

Comprehensive Plan

Amended September 9, 2015

Revision 3

COMPREHENSIVE PLAN

**Adopted January 24, 2009
Amended September 9, 2015**

Revision 3

DENALI BOROUGH

PO BOX 480
HEALY, AK 99743

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Denali

The Great One



Photo by Kirsty Knittel—Natural Alaska

CHAPTER ONE - INTRODUCTION, VISION STATEMENT, and BILL OF RIGHTS

The purpose of the Denali Borough Comprehensive Plan is to guide planning for the intelligent use of the borough's resources for its present and future generations. The primary objective is to maintain the unique qualities of life in the Denali Borough. This plan includes concerns and directions for future growth and identifies public services and facilities that need to be available to borough residents and visitors.

The Comprehensive Plan not only fulfills legal obligations, it provides a vision of the future. In successive chapters, the plan examines five substantive areas of daily life. Each chapter contains an assessment of the current situation and a list of potential actions, which might be implemented to protect or enhance the quality of life in the Denali Borough. The Comprehensive Plan is meant to guide decision-making and coordinate efforts in achieving the goals of the Denali Borough residents.

In an effort to make the Comprehensive Plan as streamlined as possible, detailed information on a given subject is provided in the Appendix. Wherever appropriate, electronic addresses are included.

Throughout the planning process, the Denali Borough Assembly and the Planning Commission will adhere to the following parameters:

- 1. Doing nothing is not an option. Failure to act will result in erosion of our regional character, quality of life, and independence. Through planning and involving individuals of the Denali Borough, we can maintain and improve the qualities we like about this region.***
- 2. We have the ability and the resources to shape a positive future. We do not have to accept unilateral decisions made by organizations outside the Denali Borough.***
- 3. Confronting the challenges ahead and creating the community we want will require difficult choices. Protecting and enhancing our quality of life requires each of us to have an open mind and examine alternate solutions to the community's problems.***
- 4. Our efforts to shape a better future must be driven by the values and concerns of the entire community.***

The vision for future generations consists of the preservation of the basic elements of personal rights as stated in the Denali Borough Bill of Rights. Ultimately, sincere and thorough planning philosophies and strategies are the single most important tool in the effort to enable such a vision.

Through adopting and implementing this plan, the Denali Borough will maintain individual living standards. Growth and change, managed properly, will provide expanded economic and social opportunities for present and future generations.

By adopting this Comprehensive Plan, the Denali Borough hereby pledges to support the:

DENALI BOROUGH BILL OF RIGHTS

Equal rights for all

The right to beneficial use of private real property

The right to seek economic security

The right to be secure in your home

The right to access public lands and waters

The right to access exceptional educational opportunities

The right to have safe and effective transportation

The right to have efficient and adequate public facilities

The right to live in a clean, safe, and orderly environment

The right to be free from interference in your chosen lifestyle

*The right to open and transparent government responsive to
the public interest and inclusive of diverse opinion*

CHAPTER 2 – DENALI BOROUGH PROFILE AND MAP

The Denali Borough represents the best of Alaska. It is 12,000 square miles of extraordinary scenic and wild country. The home for thousands of years to Alaska Natives provides important aspects of a diverse culture, rich in wisdom and experience. We are the home of Denali¹, the highest peak in North America. We have climatic extremes exceeding -70°F to +90°F, at elevations comfortable for human habitation.

The Denali Borough, formed in 1990, is near the geographic center of the state of Alaska. The Denali Borough offices are located in Healy. The Denali Borough is the gateway to Denali National Park and Preserve, located between the Matanuska-Susitna Borough and the Fairbanks North Star Borough. The George Parks Highway and the Alaska Railroad unite the Denali Borough with Anchorage and Fairbanks.



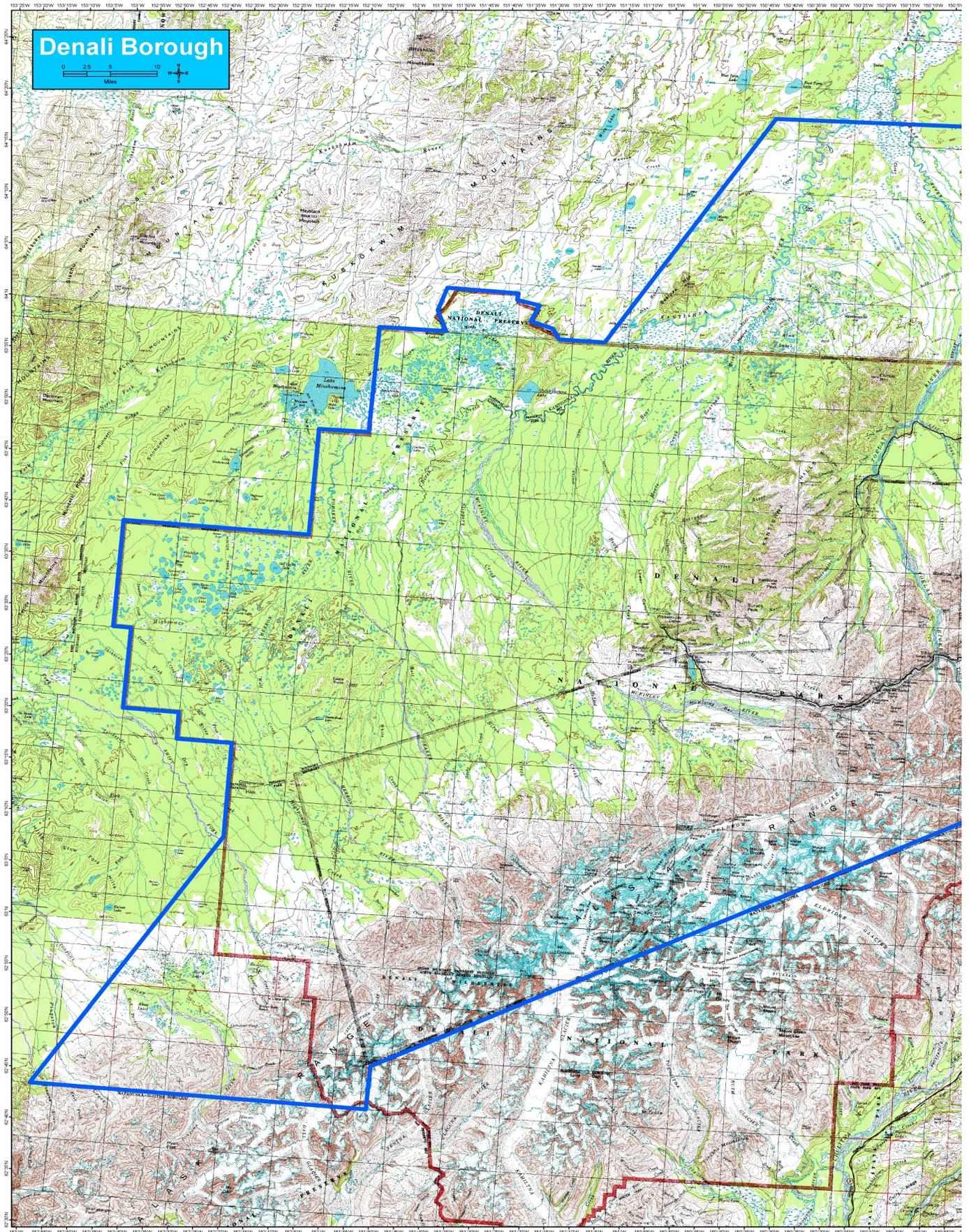
Image from State of Alaska Website

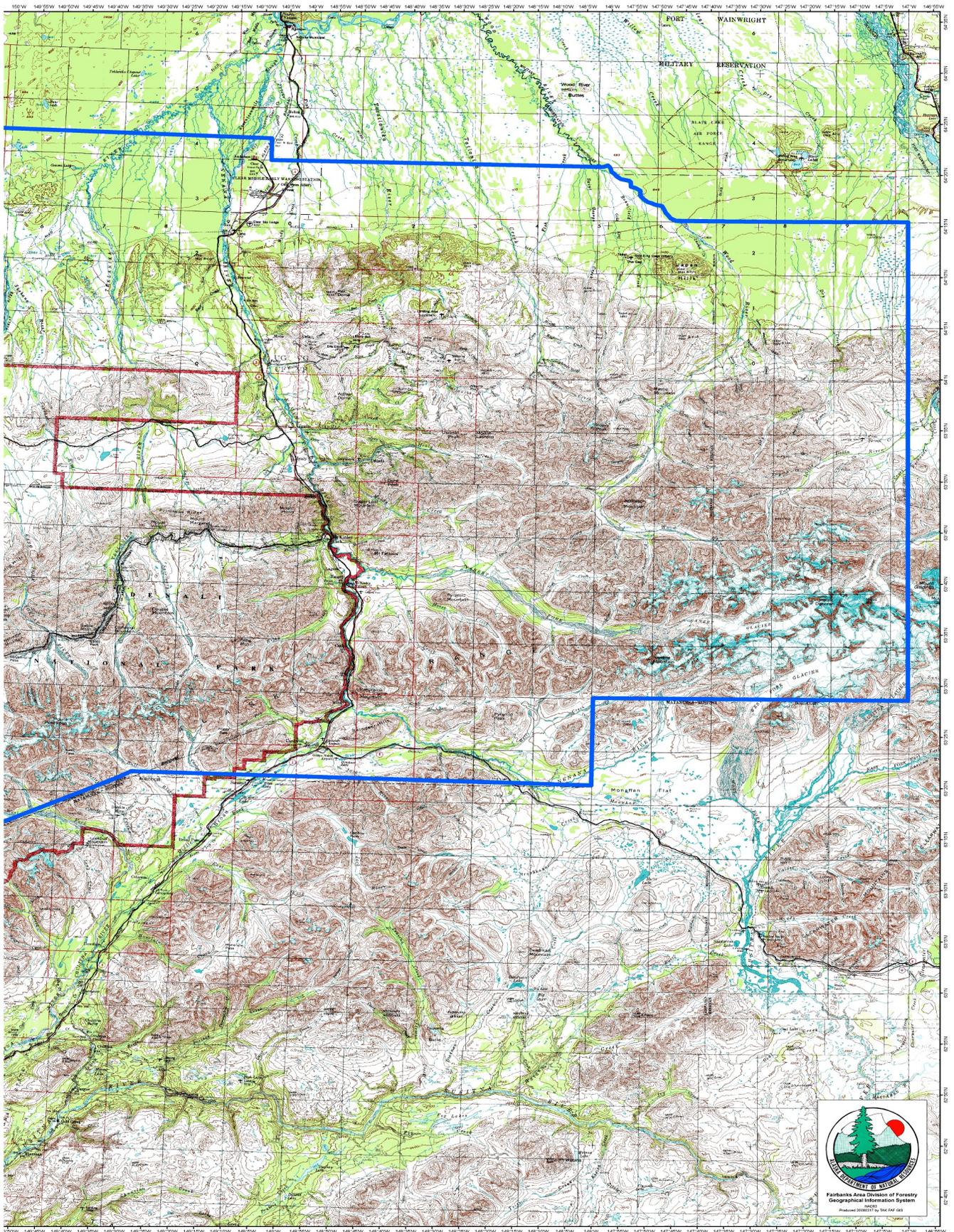
We are 1,826 individuals, as per the 2010 United States Census, making a solid future for generations to come. Rich in early history and extensive natural resources, we continue to build and grow. Care of and commitment to family and fellow residents guides our basic concerns and needs: safety, security, and education of our children. The diversity of the natural resources, population, and economic opportunities is reason enough to make this area home and drives our planning trends. We are committed to working towards these goals.

Individuality is what makes us successful as a borough. Self-reliance and ingenuity are our greatest assets.

More detailed information and directions to web sites can be accessed in the Appendix of this Comprehensive Plan.

¹The Great One





CHAPTER 3 – CURRENT ECONOMIC CONDITIONS AND FUTURE GOALS

Summary of Existing Economic Conditions

The Denali Borough has had continued economic growth over the past twenty years.

Population has remained stable; however, the demographics are continually changing.

A sizeable percentage of residents own their homes. This is a positive sign of a stable local economy.

The population is well-educated and skilled. Skills and education are matched with high paying jobs.

Mining (Usibelli Coal Mine), power generation (Golden Valley Electric Association), Clear Air Force Station, and Alaska Railroad are major employers in the area (borough). Mining generates revenue for the Denali Borough from the removal (extraction) of natural resources in the form of a Severance Tax of \$0.05 per yard of gravel, coal and limestone.



Photo by Kirsty Knittel- Natural Alaska

Every tourist season brings a large population spike. Seasonal employment in the tourism business provides jobs for our schoolchildren and young adults during the summer season. Tourism generates Denali Borough revenue in the form of an Overnight Accommodations tax in the amount of 7% on rental sales.

During the period of 2011 to 2012, a 24 Megawatt wind farm was constructed on the ridges above Eva Creek valley, located east of the Nenana River approximately 15 miles northeast of Healy, Alaska. Power generated feeds into Golden Valley Electric Association's (GVEA) 230 kilovolt (kV) Northern Intertie Transmission Line. Twelve wind towers, a substation, an operation and maintenance building, three microwave towers, and a meteorological tower were constructed. Access required upgrades and realignment of the Ferry Road. A rail siding yard and a warm storage building were constructed on private land at the beginning of Ferry Road.

The combination of tourism, government, mining, power generation, and Clear Air Force Station provides a diverse economic base. The Denali Borough's economy is not reliant upon one commodity price, production or a singular government activity.

The future of the Denali Borough's economy is generally good with some real areas of strength. Areas for concern include the long-term future of Clear Air Force Station and heavy reliance on state funding for education, state supported services and capital projects.

There is a shortage of housing units, facilities, and services in some areas of the Denali Borough. To encourage economic growth, these shortages should be addressed.



GOALS FOR FUTURE ECONOMIC EXPANSION

Goal 1 - Create a sustainable, diversified economic base through the development of natural resources and expansion of the tourist industry.

Goal 2 - Identify and promote development, including federal, state, and borough facilities and private industry to bring new and increased opportunities into the Denali Borough.

Goal 3 - Fully utilize Denali Borough lands through development of a management plan.

Goal 4 - Promote the generation of power from renewable resources.

Goal 5 - Encourage the development and expansion of the communication infrastructure within the Denali Borough.

Goal 6 - Develop metrics to evaluate the effectiveness of the Denali Borough's economic development efforts.

Goal 7 – Support the building of a bridge across the Nenana River at Ferry to provide year round access from the Parks Highway to the Eva Creek Wind Farm and existing mining facilities.

Goal 8 – Promote affordable housing for seasonal and temporary workers in the construction and tourism industry.

Goal 9 – Encourage the opening and operation of the Healy Unit II Power Plant.



Photo Usibelli Coal Mine Website

CHAPTER 4 – LAND USE

Summary of Existing Conditions

Federal Lands

Seventy percent of the Denali Borough area is Denali National Park and Preserve, which is managed by the Department of the Interior, National Park Service.

Clear Air Force Station covers just over nine square miles in the Anderson area. There is a small area of less than 100 acres of concentrated use associated with the operation of the station. The remainder of the station's tract is undeveloped.

There are other federal lands in the Denali Borough, which are managed by the Bureau of Land Management.

State Lands

Institutional land includes those under management authority of the University of Alaska, Mental Health Trust, and the Alaska Railroad. The Department of Natural Resources and the Department of Transportation and Public Facilities manage the remaining state lands.

On January 3, 2014, the Commissioner of the Department of Natural Resources (DNR) adopted the Yukon Tanana Area Plan (YTAP). The YTAP establishes land use designations, management intent and management guidelines for state lands. This plan supersedes the 1985 Tanana Area Basin Plan (TBAP).

Borough Lands

The Denali Borough's Municipal Land Entitlement Selections are finalized and the process of receiving management authority and/or title from the State of Alaska has started. The borough will receive a total of 49,789 acres of land from the state when the process is completed.

Private Lands

The largest private landowners in the Denali Borough are regional native corporations. Other privately held land was acquired through various federal and state land disposal programs.

Current Land Use

At this time the borough has zoned all land in the borough as unrestricted unless otherwise zoned by ordinance. Land surrounding the Denali Borough Landfill has been zoned industrial/commercial by ordinance. The borough has acquired a GIS system and has incorporated a borough wide, multi-layered base map for the borough. The previous goal of "maintain and update the Denali Borough Base Map" is functioning. The borough is presently working on updating the land use chapter of its code; and a new system of classification, land use planning, and land management may be forthcoming.

GOALS FOR LAND USE PLANNING

Goal 1 - Ensure that the Denali Borough 'Bill of Rights' guides land use regulation functions to protect private real property rights.

Goal 2 - Maintain and update the Denali Borough Base Map.

Goal 3 - Develop a Denali Borough Land Use Plan.

Goal 4 - Ensure that each community can retain its individual identity and develop services to support their particular requirements.

Goal 5 - Further develop the Denali Borough's platting and subdivision ordinances.

Goal 6 - Develop a method for tracking recordable land transactions within the Denali Borough.



DB Comprehensive Plan Ad Hoc Committee members Tammany Straughn, Rick Wiebel, Chuck Saylor, and Steve Jones.

CHAPTER 5 - TRANSPORTATION

Summary of Existing Conditions

Highways and Roads

The George Parks Highway (Parks Highway) is the single most important transportation corridor in the Denali Borough, connecting Fairbanks to Anchorage. On December 31, 1981, the Federal Highway Administration approved the Parks Highway as an Interstate. Following its designation, the American Association of State Highway and Transportation Officials (AASHTO) numbered the Parks Highway as Interstate A-4. The Parks Highway connects all the major communities of the Denali Borough, including Cantwell, McKinley Village, Healy and Anderson. Prior to the highway's completion in the 1970's, the Alaska Railroad served as the only surface transportation facility linking all these communities on a year-round basis.

Within the Denali National Park and Preserve boundary a 90-mile, primitive, wilderness-road traverses the park accessing the community of Kantishna.

The Denali Highway is the only east-west state highway in the borough. It links the Parks Highway at Cantwell, with the Richardson Highway at Paxson. The road is 137 miles long with 26 miles paved and the remainder gravel. Most of the Denali Highway is closed during the winter season due to excessive maintenance costs.

Highway enhancement projects along the Parks Highway have improved general road conditions and safety with priorities reducing at-grade railroad crossings, traffic control, and pedestrian access. Recent highway projects include: passing lanes in several areas between Cantwell and Nenana; roadway reconstruction north and south of Healy; and striping and rumble strips.

Other transportation available in the Denali Borough is provided by private and corporate businesses associated with the tourist trade. Private taxi and van owners provide an 'on call' service that helps fill in transportation gaps. First Student, a large corporate enterprise, serves students and railroad maintenance crews.

Air Transportation Facilities

The Denali Borough contains numerous private airfields. Floatplanes utilize lakes within the Denali Borough as seasons allow. Larger public airfields are listed as follows:

Clear Airport - 4,000' long by 100' wide, elevation 552', paved and lighted

It can handle larger aircraft, is capable of expansion, and could be the major hub for the Borough's north side. Also, there is a heliport used by the state for fighting forest fires.

Gold King Strip - 2,500' x 100' landing strip, elevation 1,720', gravel surface
A state subdivision surrounds the airstrip.

Healy River Airport - 2,920' long by 45' wide, elevation 1294', paved and lighted
It is popular with tourists for flight tours over Denali as well as glacier landings. Future expansion is extremely limited by terrain and high wind issues.

Denali National Park & Preserve Airport - 3,000' long, elevation 1,720', gravel surface
It is located between the visitor center, railroad, and a major campground area.

Kantishna Airport - 1,800' long, elevation 1,575', gravel surface
It is severely restricted by terrain and listed as hazardous on the aeronautical charts.

Cantwell Airport - 2,080' long, elevation 2,190', gravel surface

Summit Airport - 3,840' in length, elevation 2,409', gravel surface
This airport is about 10 miles south of Cantwell and could be a substantial hub location for the south side of the Denali Borough. There is excellent potential for expansion and further development.

Kahiltna Glacier Airstrip - This airstrip is a seasonal snow and ice airstrip at approximately 7200' elevation on an arm of the Kahiltna Glacier just outside the Denali Park Wilderness boundary but inside the National Park boundary. It services both the climbing and tourist industries. The several air services that use this airstrip jointly hire an operations manager for the climbing season each year.

Ruth Glacier Airstrip - This is a seasonal snow and ice airstrip on the Ruth Glacier inside Denali National Park. It services the climbing and tourist industries and is located at the base of the rock ridge where the "mountain house" is located.

In addition to the above listed airports and airstrips, there are numerous other public and private airstrips and heliports throughout the Denali Borough.

Alaska Railroad

The mainline of the Alaska Railroad runs through the Denali Borough roughly paralleling the Parks Highway and the Nenana River on its way to Seward or Fairbanks. A rail siding to the Usibelli Coal Mine loadout facility provides a rail link for coal transport. The Alaska Railroad provides both passenger and freight service in the Denali Borough.

Trails

The Borough has an internal network of trails as listed:

Revised Statute 2477

In 1866, the federal government passed RS 2477, granting broad rights-of-way over unreserved federal lands. The actual statute reads as follows:

"The right-of-way for the construction of highways over public lands, not reserved for public uses, is hereby granted."

- Revised Statute (RS) 2477 from the 1866 mining law

Revised Statute 2477 Routes

The RS 2477 corridors can preserve public options for the future should transportation requirements warrant it. The RS 2477 Routes in the Denali Borough are as follows, with others pending:

RST 119	Kobe-Bonnifield Trail to Tatlanika Creek
RST 340	Lignite-Stampede
RST 341	Roosevelt-Kantishna
RST 342	Roosevelt-Glacier
RST 343	Kobe-Kantishna
RST 344	Lignite-Kantishna
RST 345	Kobe-McGrath (via Nikolai & Big River)
RST 346	Nenana-Kantishna
RST 348	Spruce Creek Trail
RST 414	Eldorado Sled Road
RST 444	Healy Creek Trail
RST 462	Bonnifield Trail
RST 491	Rex-Roosevelt
RST 492	Glacier-Kantishna via Caribou Creek
RST 493	Quigley Ridge Road
RST 625	Cantwell Small Tracts Road (Lovers Lane)
RST 707	Windy Creek Trails (Cantwell)
RST 709	Healy-Diamond Coal Mine Dirt Road

Note: These are the known recognized routes; however, not all of these roads may be accessible or usable. Also, the status of RS2477 routes are, in general, currently being adjudicated. Please see Appendix for the State of Alaska Department of Natural Resources' website for detailed case file summaries as well as a map of known routes.

Existing ANCSA 17 (b) Routes

Designation	Location	Width	Length
EIN 3a C5, L	F T 19 S, R 9 W	25'	5 miles
EIN 3c C5, L	F T 18 S, R 6 W	25'	3 miles
EIN 5h D1, L	F T 18 S, R 8 W	25'	
EIN 7 a C5, D1, L	F T 17 S, R 7 W	25'	3 miles
EIN 16 C5, L	F T 16 S, R 7 W	50'	1 mile
EIN 21 L	F T 15 S, R 6 W	25'	4 miles
EIN 22 D 1	F T 18 S, R 6 W	25'	1 mile
EIN 25, C4, C5	F T 16 S, R 7 W	60'	
EIN 115a d1	F T 18 S, R 6 W	1 acre site	

Note: See Appendix for Bureau of Land Management website for detailed case file summaries as well as a map of known routes.

Other Trails

Many other trails are commonly used, but are not listed or recorded.

Rivers

The Denali Borough contains many navigable waterways that provide year-round transportation corridors.



ARR in DNP&P - By Kirsty Knittel



Air taxi and tours in DNP&P - By Kirsty Knittel



Kayaker on the Nenana River - By Kirsty Knittel



ATV use is widespread - Denali Borough



Dog mushing is a popular sport and means of transport
Bureau of Land Management

GOALS FOR TRANSPORTATION PLANNING

Goal 1 – Continue to develop and maintain a Long Range Comprehensive Transportation Plan.

Goal 2 - Expand public transportation.

*Goal 3 - Support and participate in the George Parks Highway Scenic Byway Corridor Partnership Plan. **

Goal 4 – Pursue an area north of Healy for the future use of a regional airport that would be capable of handling “life flight” and commuter aircraft from Anchorage and Fairbanks to increase public safety and access for residents and tourists.

Goal 5 - Support the feasibility study of constructing a bridge to access that portion of the Denali Borough northeast of the Nenana River.

Goal 6 - Support the feasibility study of constructing a bridge to access that portion of the Denali Borough west of Anderson.

Goal 7 - Support the feasibility study of the various accesses to Denali Borough land at Montana Creek.

Goal 8 - Support the state’s efforts to identify and resolve all RS2477 routes and other transportation corridors.

Goal 9 - Continue to support the Department of Transportation and Public Facilities’ efforts to develop a conceptual plan for a highway to McGrath and the Kuskokwim River originating at the Rex Bridge along the Parks Highway.

Goal 10 - Continue to encourage and support DOT and NPS in their efforts to develop multi-use paths along the Parks Highway through communities and in heavily used tourist areas.

*Note: See Appendix for website links to the George Parks Highway Scenic Byway Corridor Partnership Plan

GOALS FOR TRANSPORTATION PLANNING

Goal 11 - Continue to encourage and support DOT and NPS in improving highway safety with the implementation of turning lanes, passing lanes, pedestrian crosswalks, traffic signals, reduced speed limits in congested areas, pedestrian bridges and tunnels.

Goal 12 – Continue support and encourage DOT and NPS in removing the at-grade railroad crossing located at Milepost 235 on the Parks Highway.

CHAPTER 6 - PUBLIC FACILITIES AND SERVICES

Summary of Existing Conditions

The Denali Borough was incorporated as a Home Rule Borough. Its charter provides for the mandatory powers of taxation, education, and planning. Several small, unincorporated communities are found within the Denali Borough. These are Cantwell, McKinley Village, Healy, Ferry and Panguingue. Anderson is the only incorporated city (second-class).

Services in the Denali Borough are provided by a number of layers of government and government sanctioned entities. They are listed as follows:

FEDERAL AGENCIES

National Park Service

Denali National Park and Preserve lands and natural resources benefit from the overall planning and management by the National Park Service.

U. S. Postal Service

There are five USPS offices throughout the Denali Borough located in Anderson, Clear Air Force Station, Healy, Denali Park, and Cantwell.



Clear Air Force Station, Anderson AK

U. S. Fish and Wildlife Service

Except for National Park Service areas, the U. S. Fish and Wildlife Service have overall management authority for fish and wildlife on federal lands within the Denali Borough.

Department of Defense

Military lands within the Denali Borough at Clear Air Force Station are under the jurisdiction of the Department of Defense. Civilian contractors, Air National Guard and Air Force personnel are employed at the Ballistic Missile Early Warning facility.

Bureau of Land Management

Management authority for other federal lands located in the Borough rests with the Bureau of Land Management (BLM).

Department of Homeland Security

The Denali Borough maintains an All-Hazards Emergency Response Plan in compliance with the department.

STATE AGENCIES

Department of Fish and Game

The Department of Fish and Game has overall management authority for fish and wildlife on non-federal property within the Denali Borough.

Department of Public Safety

Alaska State Troopers and Alaska Wildlife Troopers are in charge of law enforcement and public safety within the Denali Borough.

Department of Natural Resources

Planning and management authority over state lands within the Denali Borough falls under the Department of Natural Resources (DNR).

Department of Environmental Conservation

Air and water quality enforcement is the responsibility of the Department of Environmental Conservation (DEC).

Department of Transportation and Public Facilities

The responsibility for planning, constructing, and maintaining state airports, public highways, and public highway service facilities is that of the Department of Transportation and Public Facilities.

Department of Motor Vehicles

Authority over licensing of vehicles, trailers, and individual state resident vehicle operation considerations is handled by the Department of Motor Vehicles. A contract DMV office is located in Anderson.



Tri-Valley Volunteer Fire Department

LOCAL GOVERNMENT

Denali Borough

The Denali Borough has wide authority under its Home Rule Charter for area-wide services. The Denali Borough exercises education, planning, taxation, and solid waste powers. The Denali Borough Landfill (Class II) is located at milepost 282.5 and the Cantwell Transfer Station is located at milepost 213.2.

City of Anderson

The City of Anderson, the only incorporated city, exercises parks and recreation, road maintenance, fire protection, emergency medical services, and planning and zoning powers within the city limits. There is a contract U. S. postal facility and a DMV Office. Anderson has installed a City Sewer System along its streets. Sewage treatment facilities are also located at Anderson near the Denali Borough Landfill.

Healy and Cantwell (Unincorporated Communities)

Both communities have volunteer fire departments, the Tri-Valley Volunteer Fire Department and the Cantwell Volunteer Fire Department, which provide emergency medical services and fire protection. Each community also has a United States Post Office and an Alaska State Troopers Post.

Panguingue Creek Area

Homeowners Association provides limited road services and fire protection.

Ferry Area

Ferry Community Corporation provides limited local services.

McKinley Village/Denali Park Area

Fire protection is provided by McKinley Volunteer Fire Department. The McKinley Village Community Center is operated jointly by the Community Club and the Fire Department.

Unincorporated communities of Kantishna and Gold King

These communities have limited road and airport maintenance provided by State and Federal agencies.

Railbelt Mental Health, Inc.

Mental Health services between Nenana and Cantwell are handled by Railbelt Mental Health, Inc.

Native Village of Cantwell

The Native Village of Cantwell serves Cantwell Village members and provides a borough-wide recycling program located at the Cantwell Transfer Station (CTS).

GOALS FOR PUBLIC FACILITIES AND SERVICES

Goal 1 - Develop and maintain the Denali Borough Capital Improvement Plan.

Goal 2 - Continue to support emergency services.

Goal 3 - Encourage the development of adequate medical facilities.

Goal 4 - Support adequate law enforcement services.

Goal 5 – Expand solid waste and recycling facilities within the borough and add a Transfer Station at Healy.

Goal 6 - Promote historic and cultural preservation.

Goal 7 - Plan for and encourage availability of senior services.

Goal 8 - Encourage government and public interaction to increase citizen involvement.

Goal 9 - Plan for expansion and addition of cemeteries within the borough.

Goal 10 - Encourage the implementation of the Denali Borough Sanitation Improvement Feasibility Study.

CHAPTER 7 - EDUCATION

Summary of Existing Conditions

There is currently one school district with three K-12 schools in the Denali Borough. Schools are located in the communities of Cantwell, Healy, and Anderson, in addition to a home school program that serves students statewide.

Denali Borough School District Student Enrollment 2014-2015		
Cantwell School	-	16
Tri-Valley School	-	174
Anderson School	-	19
Denali PEAK/Home School (5% are DB residents)	-	687
TOTAL ENROLLMENT	-	896

Source: DBSD District Office 11/3/14

This chapter is crucial to the Comprehensive Plan. Denali Borough communities and government should remain actively involved in quality education efforts. Supporting the school district financially is a legal obligation; helping with the life-long learning process of all Denali Borough residents is a moral obligation.

All of Chapter 7 is generally accomplished by the school district. It is included in this Comprehensive Plan to remind the borough that it should have updated reports on file in order to assist the school district in applying for and receiving requested/required funding. Education is a major component of all aspects of life in the Denali Borough. Whether the focus is economics, transportation, land use, or public service issues, good decisions cannot be made without education leading the way! The Denali Borough School District and the Denali Borough government have equal responsibility to ensure the goals of this chapter of the Comprehensive Plan are achieved.

GOALS FOR EDUCATION

Goal 1 - The Denali Borough School District is efficiently operated and fiscally sound.

Goal 2 - All Denali Borough School District schools and classrooms are safe and orderly.

Goal 3 - The Denali Borough School District upgrades and efficiently operates the academic infrastructure necessary to empower student learning.

Goal 4 - The Denali Borough School District sets annual student learning goals.

Goal 5 - The Denali Borough School District develops and maintains a district-wide customer focus on what is best for all students.



Anderson School –Anderson, AK 99744



Tri-Valley School—Healy, AK 99743



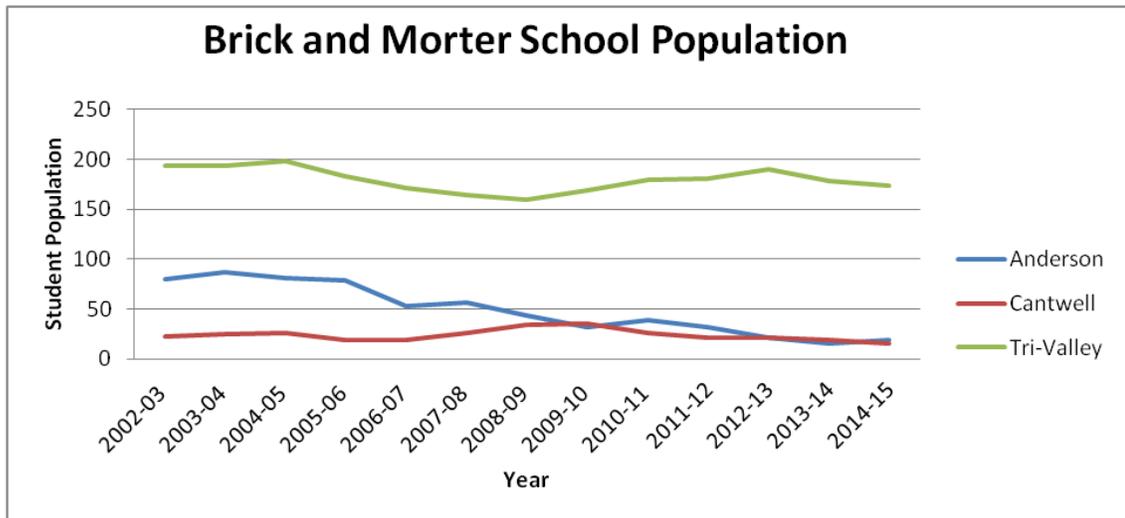
Cantwell School—Cantwell, AK 99729

Denali Borough School District Student Population 2002-2015

<u>School Year</u>	<u>Anderson</u>	<u>Cantwell</u>	<u>Tri-Valley</u>	<u>PEAK</u>
2002-03	80.5	22.55	193.75	NA
2003-04	87	25.5	193.25	NA
2004-05	81.25	25.7	198.25	NA
2005-06	78.6	19.65	183.3	281.55
2006-07	52.95	19	171.15	320.55
2007-08	56.9	25.7	164.55	342.95
2008-09	43.25	34.4	159.65	186.6*
2009-10	32	35	168.85	227.34
2010-11	38.85	26.66	179.06	505.875
2011-12	32	22	180	50.9
2012-13	21.4	22	190	663
2013-14	16	19	178	662
2014-15	19	16	174	687
Average	49.21	24.76	179.52	415.69

*Drop in numbers was owing to a group of students in Kodiak who opted out of PEAK. The program has grown substantially since that time.

Source DBSD November 2014



APPENDICES

- Appendix A** Comprehensive Plan Publishing History
- Appendix B** Denali Borough—Historical Timeline
- Appendix C** The Nature of the Denali Borough
- Appendix D** Planning History
- Appendix E** Attitudinal Survey
- Appendix F** Anderson School Surveys
- Appendix G** Reference List



Appendix A

Comprehensive Plan Publishing History

January 24, 2009	Comprehensive Plan 2009 approved and adopted by the Assembly
April 8, 2009	Revision 1—Modifications approved by the Assembly
February 15, 2011	Planning Commission Public Hearing and Regular Meeting agenda item review of Cover and Chapters 1-4.
March 15, 2011	Planning Commission Public Hearing and Regular Meeting agenda item review Chapters 5-7.
April 19, 2011	Planning Commission Public Hearing and Regular Meeting agenda item review Appendices.
June-November 2011	Planning Commission Public Hearing and Regular Meeting agenda item review of draft document reflecting all proposed changes.
November 2011	Planning Commission forwards recommended changes to be incorporated into the Comprehensive Plan Revision 2 to the Denali Borough Assembly for their review and adoption.
<i>XX 2015</i>	Planning Commission forwards recommended changes to be incorporated into the Comprehensive Plan Revision 3 to the Denali Borough Assembly for their review and adoption.

Appendix B

Denali Borough—Historical Timeline

12,000	Years of prehistory and occupation by Native Nations
1867	Purchase of Alaska from Russia
1883	Captain Michael J. Healy, commander aboard revenue cutter Corwin, was told stories of a 'mountain of jade' to the far north
1884	Cpt. Healy put Army Lt. John C. Cantwell in charge of the search for the mountain of jade. Lt Cantwell discovered extensive coal deposits.
1902	Alfred Brooks explored the Healy valley for the U.S. Geological survey. His reports drew attention to the vast coal deposits in the area.
1903	Judge James Wickersham, prospecting near Wonder Lake and the Kantishna Hills, finds some gold at Chitsia Creek.
1904	John Colvin, a commercial meat hunter, trapper, and guide, built his cabin directly across from the mouth of the Healy River. His cabin site became the original location of the Healy townsite.
1905	Joe Quigley, Jack Horn, and Joe Dalton pick up on the Wickersham information and prospect the southern Kantishna Hills, finding several significant shows of 'color.'
1905-06	Gold rush to Kantishna Hills. Two thousand people live at Eureka. River steamers bring freight and people to the area.
1906-08	Charles Sheldon, hunter-naturalist, studies wildlife in the Toklat area and promotes the idea of a national park at McKinley.
1907	Kantishna gold rush ends and most miners leave.
1910	Four men, later called the Sourdough Expedition, plant a 14-foot flag pole on the north peak of Mt. McKinley (19,740 feet) believing it to be the higher of the two summits.
1912	President Taft names a commission to carry out a survey of a possible route for a railroad.

Appendix B - Denali Borough—Historical Timeline

- 1913 Harry Karstens, Hudson Stuck, Robert G. Tatum, and Walter Harper are the first party to successfully climb Mt. McKinley. Harper, an Athabaskan, is first to the top on June 7th.



NPS photo

- 1914 President Wilson authorizes construction of the Alaska railroad (ARR) from Seward to Fairbanks.
- 1916 As a result of the efforts begun by Sheldon, bills for the establishment of Mt. McKinley National Park are introduced in both houses of congress.
- 1916-22 Congressman Charles F. Curry of California, as chair of the committee on territories, enthusiastically supports development of Alaska and the railroad.
- 1917 On February 26, President Wilson signs the bill creating Mt. McKinley National Park.
- 1918 At mile 392.9 on the Alaska railroad, Clear was established as a station stop with the name "Clear Site."
- 1919 The Healy River Coal Company opens a mine at Healy.
- 1920 Copper-lead-zinc is discovered at Mt. Eielson.
- 1921 Healy Post Office opens.
Harry Karstens is appointed first superintendent of the park and spends his first winter camped under an ARR trestle.
- 1922 First McKinley Park road blazed and the park expanded to the 149th meridian.
At mile 319.5, the ARR showed Cantwell as a flag stop on its timetable. The town was named after the nearby Cantwell River, which was later renamed the Nenana River.
Ferry, at mile 371.2 on the ARR, appeared on the 1922 timetable as a flag stop. It was also listed in a 1919 Seattle Chamber of Commerce promotional folder about farming in Alaska.

Appendix B - Denali Borough—Historical Timeline

- 1923 The Alaska Engineering Commission completes a bridge across the Nenana River and a railroad spur to the Healy River mine.
- President Warren G. Harding drives the last spike at Nenana, completing the ARR.
- Formal dedication of Mt. McKinley National Park in July and first ARR tourist train.
- 1924 Carl Ben Eielson begins air service to the local mining areas and the new national park.
- 1925 Rex, a site near Clear on the Parks Highway about 10 miles northwest of Rex Dome, was shown as Kobe on a 1925 ARR Commission map.
- 1927 First park accommodations, a campground at Savage River, established.
- 1928 Park is closed to all hunting.
- 1930 Suntrana, the site of an early mining camp and town about five miles east of Healy, was listed in territorial census with 61 people in 1930, 78 in 1939, and 130 residents in 1950.
- 1932 Park is enlarged to the Nenana River. A fifteen-year process of acquiring in-holdings begins.
- 1935 Red Top Mining Company is formed and large scale development ensues at Kantishna. Full production begins in 1939.
- 1936 National Lead Company starts to develop antimony deposit at Stampede. Ore is shipped until 1972 along the Stampede Trail, a 56-mile long tractor trail. Tractors pull 40-ton sleds of antimony sulfide to the railroad.
- 1937 McKinley Park Hotel opens with 98 rooms.
- Healy's one-room school opens.
- 1938 A road is completed from the ARR to the Kantishna mining district.
- 1941 Stampede Air Strip is developed, later expanding from 1,100 to 4,000 feet. The airstrip served the mine by flying ore out via Norseman and C-46 cargo planes.
- 1942 Presidential emergency order closes gold mines in all of Alaska.
- Coal production increases due to urgent needs of World War II.
- Suntrana School opens.
- 1943 Emil and Rose Usibelli, Italian immigrants, start Usibelli Coal Mine.
- 1945 Healy Hotel is constructed.
- 1957 Denali Highway is completed providing automobile access to the park.

Appendix B - Denali Borough—Historical Timeline

1959-61	Clear Air Force Station is constructed.
1959	Arthur Anderson subdivides his 80-acre homestead into quarter-acre lots. Alaska is granted statehood.
1960	The new State of Alaska Road Commission budgets \$250,000 to improve the Stampede Rd.
1960's	Carlo Creek, mile 224 of the George Parks Highway, was first homesteaded by school teachers.
1961	Elementary school is established in Anderson. Clear Sky and Browns Court are established.
1962	Anderson incorporates as a second class city. Liaho community is established.
1963	The Rex Bridge, "the Bridge to Nowhere," is constructed across the Nenana River. It was renamed as the Jack Coghill Bridge to the Interior in 2005.
1968	Prudhoe Bay oil and gas lease sale brings \$960,000,000 into State coffers. This is five times the amount of all State expenditures since statehood. Golden Valley Electric power plant is built in Healy.
1970-80's	Panguingue Creek Subdivision was founded as a result of several different state land sales.
1971	The Alaska Native Claims Settlement Act is signed into law.
1972	George Parks Highway is completed between Anchorage and Fairbanks. McKinley Park Hotel burns. Price of gold is allowed to float. Rapid rise in gold and silver prices brings renewed activity to mining in Kantishna.
1974	Construction of the trans-Alaska pipeline begins.
1980	President Carter signs the Alaska National Interest Lands Conservation Act enlarging the park to a total of about six million acres.
1981	Usibelli Mine begins to export coal on the ARR and ship to Korea.
1983	ARR is sold to the State of Alaska.



Appendix B - Denali Borough—Historical Timeline

1985	McKinley Village founded as a state land sale subdivision.
1986-87	The Peters Glacier surges 3.5 miles.
1989	Department of Energy selects Healy Clean Coal Project (HCCP) as a Clean Coal Technology Program demonstration plant.
1990	The Denali Borough incorporates in December.
1990-94	HCCP plant designing completed and environmental permits secured.
1993	State of Alaska proposes a road connecting the George Parks Highway with McGrath, with a side road to Kantishna.
1994	Anderson Airport is paved and expanded.
1995-97	HCCP is constructed.
1996	Denali Bluffs constructed in the Nenana Canyon.
1997	State of Alaska conveys 957 acres of the 49,789 acres due to the Denali Borough under the Municipal Land Entitlement Program.
1998	Denali Borough Landfill established.
1999-2000	HCCP fails to pass a 90-day operating test designed to test reliability and economics. HCCP plant shut down. Grand Denali Hotel opens to tourist trade near Denali National Park and Preserve entrance.
2000	Denali Borough gains an additional 16,328 acres of municipal lands.
2003-2008	On HCCP, Golden Valley Electric Association (GVEA) and Alaska Industrial Development and Export Authority (AIDEA) hold joint meetings, GVEA offers to purchase HCCP but the State rejects offer, AIDEA files lawsuit, GVEA & AIDEA in mediation.
2003	Denali Princess Wilderness Lodge expands hotel accommodations in the Nenana Canyon.
2004	Assembly passes Ordinance 04-04 establishing the DB Planning Commission. Westmark Hotel (Holland America) opens a new 125-room facility in the Nenana Canyon. Plans are to construct 125 rooms per year for the next three years adding 500 rooms to the total tourist industry in the Denali Borough.



Photo from AIDEA Website

Appendix B - Denali Borough—Historical Timeline

- 2004 GVEA installs primary power lines and poles from Panguingue Creek to Kobe Agriculture unit, a span of 26 miles, to provide grid power to homes along the Park's Highway Corridor.
- The Denali Borough adds 4.2 acres to its municipal land entitlements.
- 2005 Matanuska Telephone Association installs phone and computer service from Panguingue Creek to Kobe Agriculture a 26-mile area along the George Parks Highway.
- First evidence of dinosaurs found in Interior Alaska at Igloo Creek inside Denali National Park and Preserve. The three-toed track was made approximately 70-million years ago by a meat-eating theropod.
- 2006 Black Diamond Resort Co. develops work camp site and facilities for seasonal employees. Additional tourism opportunities, covered wagon and ATV tours, increase the annual seasonal employees to approximately 80.
- 2007 The City of Anderson's high school students developed a plan to give away parcels of land for free in order to grow interest in and population of Anderson. Their efforts achieved international attention.
- 2008 The Denali Borough facilitates its first sale of municipal lands via a public outcry auction for lots in the Panguingue Creek Subdivision. Eight lots were sold at the auction. The remaining lots were put up for sale over-the-counter. One lot was sold over-the-counter.



Appendix B - Denali Borough—Historical Timeline

- 2009 The George Parks Highway from mile 132, Chulitna River Corridor, to mile 248, Healy, gains Scenic Byway designation. Effort to expand the designation from Healy to Fairbanks begins.
- State of Alaska conveys an additional 21,412 acres of municipal entitlement land to the Denali Borough.
- Healy Unit 2 (formerly HCCP) GVEA and AIDEA reach sale agreement
- 2010 One lot in the Panguingue Creek Subdivision was sold over-the-counter.
- 2011 Three Panguingue Creek Subdivision lots were sold over-the-counter.
- 2012 One lot in the Panguingue Creek Subdivision was sold over-the-counter.
- 2014 Denali Borough receives the final 6,812 acres of land conveyance from State of Alaska Employee housing is built in Healy to house 300-750 employees of the tourist industry
- One lot in the Panguingue Creek Subdivision was sold over-the-counter.
- 2015 Healy Unit 2 to come online
- 

Appendix C

The Nature of the Denali Borough

Physical Characteristics – Denali Borough

Geology

The 12,000 square miles that comprise the borough include spectacular and complex geologic features including the highest mountain in North America, productive coalfields, gold mines, limestone quarries, 50-mile long glaciers, and thermal hot springs. The land exhibits evidence of a tumultuous past, ancient volcanic activity and submergence below sea level, and massive uplifting, which continues today.

Within the borough, the area south of the Alaska Range is more seismically active. The Denali Fault complex, which runs generally east to west through Denali National Park, is a dynamic strike-slip fault and is associated with the collision of two tectonic plates, the Pacific and Continental. The collision of these two plates is responsible for the growth of the Alaska Range. The Hines Creek Strand, a branch of the larger complex, roughly parallels the Denali Park Road from Riley Creek to the park entrance and eastward.

North of the Alaska Range earthquakes occur less frequently and with less force. Records of quakes within a 100-mile radius of Healy show that the majority are of a magnitude less than 5.0 on the Richter Scale. The greatest quake recorded, in November 2002, measured 7.9 in magnitude.

Fourteen thousand years ago, much of the borough was under ice. A vast ice-free area did exist between the lower reaches of the northern slopes of the Alaska Range north to the foothills of the Brooks Range. Numerous ice flows still radiate from the high peaks of the Alaska Range. Glaciers on the southern slopes of the range tend to be thicker and longer due to higher precipitation levels from moist air traveling north from the Gulf of Alaska. The northern flanks of the range are in the rain and snow shadow. The Kahiltna Glacier, which originates on the western slopes of Denali, flows south for over 45 miles and measures up to 2 miles wide. The Muldrow Glacier, on the north side, has an active history including two surges in the past 100 years, most recently in the winter of 1956-57. The Peters Glacier, also on the north side, surged 3.5 miles in 1986-87.

Although the land of the Denali Borough is sparsely populated, geological forces have the potential of causing devastating damage to the area's infrastructure. A significant earthquake could make highway and railway bridges impassable. Rockslides, particularly in the Nenana Canyon (mile 241-245), are a significant ongoing problem for the Department of Transportation and the Alaska Railroad.

Appendix D

Planning History

Comprehensive Plan Ad Hoc Committee and Meetings

- 02-23-06 to 06-01-06 Ezekiel Baye, Sharlene Berg, Dominic Canale, Travis Cronin, Bill Friesen, Eileen Holmes, Steve Jones, Kathryn Martin, Dale Olson, Timothy O'Rourke, Alan Renshaw, Chip Saylor, Chuck Saylor, Clay Walker, and Keith Walters.
- 06-20-06 Ezekiel Baye, Sharlene Berg, Dominic Canale, Travis Cronin, Bill Friesen, Eileen Holmes, Steve Jones, Kathryn Martin, Dale Olson, Tim O'Rourke, Alan Renshaw, Chip Saylor, Chuck Saylor, Tammany Straughn, Clay Walker, Keith Walters, and Rick Weibel.
- 09-20-06 Ezekiel Baye, Sharlene Berg, Dominic Canale, Bill Friesen, Eileen Holmes, Steve Jones, Kathryn Martin, Alan Renshaw, Chip Saylor, Chuck Saylor, Tammany Straughn, Keith Walters, and Rick Weibel.
- 03-08-07 Ezekiel Baye, Sharlene Berg, Dominic Canale, Bill Friesen, Eileen Holmes, Steve Jones, Kathryn Martin, Alan Renshaw, Chip Saylor, Tammany Straughn, Keith Walters, and Rick Weibel.

Denali Borough Planning Commission

- 01-05-06 to 06-27-06 Jim Anderson, Anne Capistrant, Sid Michaels, John Miner, Jon Nierenberg, David Tomeo, Chuck Tomkiewicz, Rick Wiebel, and Jim Wright
- 07-25-06 to 08-22-06 Jim Anderson, Anne Capistrant, John Miner, Jon Nierenberg, David Tomeo, Chuck Tomkiewicz, Rick Wiebel, and Jim Wright
- 09-26-06 Jim Anderson, Anne Capistrant, John Miner, Chuck Saylor, David Tomeo, Chuck Tomkiewicz, Rick Wiebel, and Jim Wright
- 10-24-06 Jim Anderson, Anne Capistrant, John Miner, Chuck Saylor, David Tomeo, Chuck Tomkiewicz, and Rick Wiebel
- 01-23-07 Jim Anderson, Anne Capistrant, Bill Friesen, Steve Jones, John Miner, Chuck Saylor, Tammany Straughn, and Rick Wiebel
- 03-27-07 Jim Anderson, Anne Capistrant, Bill Friesen, Steve Jones, John Miner, Alan Renshaw, Tammany Straughn, and Rick Wiebel

Appendix D—Planning History

Assembly Assumes Planning Commission Powers

Commission did not have enough members to reach a quorum.

**April 9, 2008 (ASSEMBLY PASSES Ordinance 08-16 and ASSUMES PC powers)
(Assembly creates Sub-committee to continue work on the Comp Plan;
John Miner, Steve Jones, and Rick Weibel)**

04-09-08 Armeda Bulard, David Evans, Josh Hockin, Eileen Holmes, Baxter Mercer,
Teresa Usibelli, Clay Walker, and John Winklmann

Comprehensive Plan Sub-committee of the Assembly Members & Meetings

04-09-08 Steve Jones, John Miner, Rick Wiebel, with assistance from Chuck Saylor

Planning Commission Resumes Its Powers from the Assembly 02-24-09

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Appendix E—Attitudinal Survey

Denali Borough Resident Attitudinal Survey

Prepared by the Northern Economic Research Associates (7300 Chena Hot Springs Rd Fairbanks Alaska 99712) for the Denali Borough under the auspices and direction of the Denali Borough Planning Commission.

Survey Design, Focus Groups, and Execution

On July 12 of 2007 the Denali Borough Government, through the Planning Commission and Mayor, contracted with NERA to conduct a voter attitudinal survey under RFP 07-01. The work was to include focus group sessions with borough residents, meetings with the planning commission, and a telephone survey of residents. It was to be completed in a time frame of two months. This section will describe the process by which the survey instrument came to be designed and how the survey itself was executed.

The Planning Commission had undertaken a revision of the Borough Comprehensive Plan, and was concerned about fielding input from the residents in the revision of that plan. As is always the case in government, the citizens and the government communicate imperfectly. Ordinary citizens are not generally involved very much in government, and it is often the case that those who are do not represent the voters at large, but rather have keen interests themselves in some public issue.

So the Planning Commission was interested in taking a pro-active approach and determining the opinions of residents at large on some key issues the Borough is facing. The comprehensive plan speaks to a number of topics, such as land use regulation and control, economic development, services - and establishes vision statements pertaining to each.

Ultimately the Planning Commission, Assembly, and Mayor have authorities in law that are very specific: the powers to tax and zone, for example - and it was emphasized in NERA's proposal that the survey must ultimately address *actionable* matters as opposed to fluff. The survey needed to go beyond a vague opinion about economic development and speak to what role and how the government should be involved in it.

To a significant degree the formation of the Denali Borough was a pre-emptive move to preclude the Mat-Su Borough extending northward (or for that matter the North Star Borough extending south) and to keep government at a minimum.

Since that time there has been tremendous growth, with the epicenter of that growth at the entrance to Denali National Park and Preserve. The tourist economy, through the overnight accommodations tax, has financed virtually the entire borough government. But its growth has also now brought about questions pertaining to land use and services that require long range planning.

The Borough is relatively young, even by Alaska standards. Although previous surveys have been done both in conjunction with the first Comprehensive Plan, along with alternative occasional community efforts (e.g. the Denali Summit and Yanert Community Plan, and an Anderson High School student survey) a contemporaneous Borough-wide survey based on questions fielded from every region was necessary.

Appendix E—Attitudinal Survey

NERA reviewed all previous surveys and planning documents and met with the Borough Planning Commission several times, in addition to continuous communication and drafting of survey questions before the survey was conducted.

Prior to the focus group meetings one extensive worksession with the Planning Commission was conducted that narrowed down a topical field of questions that were to be discussed at four focus group sessions of local residents in Anderson, Healy, McKinley Village, and Cantwell.

The focus group participants were recruited in a number of ways. Flyers were distributed to all locations Borough notices are posted. A newspaper article in the Fairbanks Daily News-Miner carried a story about the effort and provided contact information. The Borough website posted notice and contact information. NERA paid for production of an issue of the Denali Summit containing a story on the project and contact information.

The Planning Commission was also concerned that Alaska regional Native corporations with landholdings or operations in the Borough participate. NERA contacted officials at Ahtna, CIRI, and Doyon. One representative from Ahtna attended. Two of the largest tour companies were contacted, with one undertaking extensive conversation about the survey but neither raised issues to address or incorporate.

All of these produced some number of participants who called in requesting a seat at one of the focus groups. But far and away random phone calls were used as a means of acquiring participants, and a gratuity was offered for their time so that people who are ordinarily not disposed to participate in government affairs were induced to come and spend a significant amount of their time producing a survey ordinary citizens would understand and answer objectively.

Twenty-nine total participants were recruited with Healy naturally producing the largest group with nine members and Cantwell the least at five. Eight participated in Anderson and seven in McKinley Village. All of the focus groups went well over three hours, and one of them over four.

In addition to these twenty-nine residents there were well over a dozen individuals who gave a great deal of input over the phone during the focus group recruiting but who could not attend because they were extremely busy at this time of year during business hours, lived in Kantishna, or were otherwise precluded from attending.

Participants were provided three years' worth of budget data from the Denali Borough government as well as an overview of the concerns established by the Planning Commission. A presentation was also given pertaining to the functions of the School Board vs. the Assembly and Mayor, the authorities of the Borough under Title 29, and ancillary data on the status of the municipal land entitlement, landfill costs, and any questions the participants had on the process.

Appendix E—Attitudinal Survey

It was emphasized that the focus groups had at least several key functions in this project. First, bringing concerns to the Planning Commission that were citizen-motivated and that may not have been addressed. Second, providing input to those areas that the Planning Commission had identified, and working out well-defined questions citizens could answer that would give meaningful, actionable instructions to the Planning Commission, Assembly, and Mayor.

But third, it was imperative to ask questions that were not leading in any way. That is, not eliciting a biased response by slanting the question in some way. To provide information content either before or during the question that assisted citizens in both understanding and making a fully-informed decision - but not coaching an answer one way or another.

Every focus group was conducted in a manner that kept the group on point: to author questions for the survey. No focus group's work was influenced by any other focus group with very limited exceptions. If a group appeared to be stuck on some issue after a great deal of time had passed, a general idea of what occurred at another group was offered as a discussion point.

At the conclusion of the focus groups, draft questions were presented to the Planning Commission, and all questions were reviewed and prioritized, as there was limited time and too many questions, many of which were similar in nature. A draft survey instrument was prepared, and that draft survey underwent a second round of review by the Planning Commission.

This survey was yet still a draft document. A final pre-testing stage was undertaken where six respondents were given the survey, except they were afforded the opportunity to give input on their impressions. As a consequence additional changes were made for the final survey instrument. Those modifications were again sent to the Planning Commission, which concluded the construction of the final survey instrument.

The survey itself was undertaken by first acquiring the MTA phone book directory, excluding business or government lines, and then randomizing the numbers. A stratified random sample was conceived, based on the proportions of the three telephone prefixes for the Denali Borough. (Healy: 683, Cantwell: 768, and Anderson: 582). Based on proportions of these prefixes, an equiproportional survey would result in 58% of the responses from the Healy exchange, 27% from the Anderson exchange, and 14% from the Cantwell exchange.

The survey continued for two full weeks*, and although the phone numbers had been randomized, every single line in the Borough had been called at least once, and a good proportion of them twice - some three times if the respondent had indicated a willingness to undertake the survey at a later time. Two hundred responses were ultimately attained.

*On the last day of the survey the fiber optic cable was severed, reducing the number slightly below what it would have been otherwise.

Appendix E—Attitudinal Survey

An additional one hundred sixty two people had been contacted but did not wish to do the survey (87 in Healy, 42 in Anderson, and 33 in Cantwell).

According to the Department of Community Advocacy, the over-18 population of the Borough had been estimated at 1,443 in year 2000. Of course the Borough has grown since then, but a present population estimate is unavailable. But at any rate the sample represents about 14% of that number, although 25% of that number had been positively contacted including individuals not wishing to participate in the survey. In terms of total non-business land lines, about half the numbers in the entire Borough were contacted.

Not much more effort would have been productive in terms of a cost/benefit calculus as the point of diminishing returns had been passed after the first round of having called every line in the Borough. In consideration of the time of year this response rate of well over 50% in terms of lines contacted was quite good. It was certainly enough to provide statistical validity to the responses.

The distribution of responses across telephone prefixes was in accordance with the proportions above. What may be more of interest are the proportions across the regions that were defined in the initial question of the survey, listed below:

Location	Number	Proportion
Anderson	48	23.9%
North of Stampede Road South of Anderson Turn-off	18	9.0%
Healy Area including Stampede	83	41.3%
Parks Corridor South of Windy Bridge to Carlo Creek	24	11.9%
Cantwell	28	13.9%
Total	201	100.0%

Cautions in Interpreting the Results

There are a couple of reasons to take caution with any survey of this kind in terms of interpreting the results. The first is self-selection bias. The second is the distinction between nominal preferences and the strength or passion of those preferences. It is one thing to say that 51% of those who responded to a survey answered "yes" to some question. But it is another thing entirely to have the Borough Assembly pass a law that those 51% of respondents felt marginally so about, whilst the other 49% of respondents along with those who did not answer felt very strongly the opposite.

Appendix E—Attitudinal Survey

Self-selection bias in this context is the problem that arises when people who choose to answer a survey are different from the people who choose not to answer. In this case we had 162 people who did not want to answer the survey vs. 201 people who did. What we can say for sure is that those 162 did not want to have their time taken up. But the question is how can we realistically assess what this means in terms of any bias we may have gotten out of the survey results.

The most fundamental question to ask is whether those who did not answer are generally the kinds of people who favor more government, more regulation, and more interference in their lives? Or are they the kinds of people who want less government, less regulation, and less interference in their lives? It is the more reasonable inference that if anything, these are people who want to be left alone, and indeed when identifying ourselves as conducting a survey on behalf of the Denali Borough Government the responses prior to hanging up certainly give support to that inference. The experience in the focus groups also reinforced that observation.

At the very least what is important to keep in mind is that these are the answers from people who were contacted randomly, but who chose whether or not to answer the survey.

The second matter is the concern over nominal preferences vs. the amount of passion any person feels about them. Two people can have the same answer on a survey, but one feels so strongly that they are willing to present themselves before an Assembly or take citizen action over it whereas the other may not care much at all.

So despite cases where a majority favor or oppose some issue, it is a well-known political phenomenon that a highly motivated minority can either push through initiatives the majority actually opposes, or stop others the majority actually favors.

In the most practical terms here, a strong majority of those surveyed favored increasing the tipping fee in order to forward-fund the landfill closure expenses. There is little doubt though that a proposal to increase the tipping fee above the recent increases will draw strong opposition from commercial interests that generate a substantial amount of refuse. So as a political question an elected official contends with not just the nominal numbers for or against - but also with the degree of opposition in terms of its intensity.

In some of the survey questions the analysis is done in two ways. The first is to present all data including the "no opinion" responses. The second is to re-calculate proportions where the "no opinion" responses are excluded. There is a very good reason for doing both. Suppose for example that 50% of the respondents have "no opinion" on an issue whereas only 40% are "for" and 10% "against". Then although there is no "majority" that is in favor of this item, the fact is four out of five people who have any opinion at all favor it. That is, 80% favor and 20% oppose amongst those who have opinions.

Appendix E—Attitudinal Survey

Making this distinction does not matter when over 90% of the residents have given an opinion one way or another. The results are basically the same. It only begins to matter as the proportion of "no opinion" responses grows significantly higher. An elected official needs to concern himself with both ways of looking at the problem because people can arrive to public meetings armed with torches and pitchforks despite half of the population not even caring enough about the issue to give an opinion.

In summary, the survey is information. It is information that resulted from a process of initial issue framing by the Planning Commission. It was then filtered through and added to by focus groups comprised of individual citizens. From there it was winnowed down to seventeen priority questions by the Planning Commission. Those were fine-tuned by a pre-test. Finally, while over 50% of those contacted chose to participate, let us not forget the others who did not participate - because they also represent their counterparts in the population. Were we to make any assumption about them, these are people who would likely tend to favor less government as opposed to more government.

Finally, raw proportions can obscure the intensity of preferences people have over an issue. All interest groups are motivated in accordance with how any particular issue affects their lives most directly. Even when a majority of the population is ambivalent on some matter, there can be extreme divisiveness amongst the remainder who do care.

Appendix E—Attitudinal Survey

Survey Responses by Region

The first survey question was a general impression about the size of the Borough, meaning the budget, personnel, and reach in terms of its impact on the lives of the residents:

	Total Borough	Anderson	Highway	Healy	Parks Corridor	Cantwell
1) The Government is						
a) Too big	24.6%	12.5%	52.9%	28.9%	8.3%	28.6%
b) It is the right size now	50.3%	52.1%	29.4%	51.8%	58.3%	50.0%
c) It is too small	3.5%	2.1%	5.9%	3.6%	4.2%	3.6%
d) No Opinion	21.6%	33.3%	11.8%	15.7%	29.2%	17.9%

About half the residents feel the size of the borough is just right. Another quarter feel it is too large, and a very small fraction feel it is too small. Amongst the regions, the Highway residents feel the most strongly about the size of the government being too large, with just over half having that impression. The others do not stand out so much as so different it is worthy of special note. Cantwell and Healy are marginally on the side of too much government whereas Anderson and the Parks Corridor weigh slightly more on the side of "just right" in comparison to the average.

If we omit the "no opinion" responses we have the following distribution, which should be interpreted as the responses amongst those who registered an opinion one way or the other:

	Total Borough	Anderson	Highway	Healy	Parks Corridor	Cantwell
1) The Government is						
a) Too big	31.4%	18.8%	60.0%	34.3%	11.8%	34.8%
b) It is the right size now	64.1%	78.1%	33.3%	61.4%	82.4%	60.9%
c) It is too small	4.5%	3.1%	6.7%	4.3%	5.9%	4.3%

What this does is allow one to see a little more sharply the distinctions amongst those who did register opinions. The Highway region is clearly leaning in the strongest direction of "too much government" whereas the Parks Corridor has the fewest who lean that way. Cantwell and Healy lean a little more in the direction of "too much government" than does Anderson. In all, the vast majority of residents feel the government is either the right size or too big. Only a tiny minority feel it is too small.

The second question asked for a general impression about the level of zoning and land use regulation. The question was further clarified if necessary to ensure that the respondent understood it was the existing code as opposed to their impression about what direction the borough was headed or attempting with recent efforts.

Appendix E—Attitudinal Survey

2) Is the level of zoning and land use regulation the borough is exercising

	Total Bor- ough	Anderson	Highway	Healy	Parks Corridor	Cantwell
a) Too much	14.1%	8.3%	27.8%	14.5%	8.7%	17.9%
b) Not enough	26.1%	4.2%	22.2%	31.3%	60.9%	21.4%
c) Just right	28.1%	29.2%	27.8%	32.5%	17.4%	25.0%
d) No opin- ion	31.7%	58.3%	22.2%	21.7%	13.0%	35.7%

The responses are mixed, and in fact the largest single category is no opinion on the issue, with almost a third of respondents in that category. The Highway residents again enter as the most opposed to the current level of zoning or land use regulation and the Parks Corridor with the least feeling that way. The Parks corridor has the strongest sentiment - a majority - that feel there is not enough zoning or land use regulation.

When we omit the "no opinion" responses in order to gauge the relative comparisons amongst those who cared to register an opinion, the results are pretty clear:

2) Is the level of zoning and land use regulation the borough is exercising

	Total Bor- ough	Anderson	Highway	Healy	Parks Corridor	Cantwell
a) Too much	20.6%	20.0%	35.7%	18.5%	10.0%	27.8%
b) Not enough	38.2%	10.0%	28.6%	40.0%	70.0%	33.3%
c) Just right	41.2%	70.0%	35.7%	41.5%	20.0%	38.9%

The overwhelming majority of Parks Corridor residents who responded with an opinion one way or the other felt that the level of land use regulation was insufficient (70%). The strongest opinion registered elsewhere was in favor of "just right", with Anderson having 70% who felt that way. Healy and Cantwell are a little more evenly divided although the stronger sentiment is on the side of "just right". When there is this kind of division amongst the residents then a more specific questions about land use regulation and zoning are required, and are taken up later in the survey.

The third question pertained to whether and how the government should be involved in economic development as a general matter. The answers are presented here in shorthand and the full description can be had by viewing the survey in the appendix. But the principle distinction amongst the answers was whether the government should be involved "at all", whether it should be a part of the ordinary duty of assembly and mayoral positions, or whether there should be tax money spent and specific programs undertaken with administrative positions or commissions dedicated to the task:

Appendix E—Attitudinal Survey

3) To what level should the borough promote economic development:

	Total Borough	Anderson	Highway	Healy	Parks Corridor	Cantwell
a) None	22.0%	18.8%	33.3%	20.5%	20.8%	25.0%
b) Regular duty	59.5%	58.3%	55.6%	60.2%	58.3%	64.3%
c) Spend tax money on it	7.0%	14.6%	0.0%	4.8%	8.3%	3.6%
d) No opinion	11.5%	8.3%	11.1%	14.5%	12.5%	7.1%

Clearly, the majority opinion is that the borough assembly and mayor, as a regular part of their duties, should be promoting economic development. Only a very small portion of the borough feels that there should be commissions, administrative positions, or special programs associated with marketing the borough and economic development. In fact, when we add in the responses of "none", more than 80% of the borough residents appear to be opposed to creating an economic development bureaucracy.

There do not appear to be opinions that vary so significantly across regions that they require special emphasis. Nor are there enough "no opinion" responses to make a difference by excluding them. Virtually all residents - almost 90% - have an opinion on this matter.

During the focus group discussions the phrasing of this question was discussed in detail. Such a question has very good potential for being phrased in such a way that the responses are not very instructive. People favor wealth and opportunity. So asking them whether economic development is something they are opposed to or in favor of is not going to produce much of value in terms of actionable borough government content - or worse yet to interpret positive responses as meaning the residents are in favor of an economic development commission or office housed within the administration.

The fourth question was preceded by a statement on the present status of municipal land entitlements. The total acreages in patented, management authority, and selections was provided along with the question about whether release of that land should be a priority item for the borough government:

	Total Bor- ough	Anderson	Highway	Healy	Parks Corri- dor	Cantwell
4) Should the Borough make surveying and release of municipal entitlement land a priority?						
a) Yes	52.3%	60.4%	55.6%	50.0%	45.8%	46.4%
b) No	24.6%	18.8%	27.8%	24.4%	37.5%	21.4%
c) No opinion	23.1%	20.8%	16.7%	25.6%	16.7%	32.1%

There was a fairly strong trend in moving from north to south along the borough transportation corridor. A clear majority in Anderson (60%) felt this was a priority issue for the borough. But as we move south, the proportion falls to a minority.

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There are a significant number with no opinion on the issue, particularly in Cantwell. When we exclude the "no opinion" answers and address those that expressed one, the results were sharper:

4) Should the Borough make surveying and release of municipal entitlement land a priority?

	Total Bor- ough	Anderson	Highway	Healy	Parks Corri- dor	Cantwell
a) Yes	68.0%	76.3%	66.7%	67.2%	55.0%	68.4%
b) No	32.0%	23.7%	33.3%	32.8%	45.0%	31.6%

The trend along the transportation corridor is not so clear in this framing. There are very strong majorities, amongst those who have opinions, for making this a priority with the exception of the Parks Corridor residents. It is still a majority there, but not nearly so strong as in the others - particularly with respect to Anderson.

The survey began probing more specific questions about land use regulation or zoning after these introductory questions. The first question pertaining to zoning asked about a very general type of zoning in which areas of residential, commercial, agricultural, or subsistence use were set forth. It was further clarified if necessary that this meant specifically drawing boundaries - zoning - around areas for specified uses, although very general in nature:

5) Generalized Zoning

	Total Borough	Anderson	Highway	Healy	Parks Corridor	Cantwell
a) Favor	50.3%	50.0%	50.0%	49.4%	82.6%	25.0%
b) Oppose	39.7%	31.3%	38.9%	44.6%	8.7%	64.3%
c) No opinion	10.1%	18.8%	11.1%	6.0%	8.7%	10.7%

With the exception of Anderson, over 90% of the borough residents had an opinion on this issue. About half of the residents favor such a thing with 40% opposed. But there are some very distinct differences by region - and the most polar opposites are next to one another. The vast majority of Parks Corridor residents are in favor whereas a very strong majority of Cantwell residents oppose. Healy is about the most evenly divided on the question. In this case again, since almost all residents had an opinion, eliminating the "no opinion" category does not make that much difference, with the exception of Anderson.

When the level of zoning or land use regulation becomes more comprehensive the opinions of the residents begin to become more divided, but generally in opposition. Question #6 asked about zoning lot sizes, setbacks, occupancy, viewshed, etc:

6) Building size or occupancy, lot size, setbacks, viewshed, etc.

	Total Bor- ough	Anderson	Highway	Healy	Parks Corridor	Cantwell
a) Favor	36.2%	40.4%	22.2%	30.1%	79.2%	17.9%
b) Oppose	56.8%	51.1%	66.7%	61.4%	20.8%	78.6%
c) No opinion	7.0%	8.5%	11.1%	8.4%	0.0%	3.6%

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Note again the polar opposition of Cantwell residents to the Parks corridor, with nearly 80% of each on opposite sides of the fence for this issue. The Highway corridor residents are also in strong opposition as would be consistent with their other responses. Healy is a solid majority against whereas Anderson is a small minority in favor. In this case again, we have almost all residents expressing an opinion about this issue and omitting the "no response" category is unnecessary.

The local option questions, numbers seven and eight, were the one area that produced anomalous results by comparison to what would be expected given the rest of the survey. It is important to understand why. The question, as written, asks them to indicate whether they are in favor or opposed to residents being able to request zoning in their local area - *when the respondent's property itself would be subject to that zoning*. The question was to be predicated with the statement below:

One method for regulating land use is called a "local option" where property owners and residents of a local area testify to the Borough Assembly whether they want to establish regulations on land use in their locality. In this question "local" means an area no larger than any existing subdivision.

This question can be taken in two different ways depending on the nuances of exactly how it is asked, and even the voice inflection on key words. Because the results were anomalous, the telephone interviewer was asked to explain exactly what he thought this question meant. His explanation conveyed that this was a means for the residents to veto efforts by the Denali Borough government to zone them. In short, a way of blocking zoning.

He was therefore queried further to make certain if any information at all besides the exact statement and question had been read. The answer was yes, and doing so was contrary to instructions. The statement that this was a way for the local area to take precedence over Borough zoning was made. Furthermore, heavy emphasis was placed on the words "they want" - causing a reinforcement of the impression that this was a matter of what the residents wanted to do vs. what the Assembly or administration wanted to do.

By far the most important concern NERA has is getting accurate information, free from any taint of bias into the hands of the Planning Commission and Borough. This was the only area in the survey that gave a hint of that result, and it is therefore with great care the statistical results are inspected.

In nearly fifteen hours of focus group work, hours of phone interviews, the pre-testing, and survey results taken by the principle investigator himself, a very clear opinion by Borough residents emerged prior to inspection of the total survey results for question #7. If you ask residents "do you want your neighbors to have the ability to dictate what you can do on your land" - the answer is a large majority "no". If you ask them "do you want to have personal veto authority over Borough land use regulations" the answer is "yes".

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A person could interpret what question #7 is getting at in either way according to how much they know about the subject already vs. how much they are influenced by exactly the way in which the question was asked.

Because some residents of the Borough are already living within a local option area (Village View Subdivision along the Parks Corridor) - they knew what "local option" meant before the question was asked. They would not be as susceptible to subtle differences in the way the question was asked. The same was true of residents further south (Cantwell), who were the source of the demand that "local" be carefully defined in this question. They were suspicious of those to the north subsuming them within a large "local option" zone. On the other hand, people who are completely reliant upon only the information contained in the predicate statement along with the question will be more susceptible to the way in which it is asked.

Let us inspect the results then and see how they comport with a thorough understanding of interaction between regional differences in preferences, understanding of the issue, and the way in which the question was asked:

7) Local option area that included your own property.

	Total Bor- ough	Anderson	Highway	Healy	Parks Corridor	Cantwell
a) Favor	59.1%	54.2%	70.6%	59.8%	75.0%	42.9%
b) Opposed	29.3%	35.4%	29.4%	30.5%	4.2%	39.3%
c) No opinion	11.6%	10.4%	0.0%	9.8%	20.8%	17.9%

It would be very misleading to say that 59% of the borough residents want their own property changed from "unrestricted" zoning to a more restrictive definition established by residents of each community based on the results above. Observe that 70% of the Highway residents - the ones who felt most strongly that the government was too big, and with the highest proportion thinking the present level of zoning and land use regulation was too much already - chose "favor". When asked about whether they thought residents outside their locality ought to be able to have this option (question #8), there were actually *fewer* of the Highway residents in favor:

8) Local option by others outside your area

	Total Bor- ough	Anderson	Highway	Healy	Parks Corridor	Cantwell
a) Favor	62.3%	58.3%	61.1%	64.6%	79.2%	50.0%
b) Oppose	23.1%	18.8%	16.7%	25.6%	8.3%	39.3%
c) No opinion	14.6%	22.9%	22.2%	9.8%	12.5%	10.7%

Generally speaking, the Highway residents and those in the Parks Corridor, particularly Village View subdivision, could be counted on as taking opposite sides throughout the survey on questions involving the size and scope of government. But on question #7 that was not the case. Village View subdivision (and nearby) residents already had local option zoning, and understood that it was a way of bringing land use regulation upon themselves as opposed to being a way of keeping it out. So it is easy to understand why

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they would "agree" with north Highway "anti-government" people on question #7. They were in effect responding to opposite questions.

To test this hypothesis further, the Highway residents were segmented into a separate pool, and the correlation computed between "too much zoning already" and "favor local option" answers. The correlation was negative and significant at about the 80% level. In other words, people who were completely negative towards zoning altogether were tending to respond positively to their property being zoned by their neighbors. Because what they thought they were answering was a question giving them the right to veto the other kinds of zoning proposed in questions #5 and #6.

The focus group meetings discussed in detail ordinance 96-04 and the letter from Borough Attorney James Gorsky dated January 5, 2006 - both of which were provided to them. They understood that while the present ordinance may be defective in respect to the disenfranchisement of nonresident landholders, that local option zoning or land use regulation is both legal and common. The present ordinance merely needs to be remedied by removing the inability of nonresident landholders from equal participation.

This information is related here because after spending three and a half hours with individual borough residents where a great deal of very detailed discussion is undertaken including review of the actual ordinances, legal opinions, and answering their questions - one knows what they think and how they will answer a question depending on how it is put to them.

So how shall we interpret the survey results in combination with all of the other information and experience gained in this study? The answer is that a majority of the borough residents surveyed support the ability of local communities (subdivision size) to bring land use regulations upon themselves. But a majority of the residents do not want their property zoned by this means at this time, despite the potentially deceptive result in question #7.

Another alternative respondents were asked to consider was leaving the borough zoned as largely unrestricted use, but requiring permits for large impact activities that could stress the capability for fire, EMS, traffic, water supply or wastewater treatment. Generally speaking this was viewed favorably:

9) Zoned Unrestricted; permits for large impact activities

	Total Bor-	Anderson	Highway	Healy	Parks Corridor	Cantwell
a) Favor	65.0%	58.3%	66.7%	68.7%	75.0%	53.6%
b) Oppose	21.0%	14.6%	22.2%	24.1%	12.5%	28.6%
c) No opinion	14.0%	27.1%	11.1%	7.2%	12.5%	17.9%

The familiar pattern of Parks Corridor residents being most strongly in approval for land use regulation is followed here, and the only exception perhaps to the general rule is that Cantwell had a significant number of "no opinion" responses. With the majority of areas

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in fact having more than ten percent "no opinion", it would be useful to consider the results for just those registering opinions:

9) Zoned Unrestricted; permits for large impact activities

	Total Bor- ough	Anderson	Highway	Healy	Parks Corridor	Cantwell
a) Favor	75.6%	80.0%	75.0%	74.0%	85.7%	65.2%
b) Oppose	24.4%	20.0%	25.0%	26.0%	14.3%	34.8%

It is fairly clear that a huge majority of those who have any opinion at all favor the concept of unrestricted zoning combined with limited permitting of large impact activities. Cantwell is the least enamored of the idea, but still a solid majority amongst those who have any opinion at all.

Building codes and enforcement of same does not have very much support in the Denali Borough. A solid majority is opposed to the formulation of borough building codes, and only a quarter favors it. The results are not precisely consistent with previous questions in terms of the geographic distribution:

10) Building permits and building codes, and expend funds to enforce.

	Total Bor- ough	Anderson	Highway	Healy	Parks Corri- dor	Cantwell
a) Yes	25.1%	47.9%	22.2%	15.9%	33.3%	7.1%
b) No	64.3%	43.8%	77.8%	72.0%	41.7%	85.7%
c) No opin- ion	10.6%	8.3%	0.0%	12.2%	25.0%	7.1%

Cantwell again comes out leading the opposition against building codes, but Healy and the Highway residents are also strongly opposed with over 70% each. Anderson is more evenly divided while somewhat surprisingly the Parks Corridor residents have more opposed than anything else. Parks Corridor residents strongly favor land use regulation, but not building codes.

The survey at this point returned to a more detailed question on the manner in which land releases ought to be accomplished. The first option was whether the entire procedure should be at the discretion of the borough administration. The second option was to undertake a process whereby citizens nominated lands they wished to see released, followed by a process in which public input was also taken on the release of nominated lands. The third option was to allow the administration to initially nominate lands in addition to citizen nomination, and again allow public input:

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11) Release of municipal entitlement land

	Total Borough	Anderson	Highway	Healy	Parks Corridor	Cantwell
a) Administratively	1.5%	2.1%	0.0%	1.3%	0.0%	3.6%
b) Citizen nomination; public input	35.7%	31.3%	33.3%	37.5%	30.4%	46.4%
c) Admin + citizen nomination	44.4%	45.8%	50.0%	45.0%	52.2%	28.6%
d) No opinion	18.4%	20.8%	16.7%	16.3%	17.4%	21.4%

Clearly, an administrative monopoly on the release of lands is soundly rejected in favor of a nominations-type process that is either restricted to the citizens themselves or allows both citizens and the administration to nominate. Generally people favored both, but not exclusively so by region. Because there were nearly 20% of the residents with no opinion we again consider the responses amongst those who had one:

11) Release of municipal entitlement land

	Total Borough	Anderson	Highway	Healy	Parks Corridor	Cantwell
a) Administratively	1.9%	2.6%	0.0%	1.5%	0.0%	4.5%
b) Citizen nomination; public input	43.8%	39.5%	40.0%	44.8%	36.8%	59.1%
c) Admin + citizen nomination	54.4%	57.9%	60.0%	53.7%	63.2%	36.4%

A majority of those who had an opinion one way or another favored both the administration and the citizens initially nominating lands to consider for release, followed by a process that included public input. All of the regions except Cantwell favored that choice. Cantwell on the other hand largely preferred that citizens alone have the initial nomination.

The kind of land release that borough residents preferred by rank order was fairly clear. They were asked to consider outright sales vs. sales with conditions, such as land released for residential vs. commercial purposes, and whether commercial land should have "proving up" conditions upon it: Another choice was whether the borough should itself develop the land, and lease facilities it owns to others.

The table demonstrates how many times each answer was listed as the first choice, as the second choice, the third, or the last. "No opinion" answers are excluded from the tally. Outright sales dominated both first and second choices. Selling with conditions came next, and it is very clear that leasing the land generally came in third behind either of those two. Residents are very soundly against having the borough itself develop lands.

12) The release of lands should be by

	First Choice	Second Choice	Third Choice	Fourth Choice
a) Sell Outright	82	44	17	26
b) Sell + Conditions	64	39	32	18
c) Lease	17	53	71	13
d) Borough Develops	7	22	29	91

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The residents were further asked if they wished to see a staff position or a paid consultant undertake a comprehensive evaluation of borough lands for the purpose of determining revenue potential for the borough. There was no clear majority opinion here, and indeed nearly 20% of the residents had no opinion on the issue. The most common response was opposition, however:

13) Staff position or consultant evaluates lands for revenue potential

	Total Bor- ough	Anderson	Highway	Healy	Parks Corri- dor	Cantwell
a) Yes	33.0%	42.6%	5.6%	35.4%	17.4%	39.3%
b) No	48.2%	34.0%	83.3%	51.2%	52.2%	35.7%
c) No opin- ion	18.8%	23.4%	11.1%	13.4%	30.4%	25.0%

These results are somewhat out of character given what one might expect given previous answers. But we cannot argue with the data. More of Cantwell's residents selected "yes" in response to this question than any other category whereas the Parks Corridor had a majority saying no - and a proportion about equal to Healy's. The Highway residents, true to form, rejected spending money on it whereas Anderson came out similar in proportion to Cantwell's plurality in favor.

With this many in the "undecided" category, we may wish to again more sharply distinguish between proportions of those who have opinions:

13) Staff position or consultant evaluates lands for revenue potential

	Total Bor- ough	Anderson	Highway	Healy	Parks Corri- dor	Cantwell
a) Yes	40.6%	55.6%	6.3%	40.8%	25.0%	52.4%
b) No	59.4%	44.4%	93.8%	59.2%	75.0%	47.6%

The majority of those with opinions are pretty strongly opposed to hiring a position or consultant to do such evaluations. The exceptions are Healy and Cantwell, and they may not have the same reasons for so choosing.

The landfill closure expense issue has generated a concern over how to go about funding it. Residents were prompted with the necessity of forward funding the closure and the understanding that the present tipping fee does not generate sufficient revenues to do so. Residents were given the option of a higher tipping fee, a sales tax, or some other tax vehicle to fund closure of the landfill:

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14) Funding Landfill Closure

	Total Borough	Anderson	Highway	Healy	Parks Corridor	Cantwell
a) Higher tipping fee	59.9%	63.8%	64.7%	60.2%	65.2%	42.9%
b) Sales tax	9.1%	4.3%	5.9%	9.6%	8.7%	17.9%
c) Other tax	6.1%	4.3%	5.9%	7.2%	4.3%	7.1%
d) No opinion	24.9%	27.7%	23.5%	22.9%	21.7%	32.1%

A large majority of the residents favor a higher tipping fee to accomplish the task of funding closure - about 60%. But about a quarter of the population surveyed had no opinion on the matter. When we exclude those without an opinion it is 80% of those responding with any opinion on the matter that they would prefer to see the charge embedded within the tipping fee.

The proportions across the regions are not remarkably different with the exception of Cantwell residents. The sales tax has some support in Cantwell as a means of financing the closure, and this does make sense in one particular respect. Cantwell has the only transfer station in the Borough, and due to both the longest distance and the staffing of the site faces the highest cost already. Increasing that cost further would be felt more acutely in that locality.

In the focus group sessions a very strong minority, particularly with business interests in the Healy canyon area, expressed a desire for water and wastewater treatment projects. So the question was fielded to residents. A majority did not materialize, although the most common response was that in opposition:

15) Design and Construction of water and sewer projects

	Total Borough	Anderson	Highway	Healy	Parks Corridor	Cantwell
a) Yes	38.9%	57.4%	27.8%	33.7%	52.2%	21.4%
b) No	48.0%	36.2%	66.7%	55.4%	26.1%	50.0%
c) No opinion	13.1%	6.4%	5.6%	10.8%	21.7%	28.6%

There were some regional differences of interest, with the Parks corridor and Anderson expressing majorities for such projects and the remainder of the regions either strongly opposed (Highway residents) or slightly opposed as in Healy and Cantwell. However, a significant number also registered no opinion on the matter, with the highest proportion in Cantwell.

The numbers without the "no opinion" response magnify the opinion, when expressed at all, to be majority against. The strongest of these was in the Highway and Cantwell regions, followed by Healy. The Parks Corridor and Anderson, when an opinion was expressed, favored study and design/construction of water and sewerage projects.

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15) Design and Construction of water and sewer projects

	Total Borough	Anderson	Highway	Healy	Parks Corridor	Cantwell
a) Yes	44.8%	61.4%	29.4%	37.8%	66.7%	30.0%
b) No	55.2%	38.6%	70.6%	62.2%	33.3%	70.0%

Another issue that arose in the focus groups was whether to continue with the present volunteer fire departments or whether to instead move to a paid professional department. It was a straightforward question with an equally straightforward set of opinions:

16) Paid Professional Fire Department

	Total Borough	Anderson	Highway	Healy	Parks Corridor	Cantwell
a) Yes, Paid Department	25.1%	17.0%	22.2%	30.0%	34.8%	17.9%
b) No	64.6%	74.5%	72.2%	60.0%	47.8%	67.9%
c) No opinion	10.3%	8.5%	5.6%	10.0%	17.4%	14.3%

A large majority of the residents do not favor a paid professional fire department. About a quarter of those surveyed do favor one, and the highest proportions were registered in the Parks Corridor and Healy. Anderson was the strongest in opposition, followed closely by the Highway Corridor residents, and then Cantwell. On this question about 90% of residents did have an opinion one way or the other, with the only standout really being the Parks Corridor with 17% having no opinion.

The last survey question asked respondents to rank their choices in the event of a revenue shortfall. There were six options including cutting spending. The tax revenue options were an increased overnight accommodations (bed tax), a "sin" tax on alcohol and tobacco, a sales tax, a utility tax on items such as electricity and phone or heating oil, and finally the all-time loser: a property tax.

17) Revenue shortfall: rank options

	First Choice	Second Choice	Third Choice	Fourth Choice	Fifth Choice	Sixth Choice
Cut Spending	69	18	31	18	23	22
Bed Tax	44	62	33	17	17	8
Sin Tax	35	47	44	30	20	5
Sales	25	29	40	29	41	13
Utility	10	21	26	66	40	12
Property	6	7	8	11	33	110

The responses were arranged by the order in which they were ranked first, second, third and so forth. In doing so we see a clear average ranking that places cutting expenditures at the top, followed by the bed tax - and so forth in the manner they were introduced above. One supposes that the fastest way off the assembly or mayoral positions would be to propose a steep property tax in the Denali Borough.

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Denali Borough Survey Questions

Preliminary Question: describe your location:

- a) Anderson
- b) North of Stampede road, south of Anderson turn-off
- c) Healy area
- d) Parks Corridor south of Windy Bridge to Carlo Creek
- e) Cantwell

1) Do you feel the borough government has gotten

- a) Too big
- b) It is the right size now
- c) It is too small
- d) No Opinion

2) Is the level of zoning and land use regulation the borough is exercising

- a) Too much
- b) Not enough
- c) Just right
- d) No opinion

3) To what level should the borough promote economic development:

- a) None
- b) Encourage as part of the regular mayoral and assembly duties
- c) In addition to the above, spend tax money on administration of economic development and marketing of the borough.
- d) No opinion

The Borough has patent on four thousand acres of its Municipal Land entitlement, has 16,000 under management authority, and will be receiving almost 30,000 of selected land.

4) Should the Borough make the surveying and release of municipal entitlement land a priority?

- a) Yes
- b) No
- c) No opinion

Appendix E - Attitudinal Survey

5) The Borough is considering different options for land use regulation or zoning. If the kind of regulations are very general such as what areas residential, commercial, agricultural, or remote use and subsistence are allowed, are you in favor of or opposed to this kind of control over land use?

- a) Favor
- b) Oppose
- c) No opinion

6) If land use regulation or control would include such thing as building size or occupancy, minimum lot size, setbacks, signage, noise, water consumption, traffic impact or view shed disturbance do you favor or oppose it:

- a) Favor
- b) Oppose
- c) No opinion

One method for regulating land use is called a "local option" where property owners and residents of a local area testify to the Borough Assembly whether they want to establish regulations on land use in their locality. In this question "local" means an area no larger than any existing subdivision.

7) Would you be in favor or opposed to a local option area being formed that included your own property?

- a) Favor
- b) Opposed
- c) No opinion

8) Would you be in favor or opposed to a local option area being formed by others outside your local area if they want to?

- a) Favor
- b) Oppose
- c) No opinion

9) Another method is to leave the borough zoned as unrestricted use, but require permits for a limited number of large impact activities that may stress the capacity for fire or EMS service, traffic, water supply and wastewater processing. Would you be in favor of or opposed to requiring permits in these cases where a public process is followed for granting of such permits?

- a) Favor
- b) Oppose
- c) No opinion

Appendix E - Attitudinal Survey

10) Should the Borough government require building permits and building codes, and expend funds to enforce these?

- a) Yes
- b) No
- c) No opinion

11) How shall the releases of municipal entitlement land be accomplished?

- a) Administratively
- b) By a process of nomination from citizens, with public input to our government
- c) Allow the administration to nominate along with the citizens, and public input after nomination.

12) What form of land release do you most prefer for municipal entitlement lands? Rank these:

- a) Selling land outright
- b) Leasing land
- c) Selling, but controlling the use through commercial or residential designations, or requiring development conditions for commercial lands.
- d) Borough develops facilities and leases them (for example grocery store or other)
- e) No opinion

13) Should the borough government fund a staff position or consultant to evaluate borough lands under its municipal entitlement for management of minerals extraction, methane production and other means of raising revenue?

- a) Yes
- b) No
- c) No opinion

14) The Borough is required to forward-fund closure expenses of the landfill when its useful life is finished. The current tipping fee does not include that expense. Which do you prefer for funding the closure expenses?

- a) Higher tipping fee
- b) Sales tax
- c) Other tax
- d) No opinion

15) Do you want the borough to expend funds for the design and construction of water and sewer projects for service areas that need it?

- a) Yes
- b) No
- c) No opinion

Appendix E - Attitudinal Survey

16) Should the borough establish a paid professional borough fire department or continue with volunteer organizations?

- a) Yes, paid department
- b) No
- c) No opinion

17) Should the borough find itself in a revenue shortfall, rank your preferences?

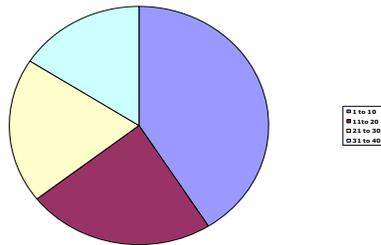
- a) Sales
- b) Property
- c) Utility Tax (electricity, phone, heating oil)
- d) Liquor and tobacco
- e) Overnight accommodations
- f) Cut Spending
- g) No opinion

Appendix F - Anderson School Survey

Denali Borough Comprehensive Plan Survey

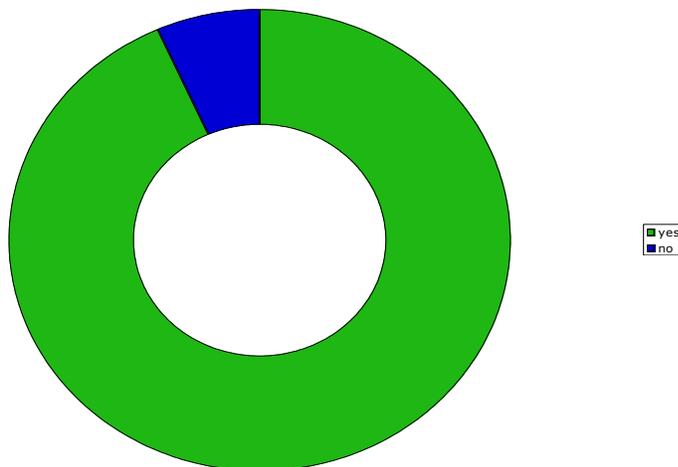
How many years have you lived in the Denali Borough?

1-10 years - 98
11-20 years - 56
21-30 years - 47
31-40 years - 38



Is your primary residence located in the Denali Borough?

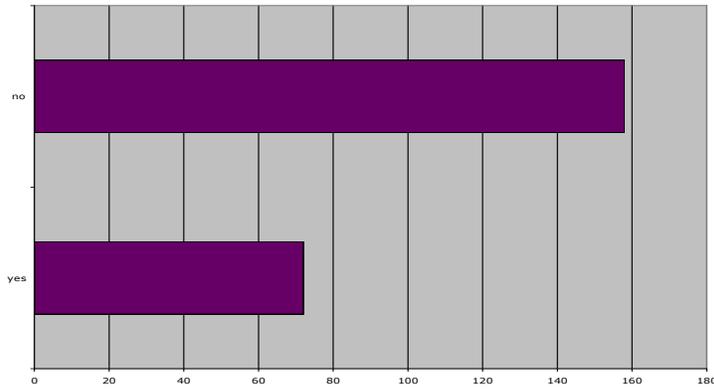
222 - Yes
16 - No



Appendix F—Anderson School Survey

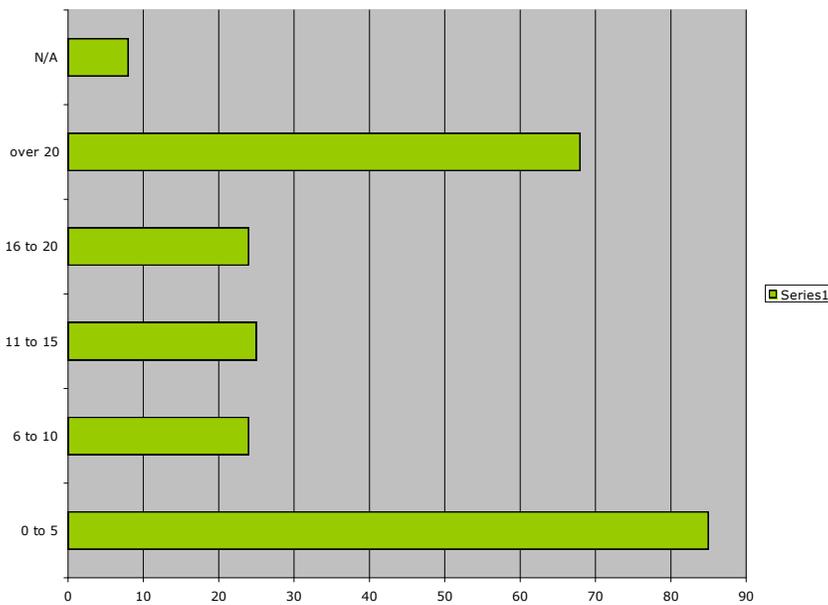
Do you own undeveloped (completely vacant) land in the Denali Borough?

72 - Yes
158 - No



How many years have you owned property in the Denali Borough?

85 - 0-5 years 24 - 16-20 years
24 - 6-10 years 68 - Over 20 years
25 - 11-15 years 8 - N/A

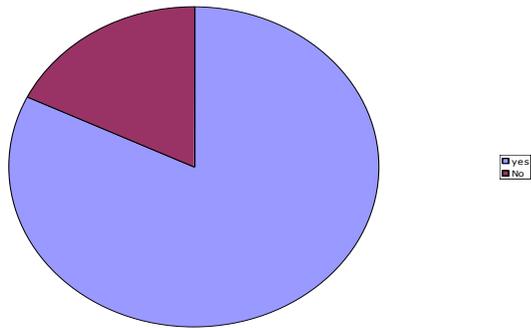


Appendix F—Anderson School Survey

5. Do you currently have Internet service in your home?

188 - Yes

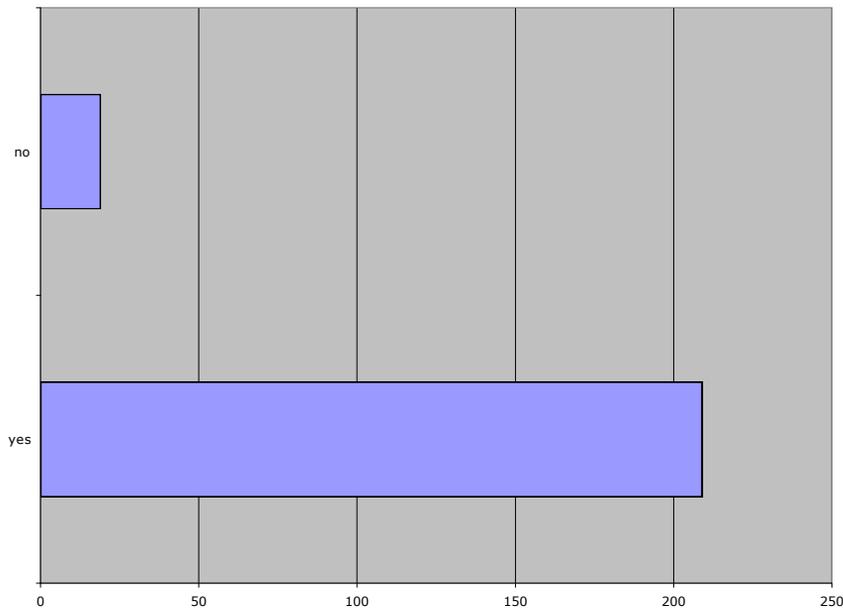
41 - No



6. Are you registered to vote in the Denali Borough?

209 - Yes

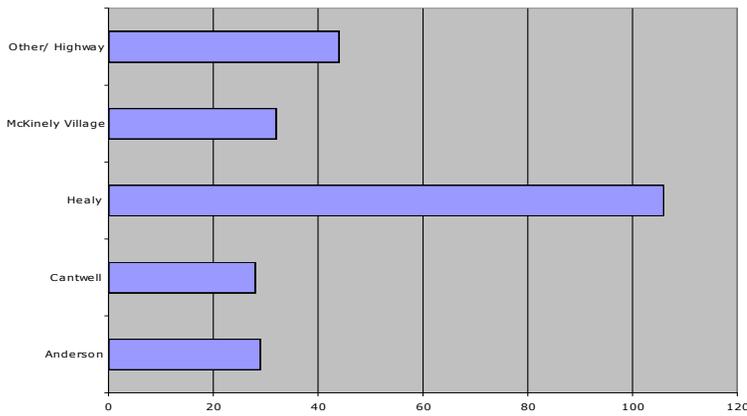
19 - No



Appendix F—Anderson School Survey

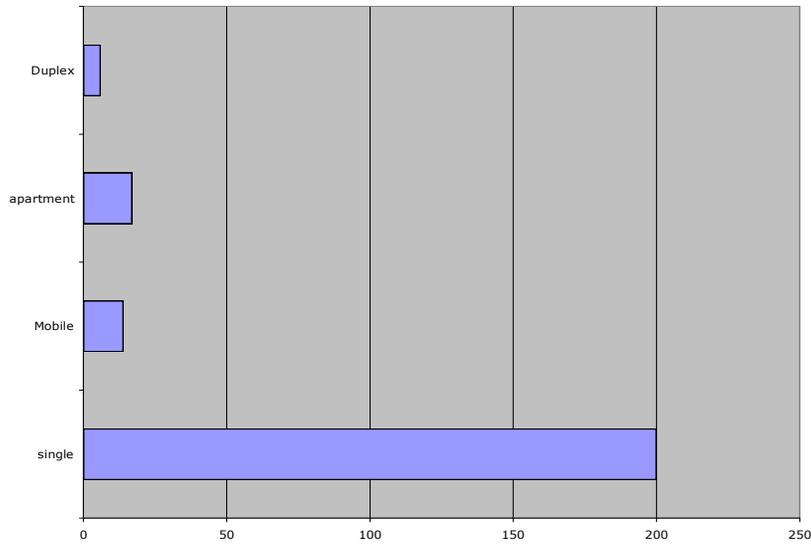
7. Which area of the Denali Borough do you live?

29—Anderson 32—McKinley Village
 28—Cantwell 44—Other/ highway
 106—Healy



8. In what type of house do you currently live in?

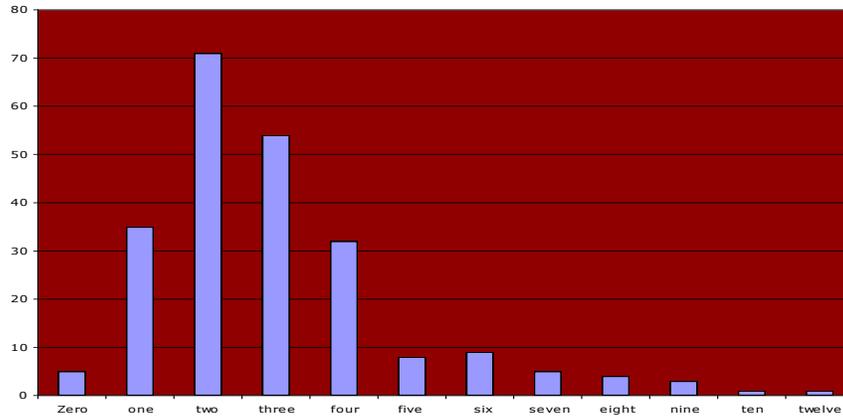
200—Single- Family Dwelling 14—Apartment
 17—Mobile/ manufactured home 6—Duplex/Triplex/Fourplex



Appendix F—Anderson School Survey

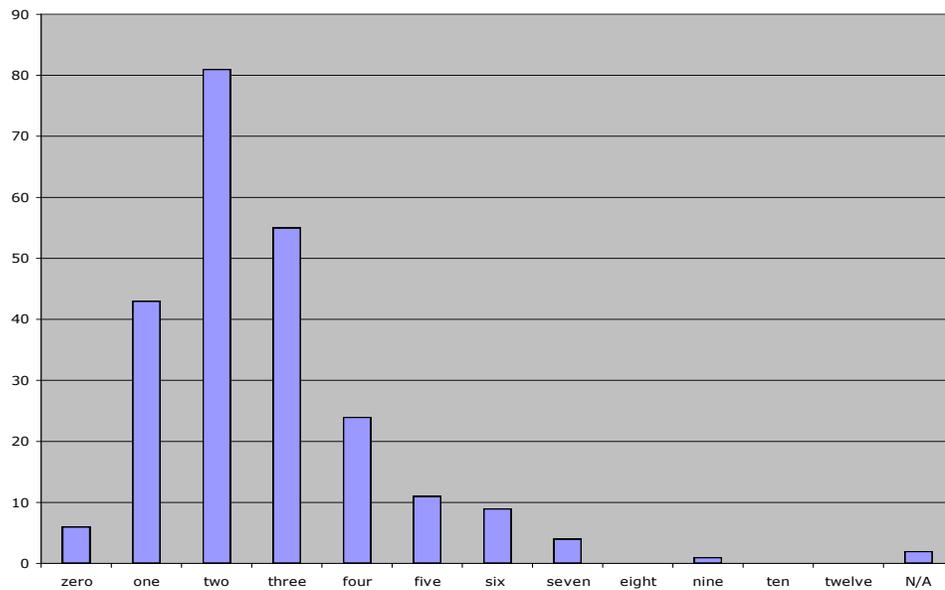
9. How many motor vehicles does your household own?

0=5	2=73	4=32	6=3	8=4	10=1
1=35	3=54	5=8	7=5	9=3	12=1



10. How many run?

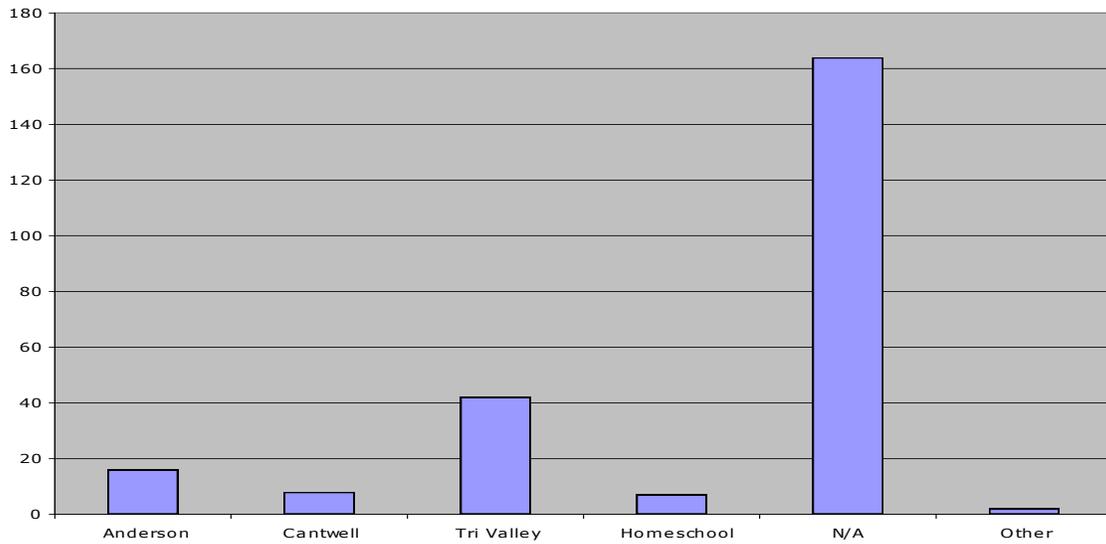
0=6	3=55	6=9	9=1	N/A=2
1=43	4=24	7=5	10=0	
2=81	5=11	8=0	12=0	



Appendix F—Anderson School Survey

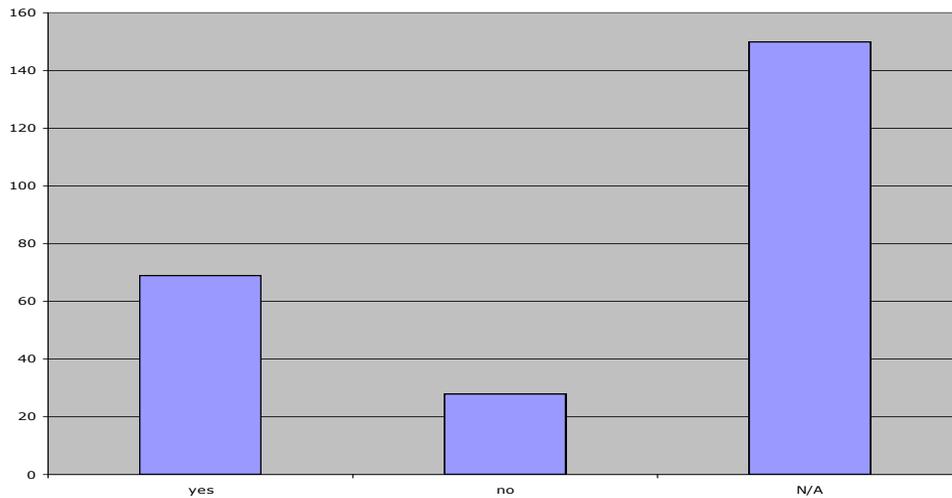
10. What school does/do your child/children attend?

16—Anderson	7—Home school
8—Cantwell	169—N/A
42—Tri-Valley	2—Other



11. In general, are you satisfied with the education your child/children is/are receiving?

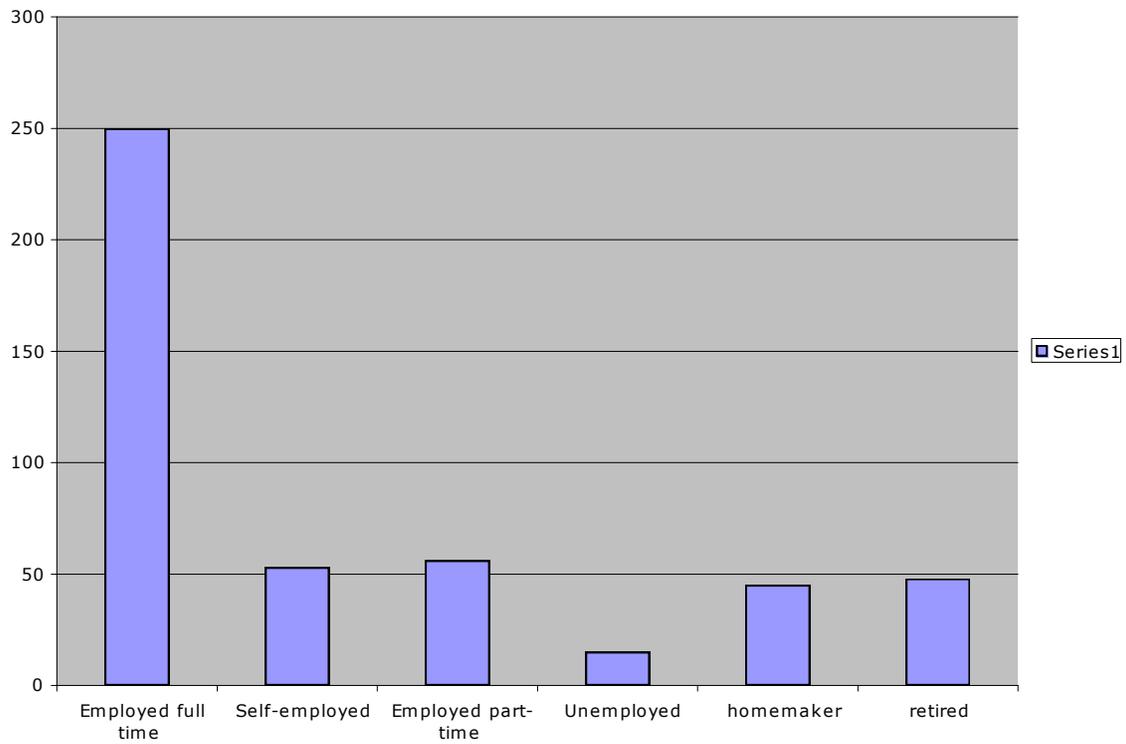
69—Yes	28—No	150—N/A
--------	-------	---------



Appendix F—Anderson School Survey

12. How many adults in your household are:

- 250—Employed full-time
- 53—Self-employed
- 56—Employed part-time
- 15—Unemployed
- 45—Homemaker
- 48—Retired



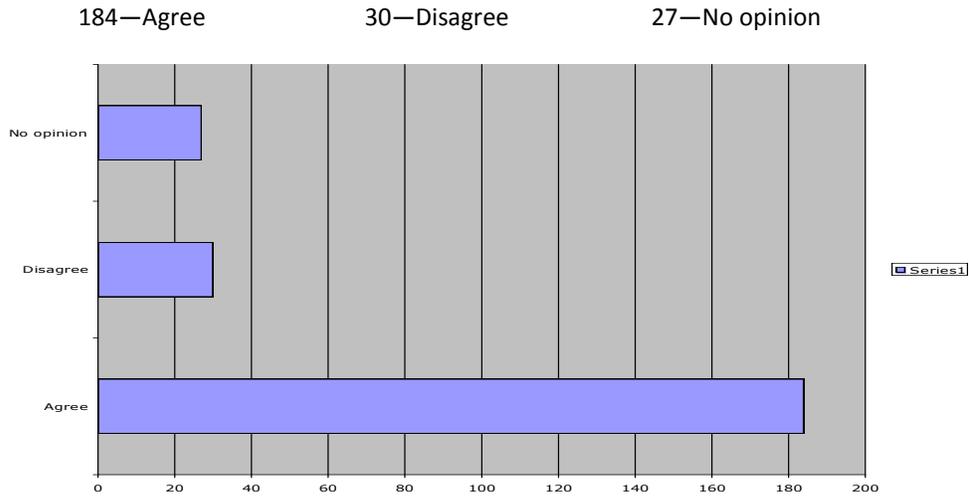
13. How important are land use issues to you?

- 6 - Not important
- 27 - Somewhat important
- 59 - Important
- 156 - Very important

(No Graph Available)

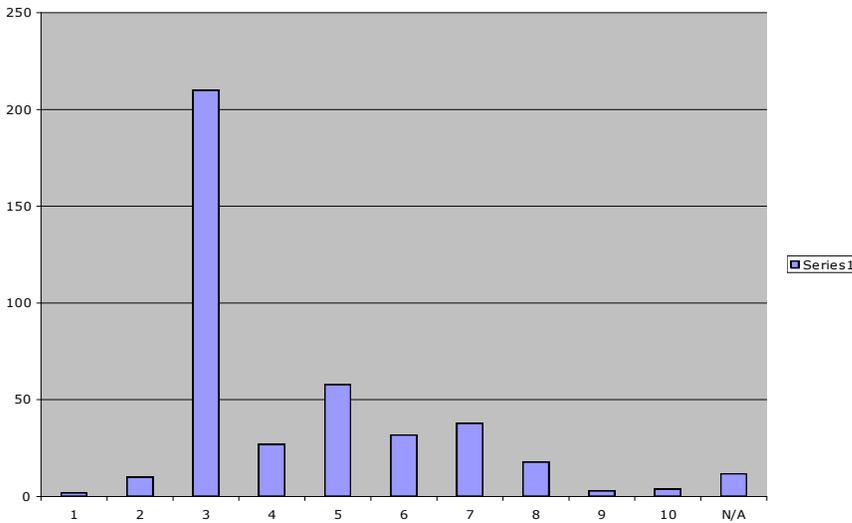
Appendix F—Anderson School Survey

14. The design for the appearance of building in my community are important.



15. On a scale of 1-10, how would you rate the overall quality of housing in the Denali Borough? 1 being worst and 10 being the best.

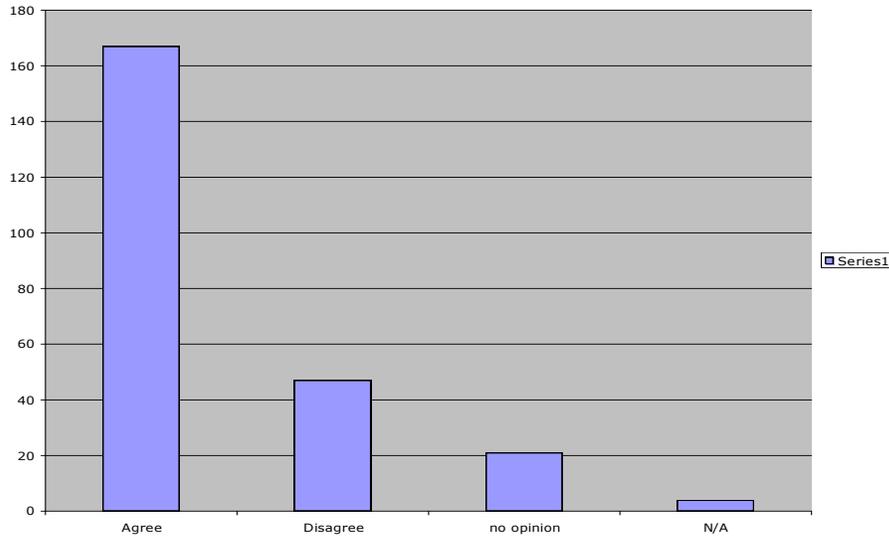
1 ---- 2	4 ----27	7 ----38	10 ----4
2 ----10	5 ----58	8 ----18	N/A ----12
3 ----210	6 ----32	9 ----3	



Appendix F—Anderson School Survey

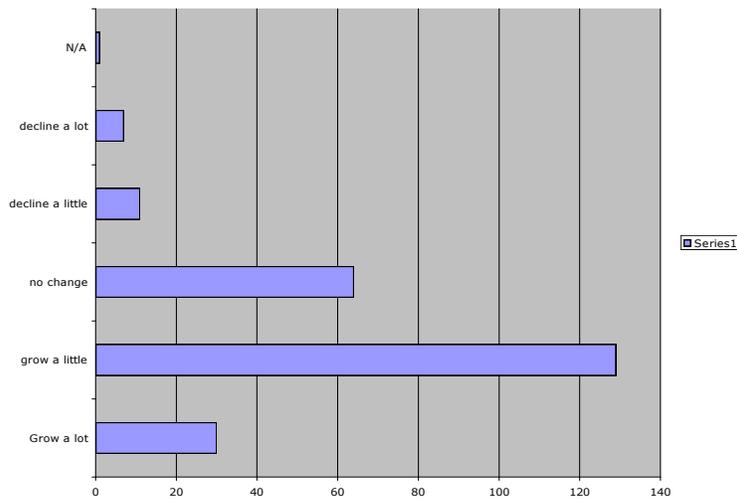
16. I would support an effort by local government to generate more jobs within the Denali Borough.

167—Agree 21—No opinion
 47—Disagree 4—N/A



17. Would you like to see the population of the Denali Borough?

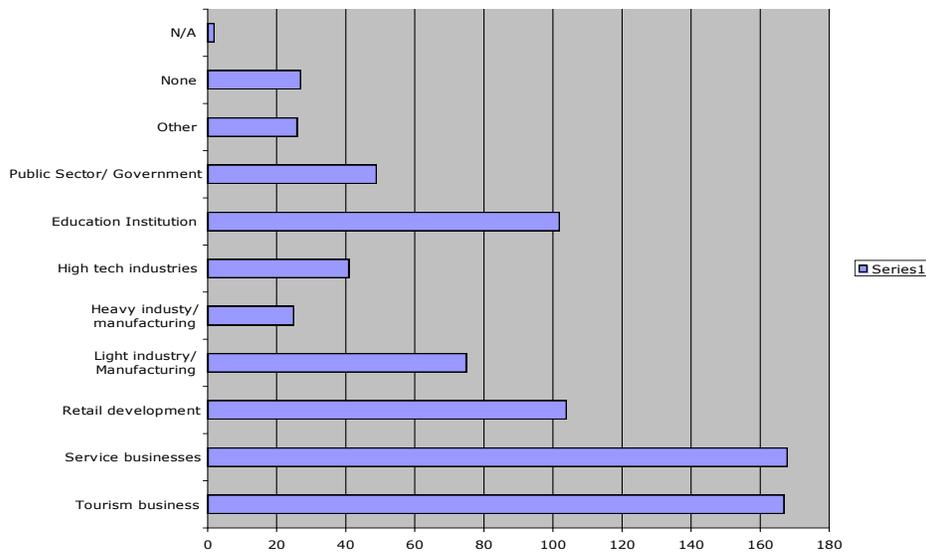
30—Grow a lot 64—No Change 7—Decline a lot
 129—Grow a little 11—Decline a little 1—N/A



Appendix F—Anderson School Survey

18. What types of industries do you believe are the most important for the Borough to attract? (check all that apply)

- | | | |
|------------------------|---------------------------------|-----------------------------|
| 167—Tourism businesses | 75—Light industry/Manufacturing | 102—Education Institutions |
| 168—Service businesses | 25—Heavy industry/Manufacturing | 49—Public sector/Government |
| 104—Retail development | 41—High Tech industries | 26—Other |
| 27—None | 2—N/A | |



19. Choose the top 5 issues that are the most important for the future of the Denali Borough. Please rate them as 1 being the most important and 5 being the least.

- | | |
|--|--|
| Attract/ develop high paying jobs | Provide/ enhance recreational opportunities |
| Attract/ develop new business | Quality healthcare services |
| Develop/ maintain friendly land use policies | Quality telecommunications and internet services |
| Grow in population | Improved/ maintained transportation system |
| Manage the location of new development | Retain rural character |
| Market the borough's assets | Retain or bring back youth to live here |
| Preserve history | Variety of housing types |
| Protect the natural environment | |

Appendix F—Anderson School Survey

Attract/develop high paying jobs

1. 15
2. 13
3. 3
4. 8
5. 5

Provide/enhance recreational opportunities

1. 1
2. 8
3. 8
4. 20
5. 16

Attract/develop new business

1. 19
2. 15
3. 12
4. 6
5. 8

Quality telecommunication and internet services

1. 1
2. 5
3. 10
4. 10
5. 14

Develop/maintain friendly land use of policies

1. 25
2. 18
3. 21
4. 18
5. 13

Improved/maintained transportation system

1. 7
2. 2
3. 4
4. 18
5. 7

Grow in population

1. 1
2. 6
3. 5
4. 3
5. 2

Retain rural character

1. 19
2. 29
3. 2
4. 20
5. 27

Manage the location of new development

1. 16
2. 15
3. 29
4. 18
5. 15

Retain or bring back our youth to live here

1. 4
2. 1
3. 9
4. 5
5. 9

Market the borough's assets

1. 4
2. 4
3. 5
4. 9
5. 6

Variety of housing types

1. 4
2. 8
3. 1
4. 3
5. 10

Preserve history

1. 3
2. 17
3. 7
4. 8
5. 10

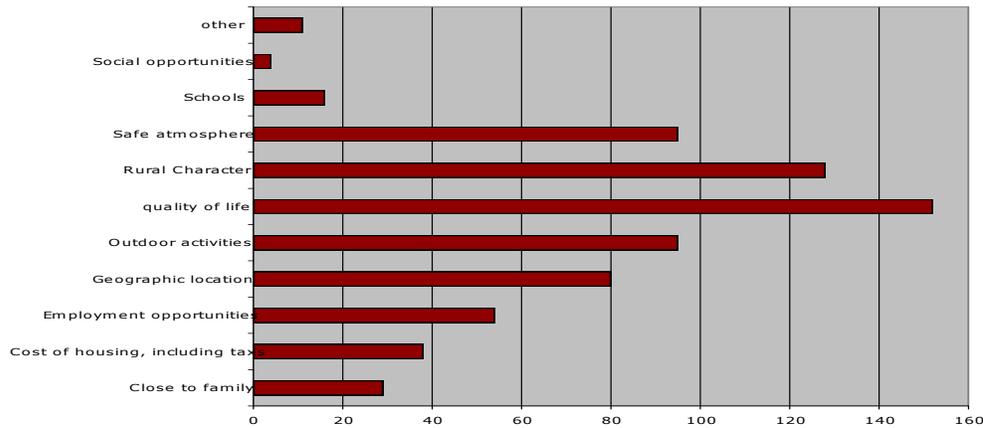
Protect the natural environment

1. 63
2. 20
3. 12
4. 11
5. 9

Appendix F—Anderson School Survey

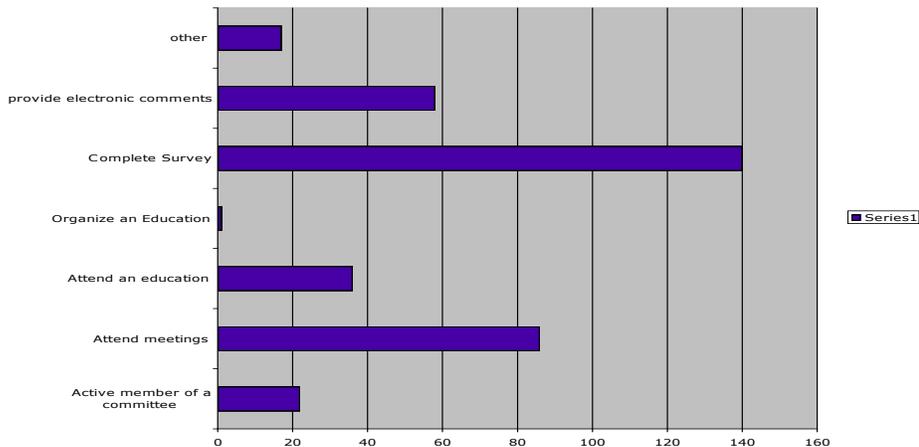
20. Which of the following are the most important reasons to live in the Denali Borough? (Check no more than 3 choices)

- | | | |
|-------------------------------|-----------------------|------------------------|
| 29—Close to family | 95—Outdoor Activities | 16—Schools |
| 38 - Cost of housing (+taxes) | 152—Quality of life | 4—Social Opportunities |
| 54—Employment opportunities | 128—Rural character | 11—Other |
| 80—Geographic location | 95—Safe atmosphere | |



21. How would you like to be involved in with the update and further development of the Denali Borough Comprehensive plan?

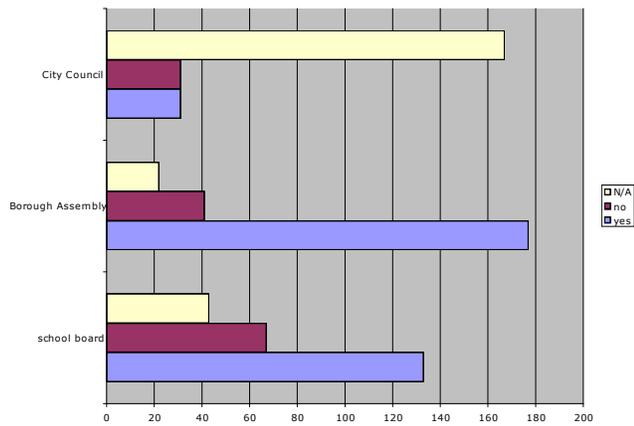
- | | | |
|---------------------------------|---------------------------------|----------|
| 22—Active member of a committee | 1—Organize an education section | 17—Other |
| 86—Attend meetings | 140—Complete survey | |
| 36—Attend an education | 58—Provide electronic comments | |



Appendix F—Anderson School Survey

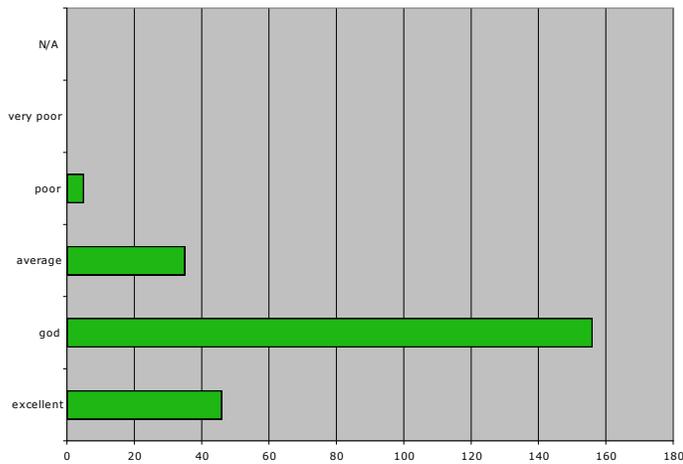
22. Groups in the Borough?

School board	133 - Yes	67 - No	43 - N/A
Borough Assembly	177 - Yes	41 - No	22 - N/A
City Council	31 - Yes	31 - No	107 - N/A



23. How do you rate the overall quality of life in Denali Borough?

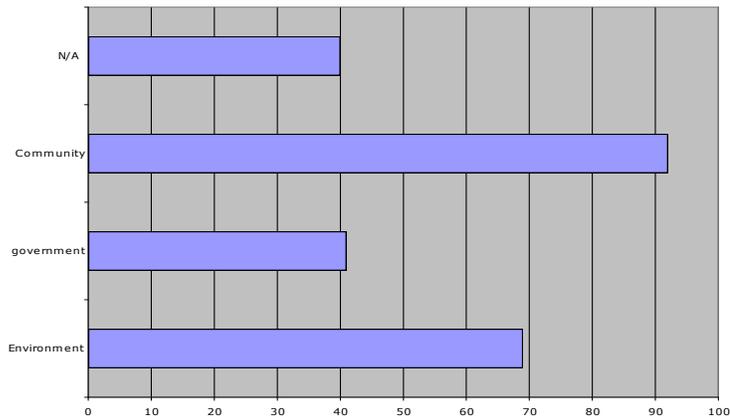
46	Excellent	5	Poor
156	Good	0	Very Poor
35	Average	0	N/A



Appendix F—Anderson School Survey

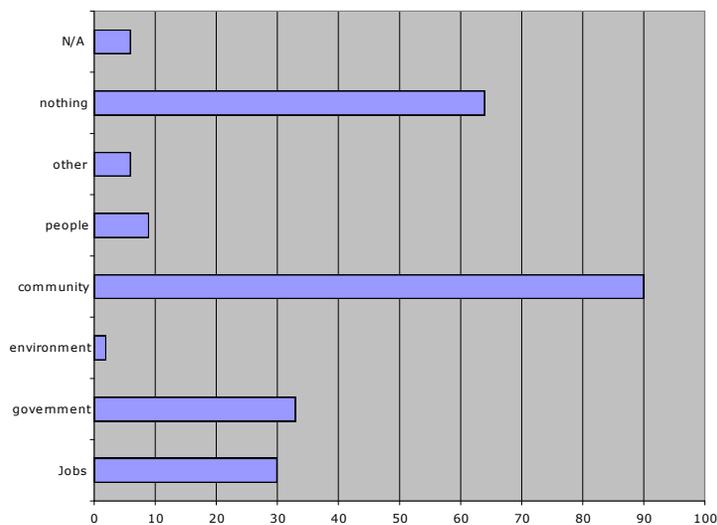
24. What do you like most about the Denali Borough?

Environment	69
Government	41
Community	92
N/A	40



25. If you could change one thing about the Borough, what would it be?

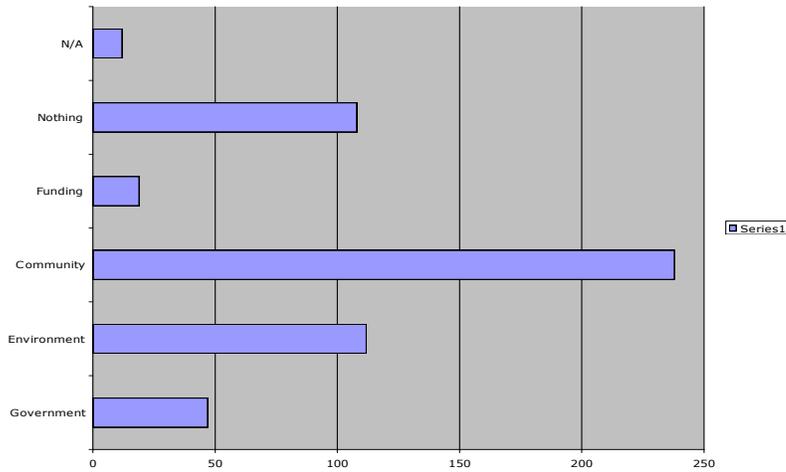
Jobs	30	People	09
Government	33	Other	06
Environment	02	Nothing	64
Community	90	N/A	06



Appendix F—Anderson School Survey

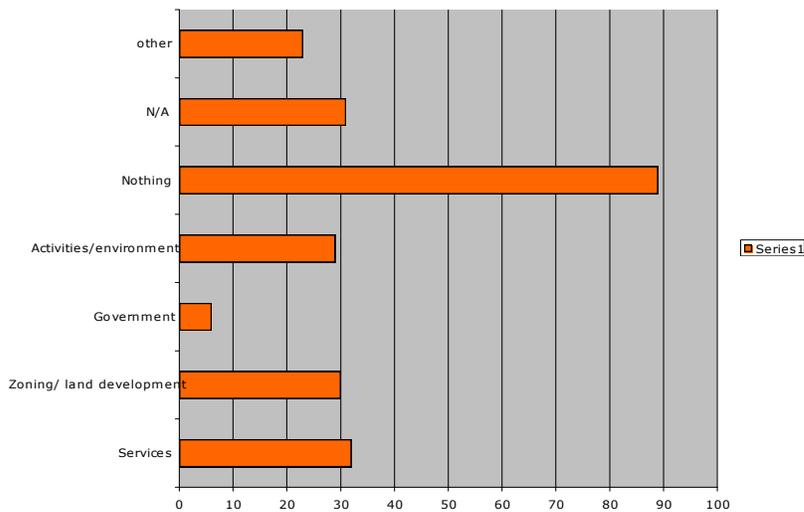
26. What do you consider to be the top 3 issues facing Denali Borough today?

Government	47	Funding	19
Environment	112	Nothing	104
Community	238	N/A	12



27. What new programs or services do you suggest that the Borough offer?

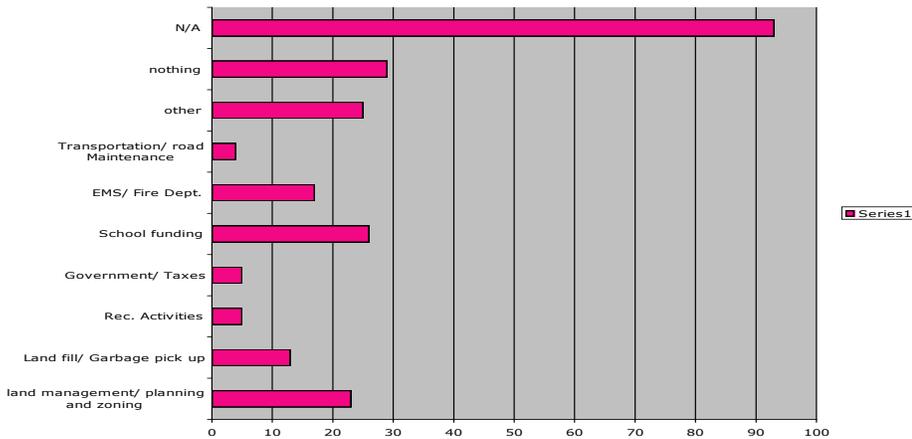
Services	32	Nothing	89
Zoning/land development	30	N/A	31
Government	6	Other	23
Activities/ Environment	29		



Appendix F—Anderson School Survey

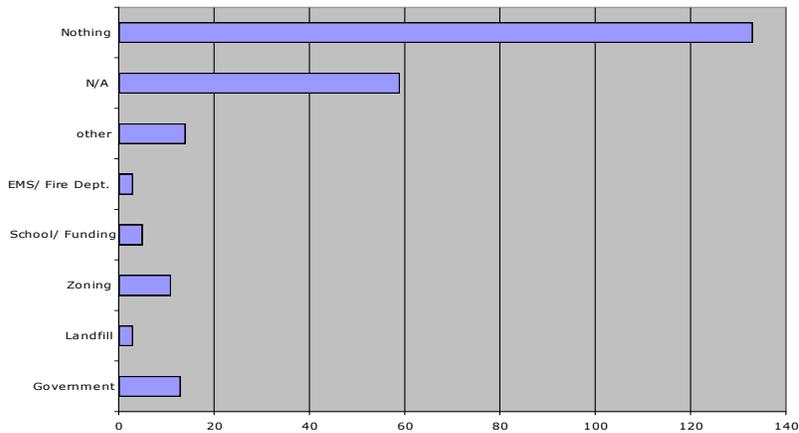
28. What existing programs or services do you suggest that the Borough expand?

Land management	23	EMS/ Fire Department	17
Landfill/Garbage pick-up	13	Transportation/ Road maintenance	4
Recreation activities	5	Other	25
Government/ Taxes	5	Nothing	25
School Funding	26	N/A	93



29. What existing programs or services do you suggest that the Borough reduce?

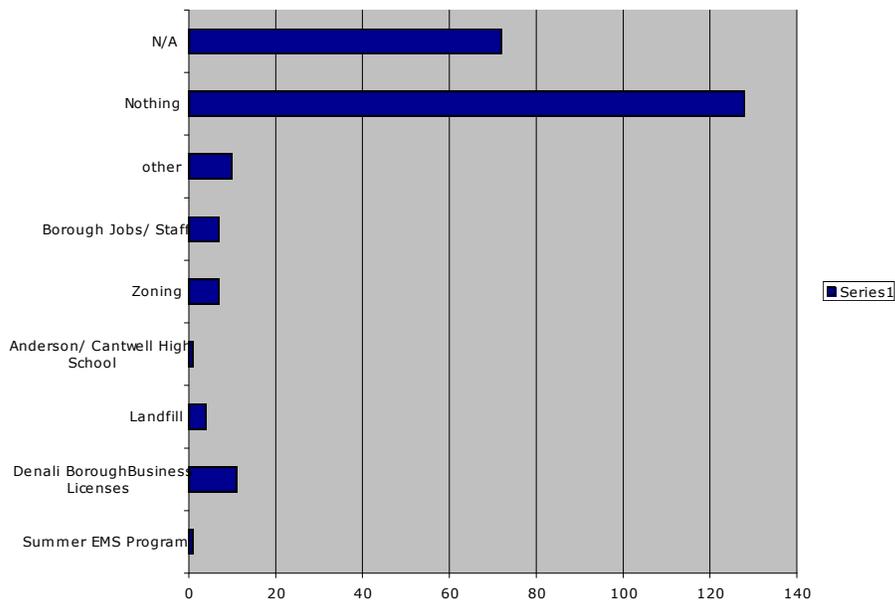
Government	13	EMS/ Fire Dept.	3
Landfill	3	Other	14
Zoning	11	N/A	59
School/ Funding	5	Nothing	133



Appendix F—Anderson School Survey

30. What existing programs or Services do you suggest that the Borough eliminate?

Summer EMS Program	1
Denali Borough Business Licenses	11
Landfill	4
Anderson/Cantwell High School	1
Zoning	7
Borough jobs/staff	7
Other	10
Nothing	128
N/A	72

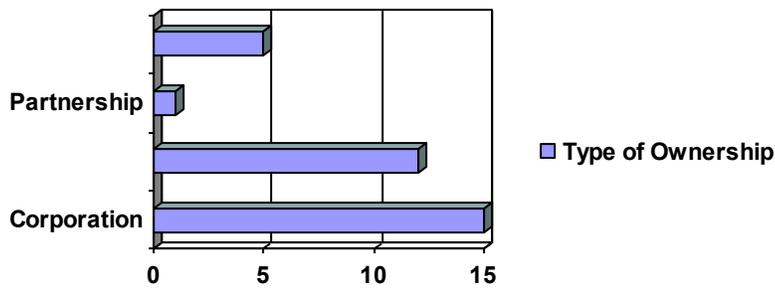


Appendix F—Anderson School Survey
Business Survey

Business Survey
Denali Borough Comprehensive Plan

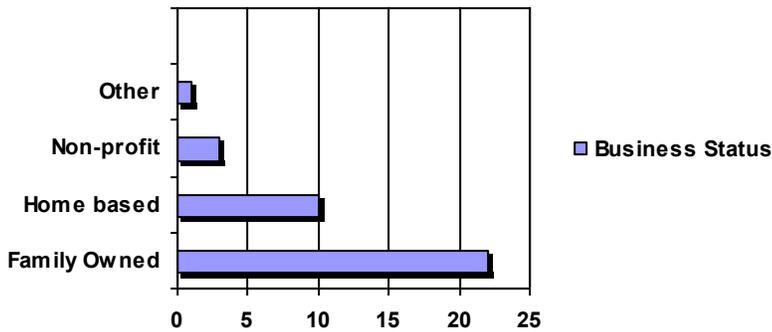
1. Type of Ownership

(15) Corporation (12) Sole Proprietor (1) Partnership (5) Other



2. Business Status

(22) Family-Owned (10) Home-based (3) Not-for-Profit (0) Franchise (1) Other

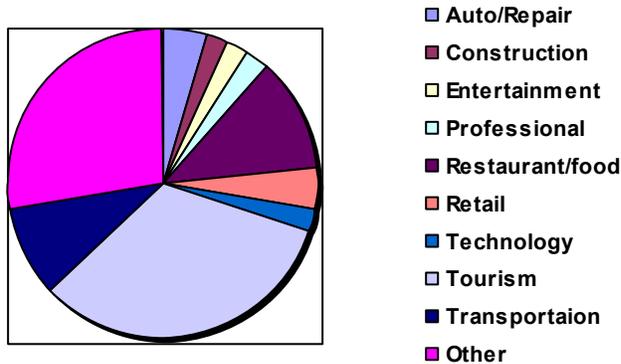


Appendix F—Anderson School Survey

Business Survey

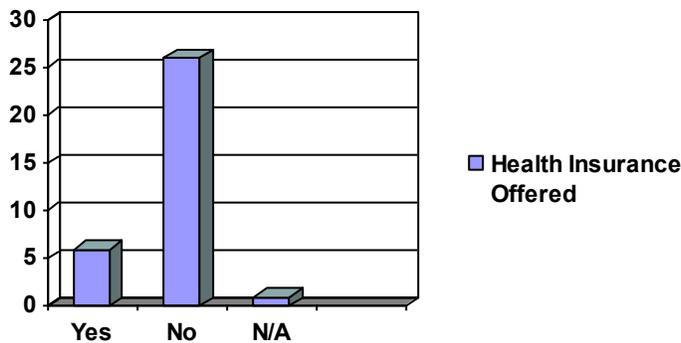
3. Business Sector

(0) Agricultural (2) Auto/Repair (0) Beauty / Spa (0) Communications (0) Consulting
 (0) Consumer Goods Producer (1) Construction (1) Entertainment (0) Financial/Insurance
 (0) Healthcare/Dental (0) Light Industrial (0) Manufacturing (1) Professional (0) Real Estate
 (5) Restaurant/Food (2) Retail (1) Technology (14) Tourism/Travel
 (4) Transportation (12) Other_____



4. Do you offer health insurance to your employees?

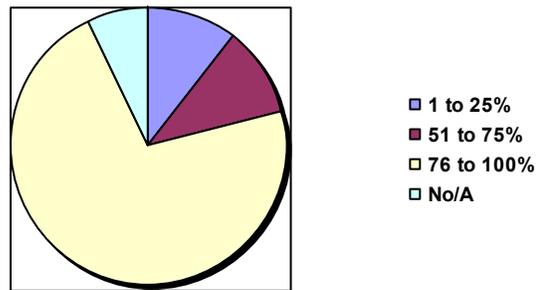
(6) Yes (26) No (1) No Answer



Appendix F—Anderson School Survey
Business Survey

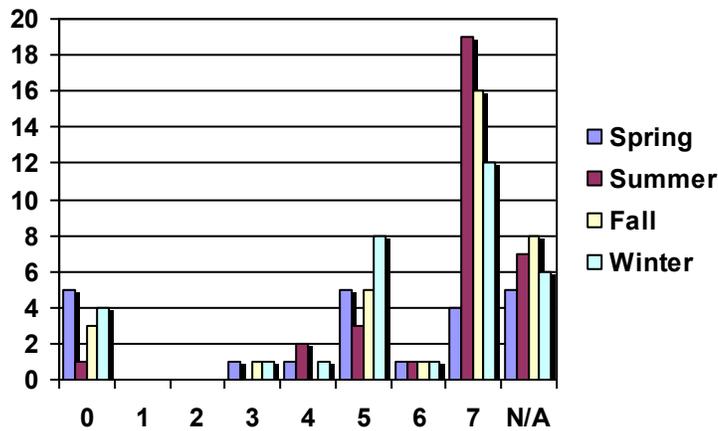
5. What percent of your total staff live locally?

(3) 1 - 25 (0) 26 - 50 (3) 52 - 75 (20) 76 – 100 (2) No Answer



6. Number of days open per week.

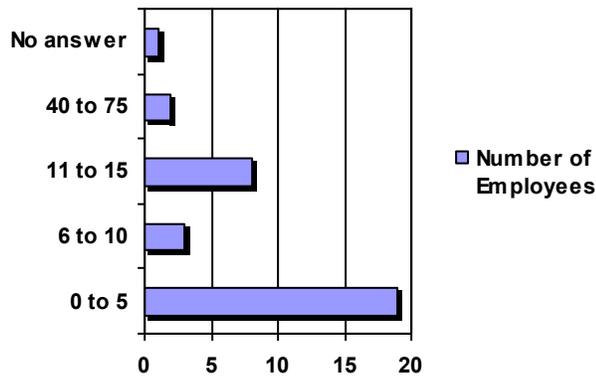
___ Spring ___ Summer ___ Fall ___ Winter



Appendix F—Anderson School Survey
Business Survey

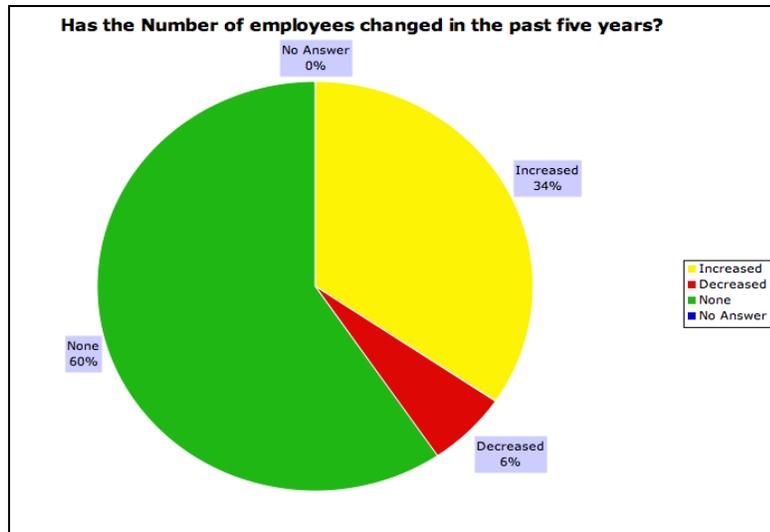
7. How many people does your business employ?

(19) 0 – 5 (3) 6 – 10 (8) 11 – 15 (2) 40 – 75 (1) No Answer



8. Has the number of employees changed during the past five years?

(11) Increased (2) Decreased (20) No Change



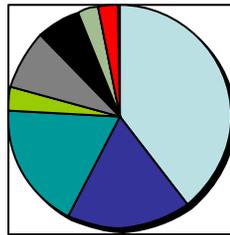
Appendix F—Anderson School Survey

Business Survey

9. How long has your business been in Denali Borough?

(13) 0 – 10 (6) 11 – 20 (6) 21- 30 (1) 31 – 40 (3) 41 – 50 (2) 51 – 60 (0) 61 – 70 (1) 71 – 80

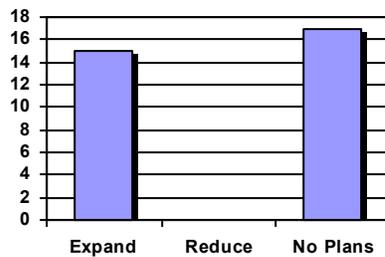
(1) Long Time



- 0 to 10
- 11 to 20
- 21 to 30
- 31 to 40
- 41 to 50
- 51 - 60
- 61 - 70
- 71 - 80
- Long Time

10. Do you plan to expand or reduce in the near future?

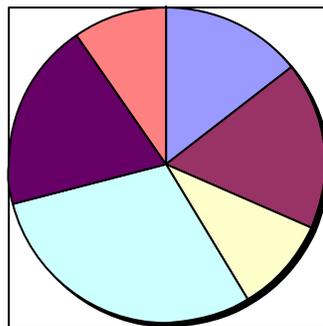
(15) Expand (0) Reduce (17) No plans



Future Business Plans

11. What are the major advantages or opportunities of being located in Denali Borough?

(6) Outdoors (7) People (4) Economy (12) Locations (8) Government (4) None



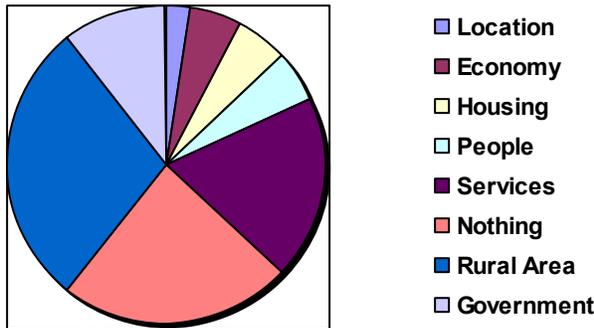
- Outdoors
- People
- Economy
- Locations
- Government
- None

Appendix F—Anderson School Survey

Business Survey

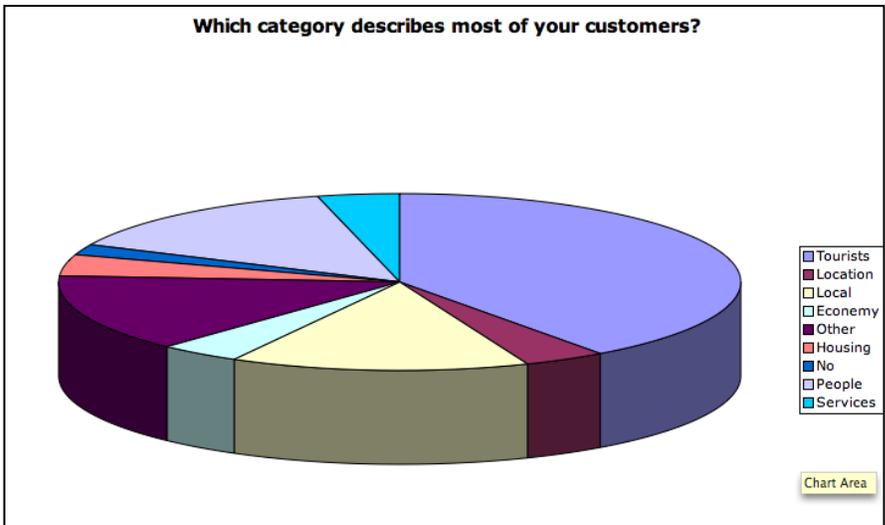
12. What are the major disadvantages or problems of being located in Denali Borough?

- (1) Location (2) Economy (2) Housing (7) People (2) Services
 (9) Nothing (11) Rural Area (4) Government



13. Which category describes most of your customers?

- (20) Tourists
 (13) Local consumers
 (7) Other _____
 (1) No Answer

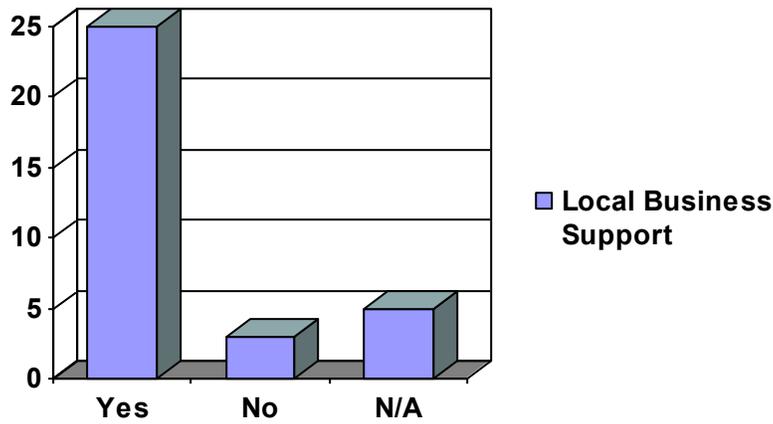


Appendix F—Anderson School Survey

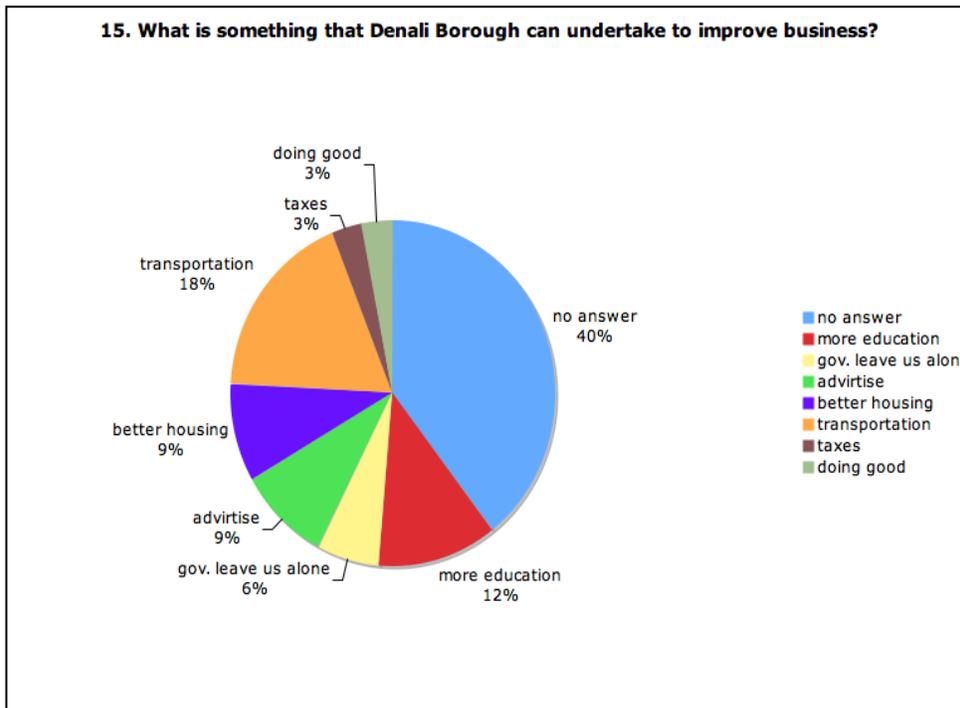
Business Survey

14. Are there businesses in town that help support your business?

(25) Yes (3) No (5) No Answer



15. What is an important project that Denali Borough can undertake to improve business?

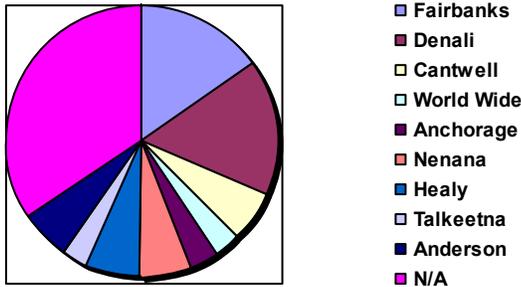


Appendix F—Anderson School Survey

Business Survey

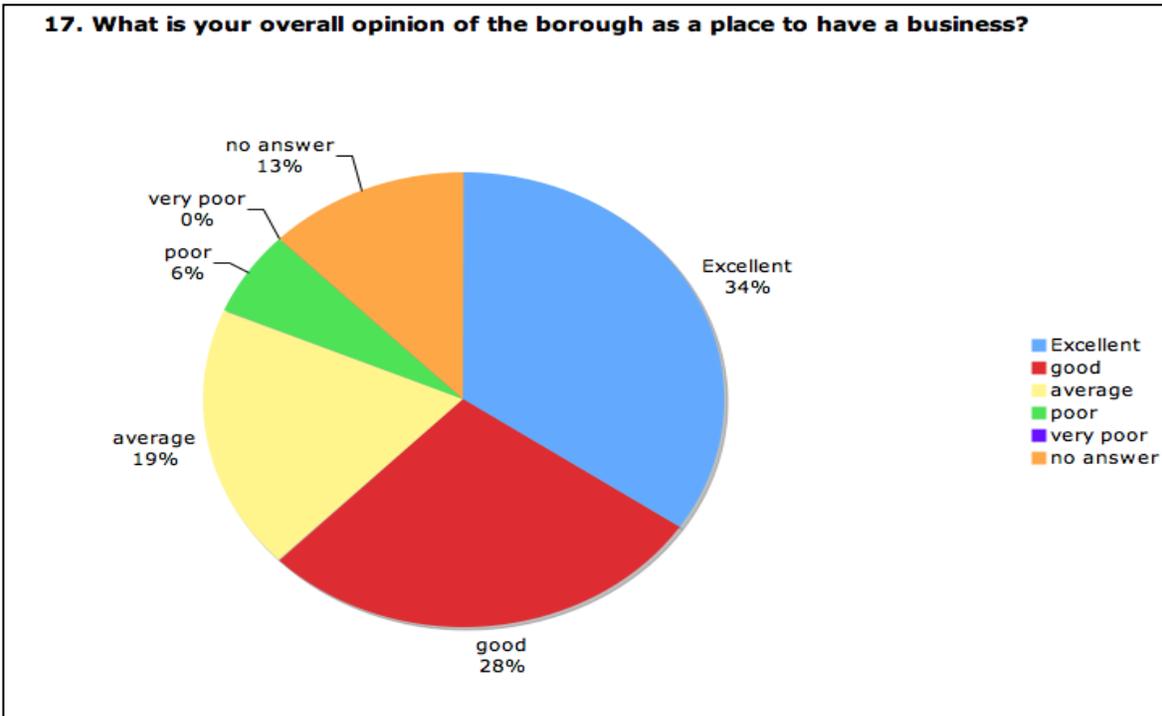
16. Where is your major competition located?

(5) Fairbanks (5) Denali (2) Cantwell (1) World Wide (1) Anchorage (2) Nenana
 (2) Healy (1) Talkeetna (2) Anderson (11) N/A



17. What is your overall opinion of Denali Borough as a place to have a business?

(12) Excellent (9) Good (6) Average (2) Poor (0) Very Poor (4) No Answer

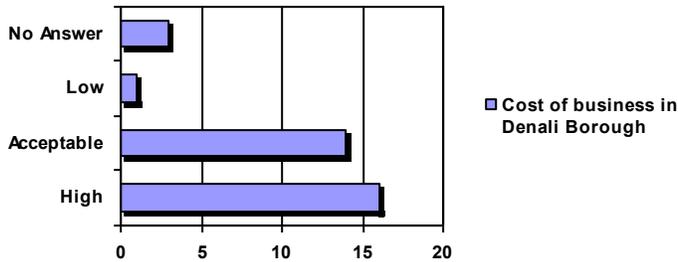


Appendix F—Anderson School Survey

Business Survey

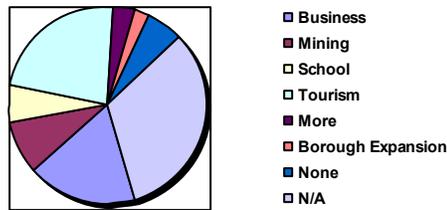
18. What is the cost of doing business in Denali Borough?

(16) High (14) Acceptable (1) Low (3) No Answer



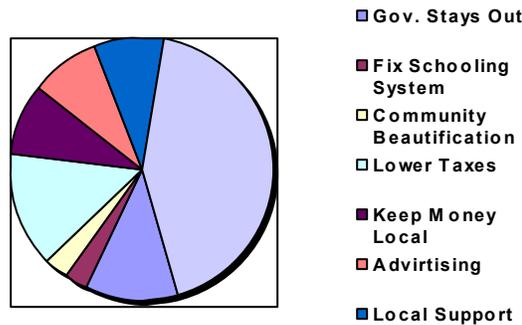
19. What type of new business/ industry do you foresee in the next 5-10 years?

(6) Business (3) Mining (2) School (8) Tourism (1) More (1) Borough Expansion (2) None



20. If you could give one item of advice to the Borough Assembly, in terms of business or industry, what would it be?

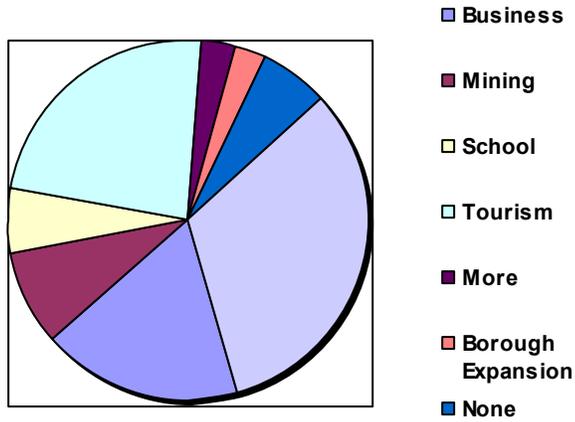
(4) Gov. Stays Out (1) Fix School System (1) Community Beautification (5) Lower Taxes
(3) Keep Money Local (3) Advertising (3) Local Support



Appendix F—Anderson School Survey *Business Survey*

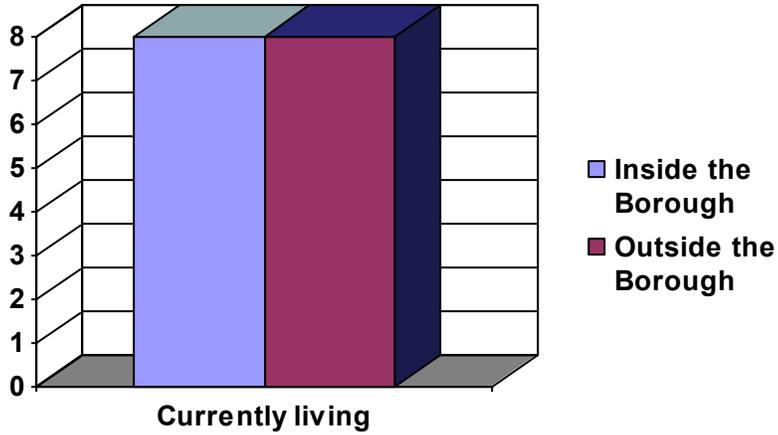
21. What changes, in terms of economic development, would you like to see in the near future?

- (4) No change
- (9) Less economic development
- (12) More economic development
- (7) No Answer

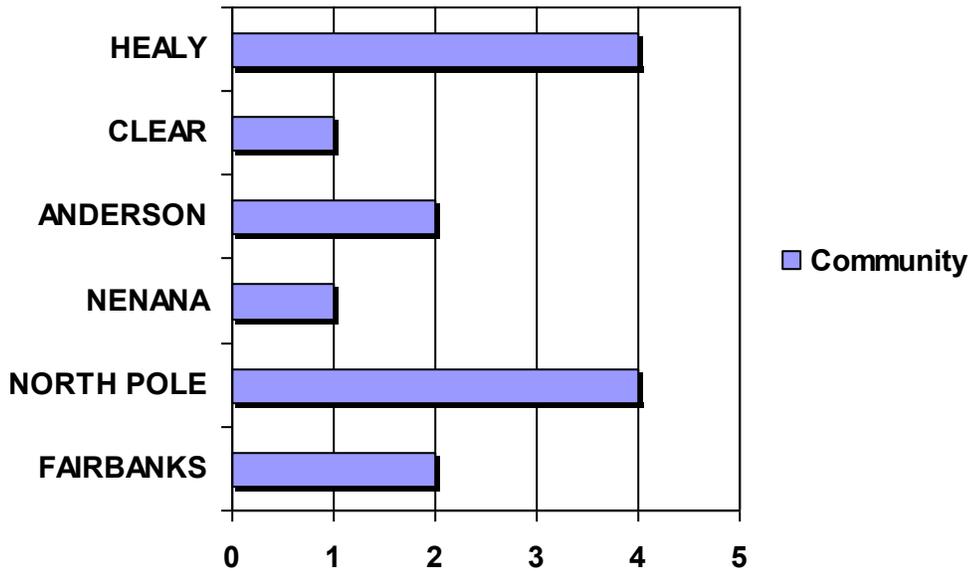


Appendix F —Anderson School Survey
Newcomer/Clear Air Force Base Survey

1. Do you live in Denali Borough?



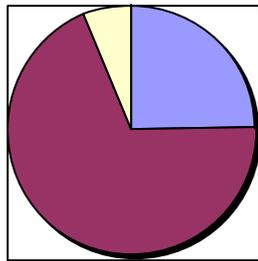
2. What community do you live in?



**Appendix F —Anderson School Survey
Newcomer/Clear Air Force Base Survey**

3. What was your first impression of Denali Borough?

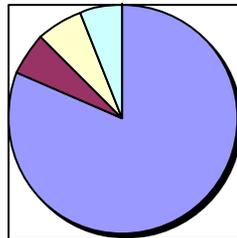
Categories: Bad (4) Good (11) No Answer (1)



■ Bad
■ Good
■ No Answer

4. What is your impression now?

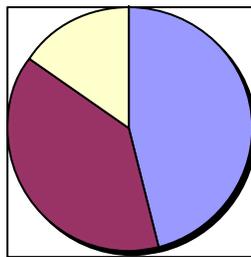
Categories: Same (13) Worse (1) Better (1) No Answer (1)



■ Same
■ Wose
■ Better
■ No Answer

5. What are the top three issues facing newcomers to Denali Borough?

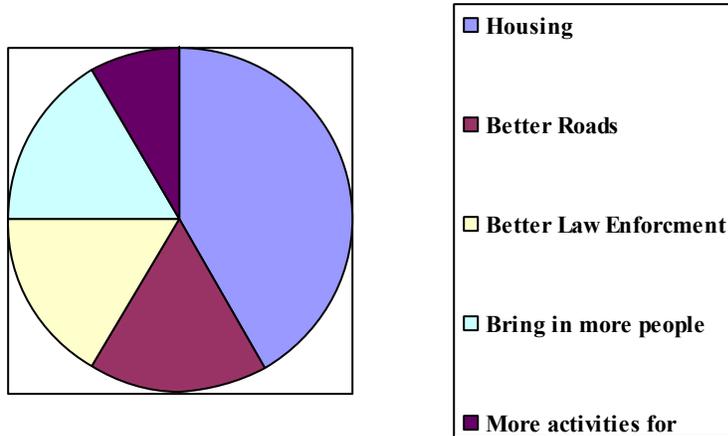
Categories: Housing (12) Services (10) Jobs (4)



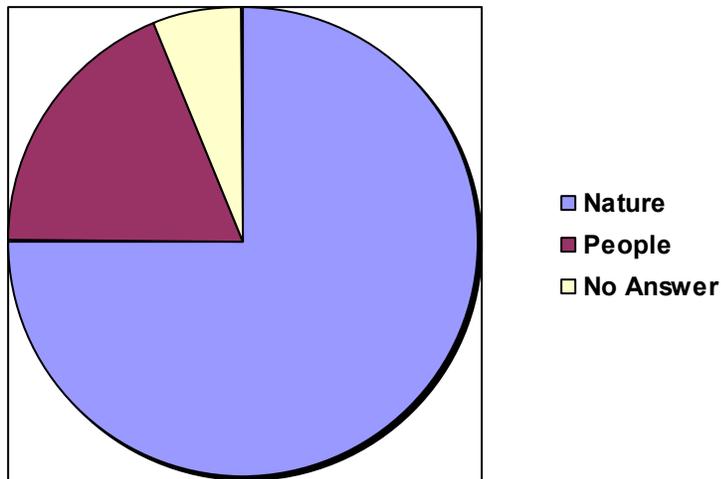
■ Housing
■ Services
■ Jobs

Appendix F —Anderson School Survey
Newcomer/Clear Air Force Base Survey

6. If you could make one change to Denali Borough, what would it be? And why?



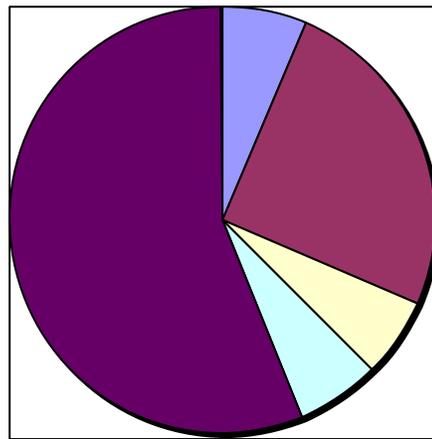
7. What is one thing, besides employment, that made locating here attractive?



Appendix F —Anderson School Survey
Newcomer/Clear Air Force Base Survey

8. If you have children in school, please rate the school system.

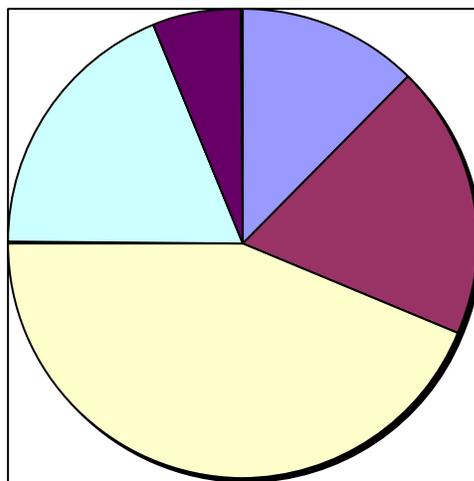
(1) Excellent (4) Good (1) Average (1) Poor () Very Poor (9) No Answer



■ Excellent
 ■ Good
 ■ Average
 ■ Poor
 ■ No Answer

9. Please rate the economic health of Denali Borough.

() Excellent (3) Good (7) Average (3) Poor (2) Very Poor (1) No Answer



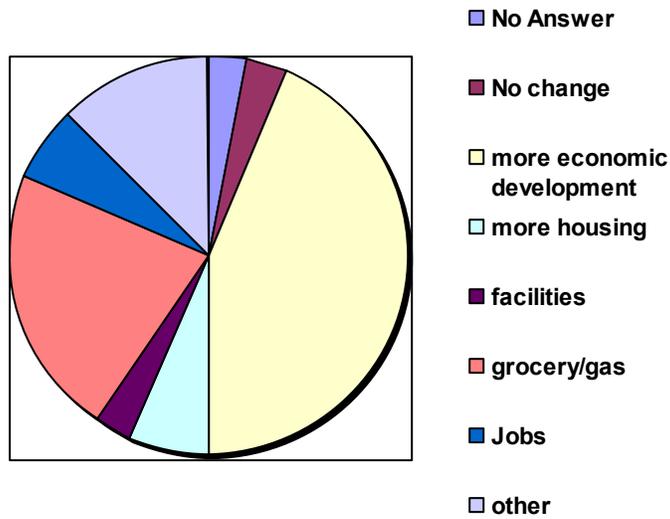
■ Very Poor
 ■ Poor
 ■ Average
 ■ Good
 ■ No Answer

Appendix F —Anderson School Survey
Newcomer/Clear Air Force Base Survey

10. What changes, in terms of economic development, would you like to see in the near future?

- (1) No change
- () Less economic development
- (14) More economic development
- (1) No Answer

What type of changes if any?



11. Do you plan to stay long term?

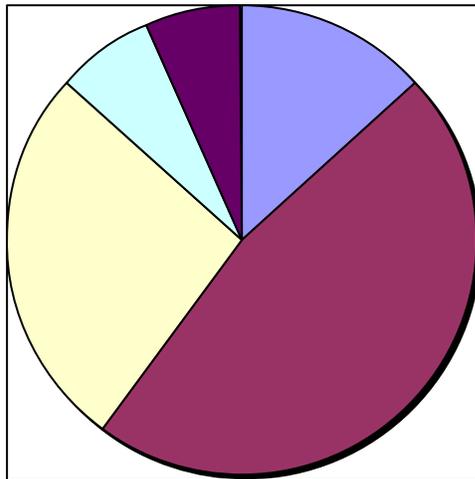
- (13) Yes
 - (0) No
 - (3) Undecided
- Explain

(No Graph Available)

Appendix F —Anderson School Survey
Newcomer/Clear Air Force Base Survey

12. How do you rate the overall quality of life in Denali Borough?

- (2) Excellent
- (7) Good
- (4) Average
- (1) Poor
- () Very poor
- (1) No Answer



- excellent
- good
- average
- poor
- N/A

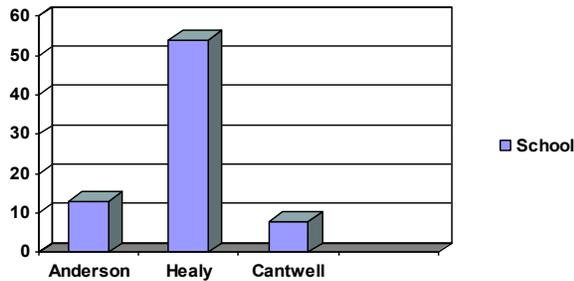
Appendix F —Anderson School Survey
Teen Survey

1. What is your age?



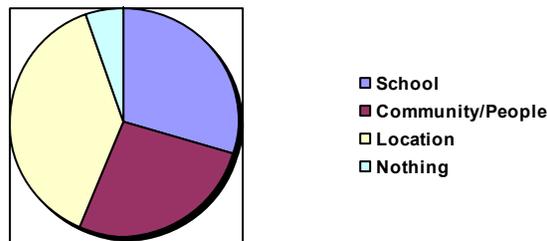
2. What school do you attend?

(13) Anderson (08) Cantwell (54) Tri-Valley



3. What do you like most about Denali Borough?

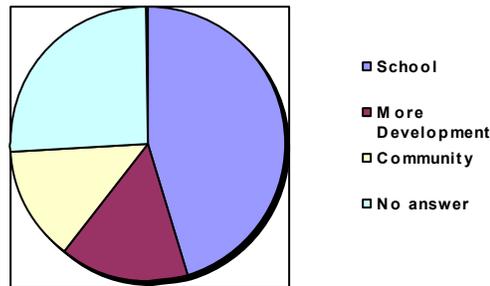
Categories: School (22) Community/People (20) Location (29) Nothing (4)



Appendix F —Anderson School Survey
Teen Survey

4. If you could change one thing about the Borough, what would it be?

Categories: School (33) More Development (11) No Answer (19) Community (10)



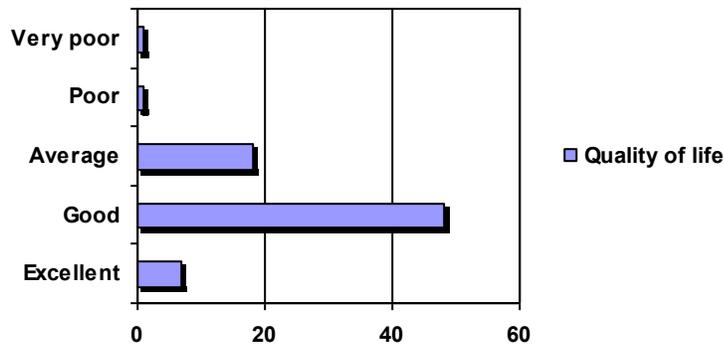
5. Would you like to live in the Borough after your schooling?

Yes	25
No	40
Maybe	9

Please explain your answer. [See surveys.](#)

6. How do you rate the overall quality of life in Denali Borough?

() Excellent () Good () Average () Poor () Very Poor



Appendix F —Anderson School Survey
Teen Survey

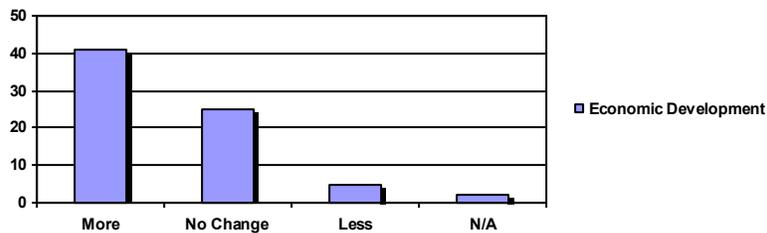
7. What kind of career are you looking at pursuing?

- | | |
|--------------------------------------|-------------------------------------|
| 1_Accounting & Finance Careers | _Advertising & Marketing Careers |
| 1_Airline & Aviation Careers | 10_Animal Care & Veterinary Careers |
| 7_Arts & Design Careers | 6_Automotive & Diesel Technology |
| 1_Broadcasting Careers | 3_Business Careers |
| 8_Computers & Information Technology | 5_Construction Careers |
| 2_Cosmetology & Barbering Careers | 2_Criminal Justice Careers |
| 4_Culinary Careers | _Drafting & Architecture Careers |
| 5_Education & Childcare Careers | 2_Electronics & Computer Repair |
| 5_Electrician & Energy Trades | 14_Engineering Careers |
| 1_Hotel & Hospitality | 4_Heavy Equipment Operator |
| 5_Interior Design Careers | 1_Legal & Paralegal Careers |
| 7_Law Enforcement | 14_Medical & Healthcare Careers |
| 7_Military Careers | 2_Small Engine Repair Careers |
| _Office Professional Careers | 1_Restaurant Management Careers |
| _Transportation & Trucking Careers | 2_Travel & Tourism Careers |
| 6_Welding & Machine Trades | 14_Other |

8. What changes, in terms of economic development, would you like to see in the near future?

- No change Less economic development More economic development

What type of changes if any?



Appendix F —Anderson School Survey

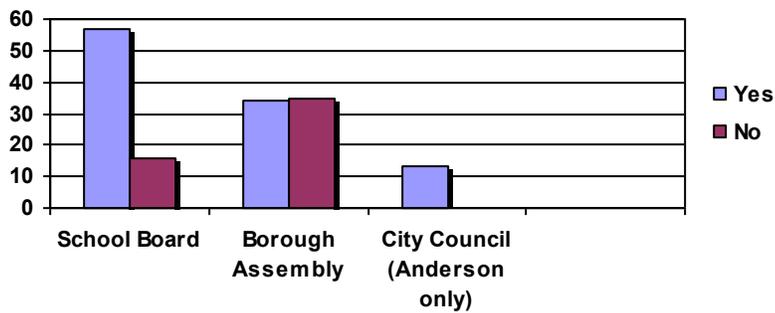
Teen Survey

9. Do you feel teens have opportunities to voice their opinions to the decision-making groups in the Borough?

School Board () Yes () No

Borough Assembly () Yes () No

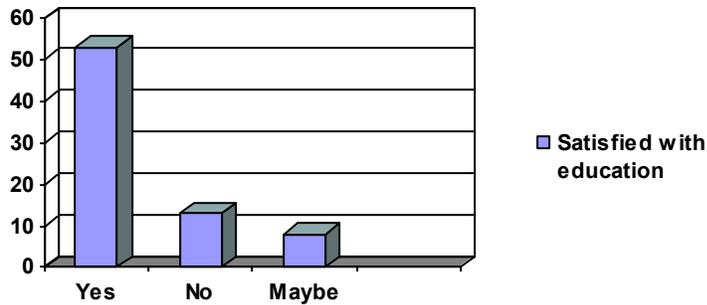
City Council (Anderson only) () Yes () No



10. In general, are you satisfied with the education you are receiving?

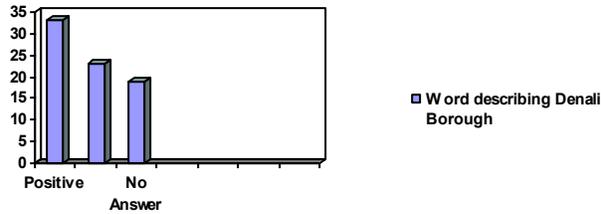
()Yes

()No



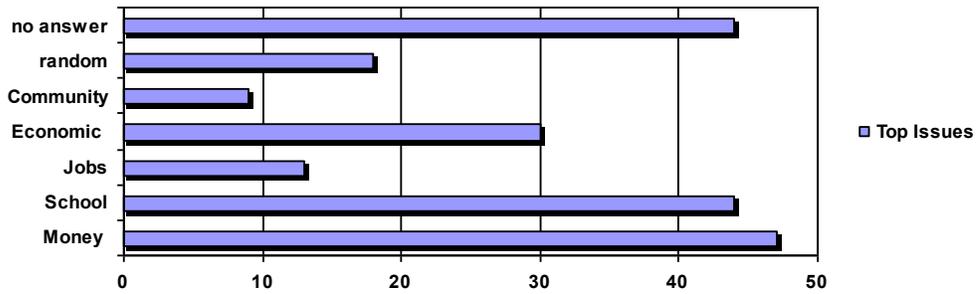
Appendix F —Anderson School Survey
Teen Survey

11. Write one word that describes Denali Borough.



12. What do you consider to be the top three issues facing Denali Borough today?

1. _____ 2. _____ 3. _____



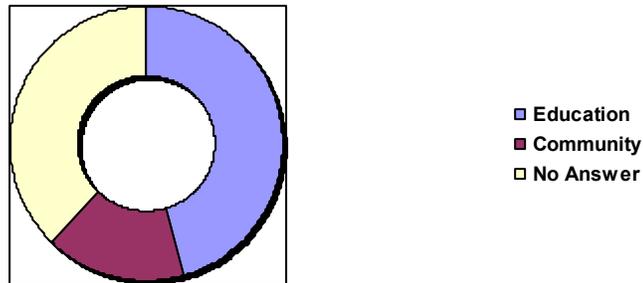
13. What new programs or services do you suggest that the Borough offer?

Categories: Education (62) Community (18) No Answer (20)

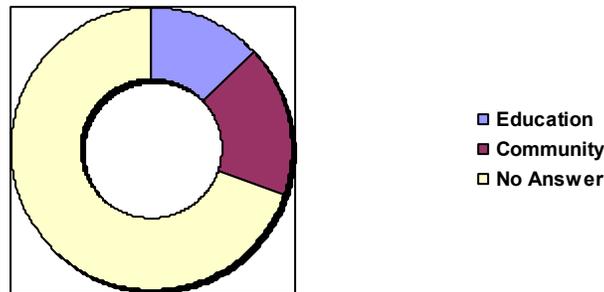


Appendix F —Anderson School Survey Teen Survey

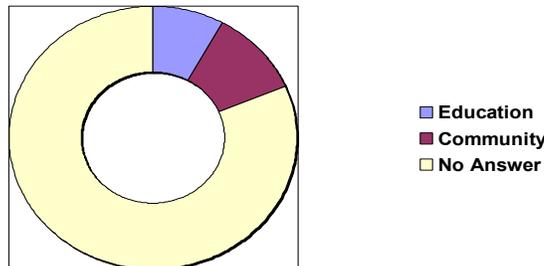
14. What existing programs or services do you suggest that the Borough expand?
Categories: Education (35) Community (18) No Answer (29)



15. What existing programs or services do you suggest that the Borough reduce?
Categories: Education (10) Community (13) No Answer (53)



16. What existing programs or services do you suggest that the Borough eliminate?
Categories: Education (6) Community (8) No Answer (61)



Appendix G

Reference List

Alaska Department of Natural Resources

Alaska Department of Transportation

Alaska Scenic Byways

Denali Borough

Denali Borough School District

Denali Chamber of Commerce

Denali National Park and Preserve

Google Earth

Alaska Department of Natural Resources — Recorder's Office — Nenana Recording District

US Department of the Interior—Bureau of Land Management— Alaska

