engine replacement; and an aerial ladder truck.	S	MOS, FD	M-H
PS 2C	Continue program to upgrade the oldest police car every two years.	O	MOS, PD	M
PS 2D	Seek grant opportunities to subsidize municipal funds to help purchase equipment.	O	MOS, PD, FD	L
PS 2E	Develop, adopt, and enforce burn ordinances that control outdoor burning, require burn permits and restricts open campfires during identified weather periods (wind, dry etc.). <i>Cross reference with L 2F</i>	S	MOS, FD	L
PS 3 Extend water and wastewater systems across the 23rd Avenue Bridge to enhance fire protection capabilities, provide for higher density development, remove septic systems so close to drinking water aquifer and thus protect the drinking water wellhead area. Size the system to support development in area north of bridge over next 30 years. <i>Cross reference with U 5 and L 3A</i>				
PS 3A	Complete Phase I extension of water and water storage system (along with wastewater) across the 23rd Avenue Bridge along Klondike Highway to State DOT by 2023 and complete Phase II extension from State DOT Shop to end of Liarsville in the future.	S-M	MOS	H
PS 3B	Install a water storage tank on Dyea Road above the airport and provide gravity feed water to homes in area to enhance fire protection capabilities to this part of Skagway, provide for higher density development. <i>Cross reference with U 5B</i>	M	MOS	M-H
PS 3C	Construct a fire substation in the Dyea area to improve life safety services.	M-L	MOS, FD	M-H

Objectives & Actions		Timing	Resp.	Funds
PS 4 Maintain a highly motivated and professional staff				
PS 4A	<p>Provide adequate staff training.</p> <ul style="list-style-type: none"> Assess training and staff development needs. Support participation in continuing education activities. Create, review, and amend fire and police department policies and procedures on an ongoing basis and provide clear guidelines for staff performance and behavior. 	O	MOS, PD, FD	L
PS 4B	<p>Create and execute a plan for attracting additional volunteer firefighters.</p> <ul style="list-style-type: none"> Encourage businesses to encourage seasonal staff to volunteer as firefighters. Publish a Welcome Packet in the Spring that includes firefighter recruitment information. Also include key public safety guidance. 	S	MOS, FD	L
PS 4C	<p>Assuming demand for service stays the same or grows, increase non-Fire Chief staffing from four to six.</p>	S-M	MOS, FD	M
PS 4D	<p>Conduct an employee capacity assessment to determine the appropriate level of staffing for the Police Department, integrating into the assessment the capacity needed to address and enforce the community's top public safety concerns. Pending results of the capacity assessment:</p> <ul style="list-style-type: none"> Assuming demand for service stays the same or grows, increase non-Police Chief police officer staffing from four to five; Create and execute a plan for attracting and maintaining police officers, including review of benefits package and signing bonuses; Determine if realignment is warranted between Community Service Officer and Permitting Official duties; Determine if demand warrants hiring a second full-time Community Service Officer, either year-round or seasonally. 	S-M	MOS, PD	L-M

Public Services



Goals

Library: Support the educational, civic, and cultural activities of the community. Promote an enlightened citizenship and enrich personal lives.

Health: Promote the health and wellness of all residents and visitors in Skagway by providing comprehensive primary,

Museum; Enrich community life by collecting, preserving, and interpreting the cultural heritage, arts, and history of the Skagway and Taiya Valleys.

Key Challenges & Opportunities

Library:

- Use of the library increases dramatically during the summer months.
- Increasing heavy demand for free public Wi-Fi and data usage. For example, in last 3 years, Wi-Fi internet use in July increased from just over 100 GB of data, to over 800 GB.
- It is difficult to find volunteers in the busy summer months.

- Library is crowded in the summer and it can be difficult to find quiet space to sit, read, and write.
- Renovation and addition provided more space in children's room but did not address the sound that carries to the rest of the building.
- In addition to all the varied services and resources provided by the library, it is still expected to maintain a traditional quiet atmosphere.
- Library staff needs advanced training in order to maintain a professional facility. Training in computers and technological resources is a priority.

Health:

- The clinic uses every inch of space in the current facility; more space is needed.
- Demand for service exceeds ability to provide it in summer.
- It is difficult to provide adequate in-home visitation services in the summer.
- Skagway relies on visiting practitioners for many services.
- Update clinic strategic plan. Determine if a physician is needed, given breadth of services the Clinic's mid-level providers can do. A behavioral health provider, OB/GYN, and pre-natal services needed.
- Ability to offer housing would assist in attracting and retaining health providers, including seasonal providers.
- The increased number of seniors expected over the next decade (see Figure D-2 and D-3 in the plan chapter "Changes That Are Shaping the Future") will bring increased demand for a variety of in-clinic and at-home health care services.

Skagway Museum:

- The McCabe Building is a major facility improvement and allows better care for and showcasing museum collections—providing exhibit galleries, and collection and archival storage.
- A major challenge over the next five years will be development of a climate-controlled collection storage facility to museum standards.
- Proposed renovation of the Rapuzzi House (2nd Avenue and Main Street) and the WWII Commissary building (2nd Avenue near Broadway) provides a unique opportunity for the museum to acquire needed space for collection care and conservation; provide public access to exhibits and community education programs, and expand the museum experience for independent visitors, researchers, and local residents.

Objectives

Library:

1. Continue to improve library services.
2. Continue to improve library facilities.

Health:

1. Support health care service delivery and opportunities that allow all Skagway community members including seniors, and families, to comfortably live in Skagway year-round.
2. Continue to improve use of clinic facilities.
3. Maintain a highly motivated and professional staff and ensure excellent customer service.

Skagway Museum:

1. Acquire needed space for collection care and conservation and expand the museum experience for independent visitors, researchers and local residents.
2. Continue to improve museum services.
3. Maintain a highly motivated and professional staff.

Objectives & Actions Table

Table Key

Time Frame: *S* Short-term (0-2 years), *M* Mid-term (3-5 years), *L* Long-term (5-10 years), *O* Ongoing

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

Objectives & Actions		Timing	Resp.	Funds
Library (LIB) L 1 Continue to improve library services.				
LIB 1A	Conduct usage and satisfaction user surveys to identify areas for improvement.	O	Library	L
LIB 1B	Assess the sustainability of internet usage trends and identify solutions. <ul style="list-style-type: none"> • Work with Alaska Power and Telephone Company and MOS Convention and Visitors Bureau to explore solutions for alternative access points to the internet for visitors/crew. • Explore technical solutions for the large amount of data use (e.g. throttling, cutting service, or charging for large downloads or streams). 	S	Library, CVB, APT	L

Objectives & Actions		Timing	Resp.	Funds
LIB 1C	Continue to offer the latest in technology.	O	Library	L-M
LIB 1D	Use library science best practices for maintaining and expanding the collection.	O	Library	L
LIB 1E	Maintain a highly motivated and professional staff and ensure excellent customer service. <ul style="list-style-type: none"> Assess training and staff development needs. Support (funding as available) participation in continuing education activities. Create, review, and amend library policies and procedures on an ongoing basis and provide clear guidelines for staff behavior. 	O	Library	L-M
LIB 1F	Partner with the Skagway School to ensure the library meets the curriculum needs of Skagway students.	O	Library, School	L
LIB 1G	Explore creation of a Friends of the Library group to encourage more consistent volunteerism.	S	Library	L
LIB 1H	Plan, schedule, and organize celebration of the library's 100th Anniversary in 2020.	S	Library	L
LIB 2 Continue to improve library facilities.				
LIB 2A	Continue to provide a safe environment for patrons and staff.	O	Library	L
LIB 2B	Explore options for maintaining a traditional quiet atmosphere. <ul style="list-style-type: none"> Assess options for reducing or dampening sounds from children's room. Explore offering library internet access at an alternative site to disperse crowds. Assess options for altering the layout of furniture and other interior design elements to create more quiet spaces to sit, read, and write. 	S-M	Library	L-M
Health Care (HC) 1 Support health care service delivery and opportunities that allow all Skagway community members including seniors, and families, to comfortably live in Skagway year-round.				
HC 1A	Conduct service usage and satisfaction client surveys to identify priorities for year-round residents and areas for improvement and develop strategies to address.	O	DMC	L-H
HC 2 Maintain a highly motivated and professional staff and ensure excellent customer service.				
HC 2A	Provide adequate staffing. <ul style="list-style-type: none"> Assess training and staff development needs. Support participation in continuing education activities. Create, review, and amend health clinic policies and procedures on an ongoing basis and provide clear guidelines for staff behavior. Plan for continuing significant increase in senior population and attendant in-clinic and in-home health care needs. 	O	DMC	L-M
HC 2B	Assess the need for and explore options for hiring and retaining a physician.	S-M	DMC	L-M
HC 2C	Create a recruitment, succession, and retention plan for providers including medical providers, behavioral health provider, occupational therapist, physical therapist, and ultrasound technician.	S	DMC	L-M

Objectives & Actions		Timing	Resp.	Funds
HC 2D	Bring physical therapist on as a full-time benefited employee.	S-M	DMC	M
HC 3 Continue to improve use of clinic facilities.				
HC 3A	Continue to provide a safe environment for patrons and staff.	O	DMC	L
HC 3B	Explore options to create more usable space for visiting providers, health center staff, and clinic events	S	DMC	L-M
Museum (M) 1 Acquire needed space for collection care and conservation and expand the museum experience for independent visitors, researchers and local residents.				
M 1A	Create a secured climate-controlled storage area or building for municipal archives and records and Skagway Museum records and artifacts with work areas for collection care and exhibit preparation.	S	Museum	M
M 1B	Renovate the Rapuzzi House (2 nd Ave. and Main St.) for a history resource center and arts education center.	S	Museum	M
M 1C	Renovate the WWII Commissary Building (2nd Ave. near Broadway) for exhibits and programs featuring life in Skagway, 1930s-1960s.	S	Museum	M
Museum (M) 1 Acquire needed space for collection care and conservation and expand the museum experience for independent visitors, researchers and local residents.				
M 2A	Provide public access to quality Skagway Museum exhibits and programs of interest to Skagway residents and visitors.	O	Museum	L
M 2B	Develop and provide museum and archive services that enhance educational opportunities and experiences for Skagway's children and adults, researchers and visitors.	O	Museum	L-M
M 2C	Continue to integrate the Skagway Museum into community economic development efforts to enhance both on and off-season tourism in Skagway.	O	Museum	L
M 2D	Develop a web site with museum collection software to provide online public access to the museum collections.	S	Museum	L
M 2E	Maintain a highly motivated and professional staff and ensure excellent customer service. <ul style="list-style-type: none"> • Assess training and staff development needs. • Support (funding as available) participation in continuing education activities. • Create, review, and amend library policies and procedures on an ongoing basis and provide clear guidelines for staff behavior. 	O	Museum	L-M

