

Appendix A-Haines Comprehensive Plan Goals, Objectives and Actions

These are the Goals, Objectives, and Actions that the Haines Borough is striving to accomplish over the next 10 years and beyond.

Each topic has one or more overarching Goals that set big picture direction for Borough objectives and actions.

The Objectives are the desired future the Haines Borough and its citizens are working to achieve over time.

The Actions, listed below each objective, chart a path to achieve the objectives.

Responsibility lists the lead parties that should be engaged to work on the action. This underscores that it is the Haines Borough, land and business owners, residents, civic organizations, and others that must work together to accomplish Haines's 20-year Goals, Objectives and Actions in this community Comprehensive Plan.

The Timeframe gives a sense of priority order in which to undertake actions.

Like all actions, the level of funding available over time will help determine what is accomplished.

Abbreviations Used in Actions

ADF&G	Alaska Department of Fish and Game
ADOT&PF	Alaska Department of Transportation and Public Facilities
ADNR	Alaska Department of Natural Resources
AHFC	Alaska Housing Finance Corporation
AMHS	Alaska Marine Highway System
AMHT	Alaska Mental Health Trust
AP&T	Alaska Power & Telephone
BLM	Bureau of Land Management
Borough	Haines Borough
Bus. Owners	Business owners
Chamber	Haines Chamber of Commerce
CIA	Chilkoot Indian Association
Civic Org	Churches, Elks Club, Lions Club, Cub Scouts, Girl Scouts, etc
CIV	Chilkat Indian Village
COE	US Army Corps of Engineers
CVHS	Chilkat Valley Historical Society
DCCED	Alaska Department of Commerce, Community and Economic Development
DPH	Alaska Division of Public Health
DRVC	Downtown Haines Revitalization Committee
FHWA	Federal Highway Administration

Fleet	Haines commercial fishing fleet
HCVB	Haines Convention and Visitors Bureau
HESS	Alaska Department Health and Social Services
JEDC	Juneau Economic Development Council
HAC or Arts Council	Haines Arts Council
HPDSC	Haines Port Development Steering Committee
IPEC	Inside Passage Electric Cooperative
Local media	KHNS Public Radio, Chilkat Valley News, Haines Alaska News
Local comm. providers	AP&T, AT&T, GCI, Starband, HughesNet
P&HAC	Haines Port and Harbor Advisory Committee
PRAC	Haines Parks and Recreation Advisory Committee
Private sector	the many privately owned businesses
RCA	Regulatory Commission of Alaska
SEARHC	Southeast Alaska Regional Health Consortium
SEC	Southeast Conference
Schools	Haines Public Schools
TWC	Takshanuk Watershed Council
UA	University of Alaska
USDA-RD	US Department of Agriculture –Rural Development
USFS	US Forest Service

Quality of Life

Strategies	Timeframe			Responsibility
	1-2	3-5	6-10+	
Goal 1. Sustain the Quality of Life that Haines residents rate as Excellent, based on the:				
<ol style="list-style-type: none"> 1. Outdoors and natural beauty; 2. Small town atmosphere and community; 3. Presence of family and friends; 4. Safety and low crime; and 5. Abundant hunting and fishing opportunities. 				
Objective 1A: Recognize that Quality of Life is a factor that keeps residents living in Haines and draws businesses and residents to the area.				
1. Evaluate the potential effect of projects and actions on Quality of Life.	X	X	X	Borough

Haines Borough Government

Strategies	Timeframe			Responsibility
	1-2	3-5	6-10+	
Goal 2. Ensure that communication among the Borough, citizens and various land managers is clear. Work to foster productive and mutually beneficial relationships.				
Objective 2A: Continue to conduct local government operations in an open and transparent manner. Enhance engagement by periodically conducting less formal outreach events at different venues than the Assembly Chambers. Provide up-to-date easily accessible information to the public.				

Comment [A1]: Change to "near term, midterm, longer term"

Comment [A2]: Absolutely relevant!

Comment [A3]: Still relevant.

Strategies	Timeframe			Responsibility
	1-2	3-5	6-10+	
1. Continue to provide public notice in a timely manner.	X	X	X	Borough
2. Continue to keep Borough website up-to-date with Assembly, Planning Commission and other committee meeting notices, agendas, and minutes.	X	X	X	Borough
3. After election of the new Assembly each year, schedule a half to one-day retreat to discuss priorities.	X	X	X	Borough
4. Assess outreach to ensure it is responsive to the changing needs of citizens and to the continuous evolution of the technology available to meet those needs. (i.e., Twitter, Facebook, regular posting of meetings and packets somewhere out Haines Highway, in Excursion Inlet, etc.)	X	X	X	Borough
5. Determine whether Neighborhood Associations would be an effective way to provide direct and continuing citizen participation in local government; if so facilitate creation.	X			Borough
6. Occasionally host less formal outreach and engagement efforts to encourage a diversity of public contact, such as Open Houses or Town Meetings, "Coffee with the Mayor" or "Coffee with the Manager" or a table to "Visit with the Assembly," at other public events.	X	X	X	Borough
7. Keep Borough website up-to-date with latest documents, information, statistics and data to allow easy access for local grant writing and funding opportunities.	X	X	X	Borough, Chamber
8. Implement a regular practice of implementing Borough press releases.				
Objective 2B: Systematically evaluate competing funding demands when setting community priorities. Then, systematically implement priorities. Ensure Borough policies and programs meet the needs of Borough residents.				
1. Establish criteria to help guide decisions on which capital projects to pursue and fund.	X			Assembly, Borough Manager
2. Systematically address deferred maintenance at Borough facilities. Identify which facilities should be repaired and which have outlived their useful life. For those that should be repaired, identify priorities for repair now, what can wait 2-5, or 10 years.	X	X	X	Borough facility director, manager
3. Monitor and assess changes in the Borough's population by reviewing on a regular basis available demographic information. Assess implications of population and				

Comment [A1]: Change to "near term, midterm, longer term"

Comment [A4]: Done, ongoing

Comment [A5]: Done, ongoing

Comment [A6]: N/A

Comment [A7]: N/A

Comment [A8]: Website is most important place for information.

Comment [A9]: N/A

Comment [A10]: N/A

Comment [A11]: Done, ongoing

Comment [A12]: Done, ongoing

Strategies	Timeframe			Responsibility
	1-2	3-5	6-10+	
demographic changes for current and future services and facilities and plan accordingly.				
Objective 2C: Advance the interests of the community and residents by maintaining a working relationship with tribal governments, state and federal agency representatives, and public landowners within the Borough.				
1. Meet bi-annually with Chilkoot Indian Association (CIA) and Chilkat Indian Village (CIV) to discuss plans, project development needs, and priorities.	X	X	X	Borough, CIA, CIV
2. Seek opportunities for Borough, CIA, and CIV to team since municipal and tribal governments have access to different funding.	X	X	X	Borough, CIA, CIV
3. Reach out regularly and maintain communication with local and regional federal and state agency representatives that have regulatory oversight over Haines resources or can provide funding for Haines projects.	X	X	X	Borough
Objective 2D: Review current and future land use plans and projects proposed by state and federal landowners/managers within the Haines Borough to identify opportunities or areas of concern, or inconsistency with the Haines Comprehensive and other adopted Borough Plans. <i>Cross reference with Land Use 5H. Refer to 5H (1-4) for implementing actions.</i>				
Objective 2E: Promote a strong, positive Haines image within and outside of Haines among specific target publics that are vital to the community's economic well-being. <i>Refer to 3D(1-2) for related implementing actions.</i>				

Comment [A1]: Change to "near term, midterm, longer term"

Comment [A13]: Done, ongoing

Strategies	Timeframe			Responsibility
	1-2	3-5	6-10+	
1.1 Objective: Increase resident participation in governmental affairs.				
1. <u>Encourage residents to become government volunteers, including getting involved in committees.</u>				
2. <u>Provide training opportunities for government volunteers, and create a recognition program.</u>				
3. <u>Encourage participation by the younger generations. Consider creating a nonvoting youth seat on the Borough Assembly.</u>				
4. <u>Identify major barriers and concerns to participation.</u>				
5. <u>Develop and implement procedures for early and meaningful community participation.</u>				
6. <u>Create opportunities through technology to allow outlying Borough residents to participate.</u>				
7. <u>Conduct government processes in a friendly, respectful and positive way that welcomes public participation.</u>				
<u>Objective: Encourage the broader community to provide community services and facilities by supporting other organizations and entities that want to develop community services.</u>				
1. <u>Develop strong partnerships between the Borough and community partners to expand the ability of citizens to be self-sufficient and provide services and facilities beyond what the Borough can achieve on its own.</u>				
2. <u>Create incentives for organizations to take a lead in developing and providing services.</u>				
3. <u>Endeavor to assist community organizations in obtaining funding, infrastructure and/or technology for needed community services and facilities.</u>				
4. <u>Host bi-annual or quarterly meetings among agencies and organization that provide services and accomplish projects to report on planned or possible activities and projects that that entities can support one another better and collaborate on opportunities. Institutionalize this activity by setting a regular calendar/timetable for accomplishing it.</u>				
<u>Objective: In light of anticipated reductions in state revenue, establish criteria to help guide decisions on how operating funds will be allocated among various Borough facilities, programs, and services.</u>				

Comment [A1]: Change to "near term, midterm, longer term"

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Economic Development

Strategies	Timeframe			Responsibility
	1-2	3-5	6-10+	
Goal 3: Achieve a strong, diversified local economy that offers provides employment and income for all residents citizens that desire to work while protecting the health of the environment and quality of life. Build on local assets and competitive advantages to create economic opportunity.				
Objective 3A: Attract and retain Location-Neutral workers, income earners, and business owners to Haines (i.e. Kensington or Greens Creek workers, internet based jobs and businesses, artists and writers, retirees).				
1.	Conduct a survey to learn which community assets attract Haines's Location-Neutral workers, income earners and business owners to Haines and what causes them to	X		Borough, Chamber

Comment [A14]: N/A

Comment [A15]: Remove this to be all-inclusive

Comment [A16]: N/A

Comment [A17]: These two objectives have been partially addressed by the BRE program that is now managed by the Chamber. For long term progress – need an Econ. Dev. Director or program.

Strategies	Timeframe			Responsibility
	1-2	3-5	6-10+	
leave.				
2. Based on survey results, take action to fill identified gaps and develop a marketing plan that highlights assets that bring these individuals to Haines. (For example, actions might include business incubator that provides office space, business machines, possible staff, etc.).	X	X		Borough, Chamber
Objective 3B: Maintain and enhance subsistence resources and opportunities for all citizens.				
1. Represent Haines as a rural community before state and federal subsistence boards and commissions to ensure continued subsistence access and use by all community residents.	X	X	X	CIA, Klukwan, Borough
2. Identify areas that are heavily used for subsistence and recreational fishing, crabbing, and shrimping and pursue designation by the State Board of Fisheries as non-commercial areas (e.g. the Chilkat Inlet northwest of Glacier Point).		X		Borough, Haines Local Advisory Committee
Objective 3C: Add value to local commercial fisheries and to commercial fishing/seafood processing activity. Refer to Transportation 4B (1-4) for objective and actions specific to Portage Cove Small Boat Harbor expansion.				
1. Support local organizations and businesses working to increase value-added processing.	X	X		Chamber, JEDC, SEC
2. Identify and prioritize infrastructure needed to increase spending of commercial fleet on vessel and gear storage, repair, and maintenance in Haines.	X			Borough, P&HAC, Haines fishing fleet
3. Encourage development of a Marine Industrial Park with lease lots or rental space; good sites would be the Chilkat Cruises area, tankfarm site now decommissioned at the Old Haines Highway/Beach Street intersection, or near Lutak Dock or Chilkoot Lumber dock.		X		Borough, P&HAC, fleet, Chamber
4. Increase use of Borough's harbor icehouse by fleet.	X			P&HAC, Borough, fleet
5. Determine if a cold storage where processors and individuals could lease product space would encourage local value-added sales and processing. If so, conduct cost/benefit analysis and determine appropriate size.	X	X		P&HAC, fleet
6. Support youth voc-ed training and internships that reduce barriers for young people to enter commercial fishing, such as business and accounting skills, small engine repair, and welding.	X	X		Haines Schools, Ocean Beauty, fleet
7. Work with agency and other professional limnologists and fisheries biologists to restore Chilkoot and Chilkat Lake	X	X		Borough, ADF&G, CIA, CIV, fleet, TWC

Comment [A18]: N/A

Comment [A19]: N/A – Are these eco-development?

Comment [A20]: Get a boat lift.

Comment [A21]: This is in progress or has been in discussion with new boat harbor expansion and at Lutak.

Comment [A22]: N/A – Marketing by harbormaster

Comment [A23]: N/A

Comment [A24]: N/A – market issue

Comment [A25]: N/A

Strategies	Timeframe			Responsibility
	1-2	3-5	6-10+	
sockeye runs to historic levels of productivity. <i>cross reference with Land Use 6 A (7)</i>				
8. Work with the ADNR to designate key salmon producing drainages in the Haines State Forest for extended rotation length to promote fish production.		X		Borough, ADNR, ADF&G
9. Maintain or enhance fish habitat within special management zones 300 feet on either side of anadromous fish streams and 500 feet from anadromous fish bearing lakes (state forest rules). <i>cross reference with Land Use 6 A (8)</i>	X	X	X	Borough, ADNR, ADF&G
Objective 3D: Capitalize on Haines' existing reputation and 'brand' as a recreation destination and "Adventure Capital of Alaska" by expanding related businesses, arts, jobs and commerce.				
1. Continue to support a diversity of Haines Borough marketing efforts that promote and celebrate these qualities, including <i>re-initiation of the "Move to Haines" campaign and</i> targeted marketing to cruise ships, about Haines festivals, and winter recreation.	X	X	X	Borough, HCVB, Chamber
2. Continue efforts to increase cruise ships visits per week, <i>such as building relationships with key cruise line representatives in Alaska and elsewhere; outreach to shore representatives; and hosting occasional community events for crew such as appreciation barbeques, guided hikes, soccer games and other events to allow crew members to get a sense of the Haines community.</i>	X	X		Borough, HCVB, Chamber
3. Develop a winter recreation marketing and outreach program <i>with heli-ski focus. Support current or assist in starting winter events.</i>		X		Chamber, HCVB, Borough
4. Provide certainty for both businesses and residents by preparing a heli-ski management plan that addresses safety, neighborhood quality, heliports, routes and areas of use, monitoring, quality experience etc. Don't re-invent the wheel; build on existing permits and decisions.		X		Chamber, Borough
5. Support continued fast shuttle ferry service between Haines and Skagway.	X	X	X	Borough, local businesses
6. Develop a continuous multi-use path along Lutak/Portage Cove from AMHS ferry terminal to Nukdik Pt. to Portage Cove State Recreation Site to Battery Point. Path should link Picture Point's new picnic and viewing area with parking and interpretative signage, the small boat harbor, Lookout Park, Tlingit Park and Playground, a developed (but natural) beach access and path between Lookout	X	X	X	Borough, ADOT&PF

Comment [A26]: This could be in action with NSRR and F&G

Comment [A27]: N/A

Comment [A28]: N/A

Comment [A29]: N/A

Comment [A30]: Strong progress with cruiselines, winter heli ski, need more collaboration with ski and machine clubs. No Move to Haines campaign in progress

Comment [A31]: This has been in action and is a constant upkeep. Good progress

Comment [A32]: N/A

Comment [A33]: Ever present, ongoing, process needs refined.

Comment [A34]: N/A - Market-driven

Comment [A35]: How support?

Comment [A36]: N/A

Comment [A37]: In progress

Comment [A38]: Progress with Picture Point, plans with new Harbor Park, and fort seaward signage/art

Strategies	Timeframe			Responsibility
	1-2	3-5	6-10+	
Park and Port Chilkoot Dock, Port Chilkoot Dock restroom facilities, and Portage Cove Campground and Recreation site. Restore public access to Portage Cove on Borough land near Lighthouse Restaurant. <i>Cross reference with Land Use 8A (1)</i>				
7. In addition to Adventure Capital of Alaska, develop a secondary marketing theme that captures Haines' sense of community, which visitors notice and highly prize (2011 Cruise Ship Survey). Highlight Haines' unique small-town character and the arts in advertising and public relations activities.	X			Chamber, HCVB, Borough
Objective 3E: Continue to implement the 2011 Downtown Haines Revitalization Plan				
1. Define the Downtown Business District (DBD).	X			
2. Determine best way to empower Downtown Revitalization Committee (DRVC). Give it specific tasks and implement its findings.	X			
3. Promote infill of empty lots and buildings in DBD. Identify reasons why businesses locate elsewhere, and identify a suite of acceptable incentives to encourage businesses to locate in DBD into vacant buildings or empty parcels (e.g. temporary reduction in property taxes, utility rates, or other business fees linked to location in DBD, investments in building construction, upgrades, etc.).	X	X	X	Borough, DRVC, Chamber, business owners
4. Build on spontaneous efforts and develop programs to encourage temporary window displays and uses for empty buildings in DBD. Support Alaska Arts Confluence grant work bringing art to downtown window fronts.	X	X	X	
5. Build on spontaneous efforts and support creation of murals throughout DBD by supplying paint.	X	X	X	
6. Create a Building & Facade Improvement grant program for DBD.	X	X		
7. Integrate the new wayfaring signage with a new walking map and maps on promotional websites .	X			HCVB, DRVC, business owners
8. Increase visibility of routes and ease of access to DBD; relocate and improve highway and directional signs to point people and vehicles to – rather than bypass - Main Street (<i>for example, the sign at 2nd and Union now specifically directs highway traffic to bypass downtown</i>). <i>Cross reference with Transportation 4F(8)</i>	X	X		Borough, HCVB, DRVC, Chamber, business owners, ADOT&PF
9. Strengthen walking and visual links to Sheldon Museum from Front Street. Create visual landmark at intersection	X	X		Borough, HAC, Sheldon Museum,

- Comment [A39]:** Include arts and culture. Current campaign includes “art and adventure” “Where art and adventure meet” “where art is an adventure.....” etc.
- Comment [A40]:** N/A
- Comment [A41]:** Ongoing
- Comment [A42]:** N/A
- Comment [A43]:** DRV was functioning until last year? Needs to be reinstated supported by Chamber, tourism and Econ Dev
- Comment [A44]:** Arts Confluence made headway here – needs borough support.
- Comment [A45]:** DONE – Alaska Arts Confluence
- Comment [A46]:** In progress, crosswalks, arts confluence needs support for this. Ice house!
- Comment [A47]:** DONE
- Comment [A48]:** N/A
- Comment [A49]:** Planning Commission supports needed - political
- Comment [A50]:** DONE
- Comment [A51]:** Plans to use new Fort Seward signs as well.
- Comment [A52]:** Just introduced to assembly, tourism director will be submitting requests for signs. In progress currently.
- Comment [A53]:** N/A

Strategies	Timeframe			Responsibility
	1-2	3-5	6-10+	
of Front Street and Main Street (e.g., totem pole, flags, sculpture, other)				Lighthouse Restaurant
10. Widen Main Street sidewalks and provide pedestrian amenities that encourage lingering, window-shopping that become shopping, and promotes vitality. Partnership with ADOT&PF required (or street acquisition).			X	Borough, ADOT&PF, DRVC, Chamber, business owners
11. Provide business education, research, and training for business owners to promote success. Work with Chamber and Econ Dev organizations.	X			DRVC, Chamber
12. Support Buy Local, Eat-Local, Tax-Free days, planned events, and similar promotions that bring residents and visitors to downtown to make local purchases.	X	X	X	Borough, DRVC, Chamber, business owners
13. Establish metrics defining economic conditions in DBD and identify indicators to use to evaluate and measure result of incentives program and changing conditions. (see Haines Downtown Revitalization Plan)	X	X	X	Chamber, business owners
Objective 3F: Strengthen entrepreneurial activity and businesses. Provide entrepreneurs with the resources that will enable them to develop and expand their businesses				
1. Identify and work to address infrastructure and services that meets entrepreneur's needs. For example, it has been suggested that there is a need for a functioning (winterized, bathrooms, running water) downtown Office Building with offices for rent, possibly with shared business services available. Formally investigate demand and if it exists, identify options to satisfy, including public investment or incentives, private-public partnerships, etc. <i>see similar objective at 2E</i>	X			DRVC, Borough, business owners, Chamber
2. Enact a low-interest small-loan program for businesses in Haines (establish goals, terms, loan criteria, other).	X	X		Chamber, Borough, CIA
3. Periodically provide entrepreneurship education classes to sow the seeds of economic diversification.		X		Chamber, JEDC
4. Provide regular customer service training for front-line employees at start of every summer.	X	X	X	Business owners, Chamber, HCVB
5. Update Haines economic indicators every two years to maintain current on understanding of economy, business diversity and interdependencies, leading industries, employment, wages, personal income, and local revenue to track changes and measure result of efforts.	X	X		Borough, Chamber
Objective 3G: Haines Borough residents need access to reliable, fast, and affordable internet as this increasingly is a necessity for business, education, and services. <i>Cross reference with Utilities Objective 15 J</i>				

Comment [A54]: N/A

Comment [A55]: Issue with state ownership of Main St.

Comment [A56]: Discussion to only have 1% in summer months.

Comment [A57]: Need EDC

Comment [A58]: N/A Market-driven

Comment [A59]: Chamber

Comment [A60]: Chamber

Comment [A61]: Chamber

Comment [A62]: Chamber

Strategies	Timeframe			Responsibility
	1-2	3-5	6 -10+	
1. Pursue grant and other opportunities to provide internet access to rural areas; make current Open Skies (starband) program for rural Alaska known to citizens.	X	X	X	Borough, Chamber
2. Work with cell service and internet providers, regulators, Southeast Conference, and others to inventory infrastructure, coverage, gaps and rates in Borough. Collaborate on ideas to fill gaps and address needs.	X	X		Borough, SEC, cell/internet providers, USDA-RD, DCCED, RCA
Objective 3H: WHaines Borough should work with local electric utilities to achieve a rate of 15 cents per kWh or lower. Support actions to reduce power, heating, and fuel costs. Cross reference with Utilities Objective 15 L. Also review Utilities Objectives 15 K, L and M and implementing actions for full review of Power				
1. Identify any actions that could lower rates. Focus on opportunities to benefit commercial and industrial users. <i>Cross reference with Utilities 15 L(1)</i>	X	X		Borough, AP&T, RCA
Objective 3I: Maintain a business-friendly regulatory environment by providing stable local tax rates, reasonable permit fees, and timely permit reviews.				
1. Study the costs and benefits for requiring a Borough business license in addition to a state license. If costs exceed benefits, eliminate.	X			Borough
2. Examine the effectiveness of the Borough Tour Permit system.	X			Borough
3. Provide for internet based sales tax reporting/return program.	X			Borough
Objective 3J: Capitalize on Haines's position as a transportation hub to increase transfer and shipment of cargo, supplies, fuel, and other commodities with the Yukon, northern British Columbia, and Interior Alaska. Cross reference with Transportation 4(A)				
1. Ensure that Haines Highway and its bridges are capable and certified to handle load/weights necessary to transport ore, LNG and similar loads to and from Yukon, northern British Columbia, and interior Alaska. a) Identify current load certification of Haines Highway and Bridges. b) Identify industrial load roads must bear. c) Upgrade and recertify as needed, including allocating funding to accomplish.	X	X	X	Borough, ADOT&PF, commodity producers, State Legislators
2. Actively market Haines port and highway facilities and capacities.	X	X	X	Borough, Chamber
3. Prepare Port Development Plan (Identify transshipment opportunities for which Haines is competitive, estimate revenue and jobs to community, risks, and identify infrastructure, marketing and other investments needed to capture increased market share by Haines Borough and private partners).	X			Borough, Port Steering Committee, Chamber

- Comment [A63]: DONE
- Comment [A64]: DONE – private sector
- Comment [A65]: Manager pursuing. 3g- 3I. Again, the need for an ED/HEDC

Comment [A66]: TAB is addressing Title V Code currently

Comment [A67]: N/A

Comment [A68]: DONE

Comment [A69]: 1-8 Econ Dev needed or facilities / Ports and Harbors.

Comment [A70]: This was pursued when there was an ED.

Comment [A71]: Check history – David Sosa

Strategies	Timeframe			Responsibility
	1-2	3-5	6 -10+	
4. Based on Port Development Plan's recommendations, identify decision-making sequence, strategic investments and funders, and timeline. Take systematic action.	X	X		Borough, Port Steering Committee, Chamber
5. Investigate options, pros and cons, to meet Yukon Liquid Natural Gas (LNG) transshipment demand.	X	X		Borough
6. Identify measures to avoid or minimize impacts from industrial truck traffic along Highway to Lutak Dock (e.g., noise, operation of engine brakes, routes, hours of operation, etc.).	X			Borough
7. Work with the Haines School District to strengthen its construction and building trades program, and with Alaska Workforce Development to heighten awareness of training programs for the construction and building trades.	X	X	X	Borough, Haiens Schools, construction businesses
8. Continue to request that federal tank farm uplands, waterfront, and dock be conveyed to the Haines Borough by BLM following the tank farm site cleanup. If the Borough is not able to acquire this land, work with CIA or other new landowner to secure public access and to encourage cooperation to enhance public use and access.	X	X	X	Borough, CIA, BLM
Objective 3K: Increase number of family households with children under 18 over next decade by at least 10% (28 more households) <i>Cross reference with Community Services Objective 17 F and refer to 17 E for implementing actions 1-6</i>				
Objective 3L: Sustain, promote, and selectively expand services and amenities for retirees and seniors. <i>Cross reference with Community Services Objective 17 D and implementing actions 1-9</i>				
Objective 3M: Continue sustained yield timber harvest from Haines State Forest, increase value-added wood and forest product use, support use of local wood for biomass heating.				
1. Increase recognition of Haines wood-related businesses and activity. Advocate recognition of, and then participate in, regional economic efforts to foster Forest Products Economic Cluster in northern southeast Alaska ¹ .	X	X	X	Sawmill owner, value-added wood business owner, CIA, ADNR, JEDC, SEC
2. Support continued small negotiated sales and small timber sales.	X	X	X	Borough, ADNR
3. Encourage value-added wood product businesses, such as but not limited to firewood, sawmills, biomass, finished wood products, pellet production, etc.	X	X	X	Borough, Chamber, ADNR, CIA

- Comment [A72]: DONE
- Comment [A73]: Again this was pursued when there was a ED. And within the Strategic Doing plan in December 2013 on the Lutak Dock.
- Comment [A74]: N/A
- Comment [A75]: N/A – Noise Study
- Comment [A76]: N/A
- Comment [A77]: ???
- Comment [A78]: Market-driven / Jobs
- Comment [A79]: Move to Haines program
- Comment [A80]: Market-driven / Jobs
- Comment [A81]: N/A
- Comment [A82]: HAL, Vet Center
- Comment [A83]: Need to fight for state Forester
- Comment [A84]: Facilities? Biomass project, ED/ HEDC

¹ Note: This is one of four active Economic Cluster efforts being supported by JEDC, SEC, USFS, USDA-RD and other; no one seems to recognize that Haines has a small wood products cluster.

Strategies	Timeframe			Responsibility
	1-2	3-5	6-10+	
4. Designate state's "Operable Forest" on Future Growth Maps ² as Resource Development or Multiple-Resource Use Emphasis.	X			Borough
Objective 3N: Develop economically viable mineral deposits in a manner that complies with environmental regulations, protects fishery resources of the Chilkat and Chilkoot River systems, and promotes local hire. Conditions may be placed on permits to promote compatibility with adjacent land uses.				
<i>For land use actions related to mineral development see Goal 10, Objective 10 A, actions 1-3</i>				
1. Support assessment of infrastructure needs and options, including non-diesel based power sources that could facilitate mineral development in the Borough.		X		Borough
2. Designate major mineral deposits on Future Growth Maps as Resource Development Designation.	X			Borough
Objective 3O: Increase the economic contribution from Haines's historical, cultural and arts related organizations, assets, and services.				
1. Complete deferred maintenance and upgrades at the Chilkat Center for the Performing Arts. <i>Cross reference with Community Services 17 A (2)</i>	X	X	X	Borough
2. Increase marketing efforts Chilkat Center for the Performing Arts to get higher use and revenue from local and traveling performers and for conferences. Assign marketing the Center as an identified duty of the HCVB (or other entity). Set goals for use and track progress. <i>Cross reference with Community Services 17 B (1)</i>	X	X	X	Borough, HCVB
3. Develop classes and programs for the visual arts for locals and visitors. <i>Cross reference with Education 18 A (2)</i>	X	X	X	Alaska Arts Confluence , Haines Arts Council, Haines Schools
4. Install handicap access to the Sheldon Museum and Cultural Center, repair foundation to prevent basement flooding, replace windows to improve energy efficiency and maintain a controlled building climate. <i>Cross with Community Services 17 A (1)</i>	X	X		Borough, Sheldon Museum
5. Reestablish Dalton Trail and promote all season multi-use. Add interpretative signage and establish remote campsites. <i>Cross reference with Land Use 9 A (3)</i>	X	X		CVHS, ADNR, HCVB, PRAC, Commercial tour provisers
6. Add space at Sheldon Museum and Cultural Center for	X	X		Borough, Haines

Comment [A85]: N/A

Comment [A86]: Constantine.

Comment [A87]: N/A - Industry-driven

Comment [A88]: N/A

Comment [A89]: DONE

Comment [A90]: Chilkat Center is marketed with Haines as the major meetings and conference venues, needs an upgraded commercial kitchen to fully function.

Comment [A91]: DONE

Comment [A92]: DONE

Comment [A93]: Museum ? Plans but unsure of funding

Comment [A94]: DONE

² After identifying all commercial timber in the Haines State Forest, the State ADNR excluded from harvest many anadromous streams and all of the Chilkat Bald Eagle Preserve; remaining commercial timber areas are "Operable Forest."

Strategies	Timeframe			Responsibility
	1-2	3-5	6-10+	
collection storage, archival material, exhibits, staff work area, and a classroom. <i>Cross reference with Community Svs 17 B (6)</i>				Schools
7. Support committees working to acquire historically or culturally significant properties such as the Anway Cabin and Eldred Rock Lighthouse. Identify additional funding increments needed (possible funding sources: Borough, grants, sales, etc.) as part of acquisitions to maintain, operate and market new assets. <i>Cross reference with Community Svs 17 B (7)</i>	X	X	X	Borough, Sheldon Museum, CVHS
8. Have bi-annual joint meeting for key board and staff of Sheldon Museum, Library, HCVB, DRVC, the Haines Arts Council, tour providers, CIA, and others to identify ways to collaborate on events, local and tourist visitation, and revenue generation. <i>Cross reference with Community Svs 17 B (3)</i>	X	X	X	Parties named
9. Define economic contribution (employment, wages, revenue with multipliers) to Haines from arts and cultural businesses, organizations, and events. <i>Cross reference with Community Svs 17 B (8)</i>	X	X		Borough, Arts Council
<u>Young families need full-time, year-round employment opportunities. Need to support economic activity to attract young families.</u>				

Comment [A95]: N/A

Comment [A96]: DONE – Alaska Arts Confluence did it

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Transportation

Comment [A97]: Where is Lutak Rebuild?

Strategies	Timeframe			Responsibility
	1-2	3-5	6-10+	
Goal 4. Provide a safe, convenient, reliable, and connected transportation network to move goods and people to, from, and within Haines Borough. Aggressively maintain road, port, and harbor facilities to maximize public investment, enhance public safety and access, and provide economic opportunity.				
Objective 4A: Capitalize on Haines’ position as a transportation hub to increase transfer and shipment of cargo, supplies, fuel, ore and other commodities with the Yukon, northern BC, and Interior Alaska. <i>Cross reference with Econ Dev 3J and its implementing actions (1-8) which provide detail.</i>				
1. Actively market Haines port and road network and facilities.	X	X	X	Borough
Objective 4B: Improve harbor and marine facilities for resident use and to support commercial fishing activity. <i>Also refer to Econ Dev Objective 3C & actions (1-9) about adding value to local commercial fisheries.</i>				

Strategies	Timeframe			Responsibility
	1-2	3-5	6-10+	
1. Identify and prioritize infrastructure and maintenance needed to support commercial fishing and seafood processing activity.	X			Borough, P&HAC, Haines fishers, seafood processors
2. Conduct work session/public review to advance Portage Cove Small Boat Harbor expansion (see pg 122) to final concept design (harbor, parking, park).	X			Planning Commission/P&HAC, PRAC
3. Conduct geotechnical drilling needed for accurate cost estimates and design of small boat harbor south wave barrier/ breakwater.	X			Borough
4. Work with US COE, ADOT&PF and others to acquire full funding; construct in phases if full funding not all available at onset. (\$19.5 million in CIP funding acquired in 2012 with \$15 million of this contingent of state approval of bond package in fall 2012.)	X	X	X	Borough, P&HAC, State, COE
Objective 4C: Support Alaska Marine Highway System ferry service to and from Haines.				
1. Advocate for daily AMHS day boat service between Upper Lynn Canal communities and Juneau.	X			Borough, elected officials
2. Advocate for the proposed Alaska Class ferry to serve the Upper Lynn Canal	X			Borough, elected officials
3. Advocate for AMHS ferry to homeport or overnight in Haines.	X	X		Borough, elected officials
Objective 4D: Accomplish geotechnical investigations and surficial/ ground water flow improvements/redirection to address Lutak Slope ground movement.				
1. Conduct a comprehensive assessment of surface and ground water flows and flow paths. Identify risk, options to improve stability of lower hillside (Oceanview Rd/Lutak slope and Road) and costs. Implement chosen solutions.	X	X		Borough, ADOT&PF, USGS, DMVA, land owners
Objective 4E: Pro-actively address possibility of railroad between Port Lutak area, the Yukon Territory and Interior Alaska.				
1. Identify land and resource concerns, at a planning level, along the three routes that being discussed as options to identify issues important to the Borough that a future engineering or environmental study would need to address.	X	X		Borough
2. Identify the route likely to be preferred (at a planning level) by Haines Borough and rationale.		X		Borough
3. Survey route from Lutak to Zimovia Point (just past 9 mile) where a possible bridge would be built, to assess costs and feasibility so that Borough is positioned to		X	X	Borough, Yukon Government, producers/private sector, ADOT&PF

Comment [A98]: Not sure if done

Comment [A99]: DONE

Comment [A100]: DONE

Comment [A101]: DONE

Comment [A102]: DONE

Comment [A103]: DONE

Comment [A104]: DONE

Comment [A105]: DONE

Comment [A106]: DONE

Comment [A107]: Not sure what to do with this. Might be fixed, might not.

Comment [A108]: N/A

Comment [A109]: N/A

Comment [A110]: N/A – Pipe dream

Strategies	Timeframe			Responsibility
	1-2	3-5	6-10+	
assist State, Yukon Government, or other potential funders. This could be partially combined with action 4D (1).				
4. Conduct preliminary engineering study to estimate construction costs and exit point for 3-mile tunnel from Lutak Dock to airport area for alternative truck or railroad route to Lutak Dock.		X		Borough, Yukon Government, producers/private sector, ADOT&PF
Objective 4F: Accomplish the Borough’s Transportation Improvement Program, including the 36 road and non-motorized improvements projects listed on Table 6-5 and partially mapped on Figure 6-3. Build a connected, non-motorized transportation network (sidewalks, wide road shoulders, separated paths) to encourage healthy lifestyles and safe walking, biking, and skiing to and from work and school.				
1. Annually update and approve the Haines Borough Consolidated Transportation Plan to enable continued receipt of public transportation services and funding, such as Senior Citizen transportation services.	X	X	X	Borough, CIA
2. Aggressively pursue funding to systematically complete the Borough’s Transportation Improvement Program ³ including the 36 road and non-motorized improvements projects listed on Table 6-5 and partly mapped on Figure 6-3.	X	X	X	Borough
3. Pave or chip seal roads in Haines Borough. Focus on Phase III-VI Local Roads Program within the townsite and areas designated for Rural Settlement on Comprehensive Plan Future Growth Maps.	X	X	X	Borough, State, CIA
4. Prepare Local Roads Program VII-X.	X	X		Borough
5. Maintain and expand public transportation services. Explore opportunities for coordination of services, shared resources and pay-per-ride options among van and bus owners in Haines. Assess public demand for year round transit service and routes and run feasibility analysis.	X			CIA, REACH, Inc., Senior Center, Borough, CIV, State HESS, ADNRR, DPH & others w vans, Schools, SE Senior Services, Catholic Services
6. Publicize and advertise existing transit services available for seniors, other residents, and visitors. Place information on Borough website, on hainesak.com under “transportation”, on haines.ak.us, on flyers around town etc. Also refer to Cm Svs 17 D(4) and (8)	X			CIA, REACH, Inc., Senior Center, Borough

Comment [A111]: Never seen this

Comment [A112]: N/A

Comment [A113]: Not Priority

Comment [A114]: Need to discuss gravel.

Comment [A115]: Top priority

Comment [A116]: Always needs updated

³ Funding sources include, but are not limited to: State STIP and TRAAK funding, SeaTrails grants, Legislative Requests at state and federal level, partner with CIA and CIV for use of IRR and other funds, federal Scenic Byway funding, pursue grants, seek inclusion in State bond packages, sell municipal bonds.

Strategies	Timeframe			Responsibility
	1-2	3-5	6-10+	
7. More obvious and higher quality signage needed for four season transit service as well as printed routes and schedules to significantly improve this service.	X			Borough, Transit contractor
8. Increase visibility of routes and ease of access to DBD; relocate and improve highway and directional signs to point people and vehicles to – rather than bypass - Main Street (for example, the sign at 2 nd and Union now specifically directs highway traffic to bypass downtown). <i>Cross reference with Econ Dev 3E (8)</i>	X	X		Borough, ADOT&PF
9. Systematically implement the Haines Highway Scenic Corridor Partnership Plan. <i>Cross reference with Parks and Rec 14E (11) which lists more details.</i>	X	X	X	ADOT&PF, Borough

Comment [A117]: DONE

Comment [A118]: DONE, can always be improved

Comment [A119]: DONE – doesn't seem needed

Comment [A120]: Don't know

Land Use and Future Growth

Strategies	Timeframe			Responsibility
	1-2	3-5	6-10+	
Goal 5. Guide infrastructure and land development to provide an adequate supply of land for commercial and industrial development, varied residential living, and diverse recreational opportunities.				
Objective 5A: Periodically assess the amount of undeveloped land available that is zoned for residential, commercial, and industrial purposes to ensure an adequate supply is available.				
1. Designate areas for future residential, commercial and industrial land use and update zoning as needed.	X	X	X	Planning Commission
2. If land is in short supply, avoid scarcity by rezoning land, selling Borough land, or working with public or private landowners to make land available for sale.	X	X	X	Planning Commission
3. Facilitate orderly development by working with large landowners to prepare Master Development Plans that delineate buildable areas, areas with environmental constraints that impact development feasibility and cost, and identify access and utility routes. Focus on areas identified for future utility expansion on Figure 7-4.	X	X	X	Borough, AMHT, UA, private landowners with parcels greater than 20 acres, Planning Commission
Objective 5B: Assign highest priority land use/development in areas designated "Waterfront Development"⁴ on the Future Growth Maps for water-dependent uses and activities, followed by water-related uses and activities.				

⁴ Water-dependent uses and activities are economically or physically dependent upon a coastal location. Following is a non-exhaustive list of water-dependent uses and activities: boat harbors; facilities that serve as inter-modal transportation links for the transfer of goods, services or people between the marine transportation system and the road system; docks; marine-based tourism facilities; boat repair and haul out facilities; fish hatcheries; mariculture activities; fish processing facilities; log storage and transfer; float plane

Strategies	Timeframe			Responsibility
	1-2	3-5	6-10+	
Objective 5C: Site commercial and light industrial development in logical locations to promote economic opportunity, satisfy current and future needs, and concentrate these more intensive uses.				
1. Prevent future commercial sprawl and provide for local needs by identifying and designating logical areas to locate and concentrate commercial use and business development on the Future Growth maps for out Haines Highway and in Mud Bay. Update zoning as needed.	X	X	X	Planning Commission
Objective 5D: Continue to implement the 2011 Downtown Haines Revitalization Plan <i>Cross reference with Economic Development Objective 3E, implementing actions are at 3(E) 1-13</i>				
Objective 5E: Non-recreation projects and activities in areas designated on Future Growth Maps for "Park, Recreation or Open Space" will be located, designed, constructed and operated to avoid or minimize adverse impact to recreational uses. See Park, Recreation, and Open Space chapter for related Goals, Objectives, and Actions.				
Objective 5F: Support local agriculture, gardening, and food production.				
1. Support community gardens and greenhouses throughout the Borough. Make parcels of Borough land available for this use on a temporary basis for no fee.	X	X	X	Neighborhood Groups, SEARHC, Community Garden Group, Borough
2. Encourage public events and business sales of locally produced food of all types.	X	X	X	Chamber, SEARHC, Garden Club
3. Ensure the zoning code promotes and allows food production.	X	X	X	Borough
4. Encourage agricultural use and leases in Haines State Forest.	X	X	X	ADNR
Objective 5G: Protect homeowner's investments by minimizing adjacent incompatible land development.				
1. To promote efficient land use, good neighbors, and protect homeowner investments and lifestyles, require buffers between residential and non-residential land uses, between differing types/densities of residential development, or when home occupations or light approved commercial uses are adjacent. Depending on the situation common measures could be landscaping, retained or additional vegetation, setbacks, fences, sound barriers, restriction on hours of operation of noise-generating equipment or activity, control of traffic speeds,	X	X	X	Borough

Comment [A121]: N/A

Comment [A122]: Priority

bases, and remote recreational cabins dependent on water access. Water-related uses and activities include, but are not limited to marine retail stores and commercial activities such as hotels, restaurants, and other similar uses that provide views and access to the waterfront.

Strategies	Timeframe			Responsibility
	1-2	3-5	6-10+	
and requiring off-street parking. etc.				
2. Organize meetings in General Use zoning areas where land use conflicts are occurring or likely to determine interest in more specific zoning.	X	X	X	Borough, land owners
Objective 5H: Review current and future land use plans and projects proposed by state and federal landowners/managers within the Haines Borough to ensure identify any areas of concern or inconsistency with the Haines Comprehensive and other adopted Borough Plans are consistent with their plans. <i>Cross reference with Haines Borough Govt 2 D</i>				
1. Initiate consultation if inconsistent areas identified between state/federal and Borough plans.	X	X	X	Borough
2. Initiate communication, and respond to inquiries, with AMHT and UA on their land development proposals	X	X	X	Borough
3. Ensure state (ADNR, ADOT&PF, ADF&G, UA, AMHT etc.) plans, projects and operations along the Haines Highway are compatible with the Corridor Plan and objectives for this Scenic Byway.	X	X	X	Borough, State
4. Provide input during the 5 year timber sale schedule review.	X	X	X	Borough
Objective 5I: Update and unify Haines Borough codes and permitting. Development and permitting procedures must account for Borough's regulatory obligations.				
1. Update and unify building permit requirements for properties in Borough on road system.	X			Borough
2. Update and unify Borough Zoning Code. (This does not mean eliminating zones, rather, renaming and consolidating for uniformity and consistency.)	X	X		Borough
Goal 6. Maintain and enhance salmon spawning, rearing, and overwintering habitat.				
Objective 6A: Development along anadromous fish streams uses setbacks and best management practices to maintain natural water flow and water quality; reduce erosion; and maintain natural vegetation, fish passage and habitat.				
1. Enforce HBC 18.60.020 that requires a 25 foot no development zone next to ADF&G catalogued anadromous streams, unless a variance is granted.	X	X	X	Borough
2. Clarify in code that a 25 foot no development setback adjacent to catalogued anadromous streams applies borough-wide to all structures, regardless of whether a building or development permit is needed.	X			Borough
3. Consolidate entry points to, and crossings of, anadromous fish streams (ATVs, rafts, boats) in order to minimize erosion and riparian habitat degradation. Accomplish this by working with individuals and businesses that regularly	X	X	X	PRAC, TWC, ADF&G, Tour Operators

Comment [A123]: N/A

Comment [A124]: N/A

Comment [A125]: N/A

Comment [A126]: N/A

Comment [A127]: DONE

Comment [A128]: Consider expanding 25' setback requirement out of townsite to entire Borough.

Comment [A129]: Priority

Comment [A130]: DONE

Strategies	Timeframe			Responsibility
	1-2	3-5	6-10+	
cross anadromous streams to identify logical stream crossing areas, then designate/advertise, develop parking if possible, and harden as appropriate.				
4. Actively Support Takshanuk Watershed Council culvert upgrade and replacement program.	X	X	X	TWC, Borough, ADOT&PF
5. Identify one or more area(s) to direct future mitigation dollars and efforts to assist with future permitting and benefit the environment by focusing these efforts in a meaningful way.	X	X	X	Borough, TWC, ADF&G, COE, CIA, private landowners
6. Stabilize and restore Chilkoot River trail. <i>Cross reference with Parks and Rec 14 E (10)</i>	X	X		
7. Work with agency and other professional limnologists and fisheries biologists to restore Chilkoot and Chilkat Lake sockeye runs to historic levels of productivity. <i>Cross reference with Econ Dev 3 C (7)</i>	X	X		Borough, ADF&G, CIA, CIV, Haines fishing fleet, TWC
8. Maintain or enhance fish habitat within special management zones 300 feet on either side of anadromous fish streams and 500 feet from anadromous fish bearing lakes (state forest rules). <i>Cross reference with Econ Dev 3 C (10)</i>	X	X	X	Borough, ADNR
Objective 6B: Enhance Sawmill Creek, adjacent wetlands, and One Mile Creek's value for fish and wildlife habitat.				
1. Enforce 25 foot no development setback and work with private landowners to protect and improve Sawmill Creek and One Mile Creek's fish habitat and wetland integrity. Identify areas on undeveloped and developed parcels that merit protection and couple with creation of neighborhood creekside amenity/path. Seek grants or establish incentives to accomplish.	X	X		Borough, CIA, TWC, ADF&G, USFWS, landowners
2. Facilitate Increased use of the Sawmill Creek corridor and McClellan Flats for recreation, outdoor education, and other low-intensity public uses. Prohibit use of off-road motorized vehicles here or designate paths for this use. Allow snow-machine use if sufficient snow cover to protect the vegetation from damage and if landowner's consent. In cooperation with private landowners, install signs and natural-looking blockades to stop off-road vehicle use. Educate the public about the reason for the motorized use closure.	X	X	X	Borough, CIA, TWC, ADF&G, USFWS, landowners
Goal 7. Protect public drinking water quality.				
1. Designate watershed and wellhead protection areas on Future Growth Maps. Conduct site specific examination to	X	X		Borough, ADEC

Comment [A131]: N/A

Comment [A132]: N/A

Comment [A133]: N/A

Comment [A134]: N/A

Comment [A135]: N/A

Comment [A136]: DONE

Strategies	Timeframe			Responsibility
	1-2	3-5	6-10+	
define better as needed.				
2. Restrict activities in drinking water protection areas that could cause contamination. Be very cautious around Lily Lake, the primary community drinking water source.	X	X	X	Borough
Goal 8. Provide public access to coastal areas, rivers, and lakes.				
Objective 8A: Formalize access, manage areas, and provide infrastructure to improve public access and use of the Portage Cove waterfront, Lutak beaches and Tanani Pt, Chilkat River/ Carrs Cove beaches, Chilkoot River corridor, Chilkat Lake, Klehini River, and other coastal areas, rivers, and lakes important to Haines residents and visitors.				
1. Develop a continuous multi-use path along Lutak/Portage Cove from AMHS ferry terminal to Nukdik Pt. to Portage Cove State Recreation Site to Battery Point. Path should link Picture Point's new picnic and viewing area with parking and interpretative signage, the small boat harbor, Lookout Park, Tlingit Park and Playground, a developed - but natural - beach access and path between Lookout Park and Port Chilkoot Dock, Port Chilkoot Dock restroom facilities, and Portage Cove Campground and Recreation site. Develop new Portage Cove Harbor parking lot and uplands area. Restore public access to Portage Cove on Borough land near Lighthouse Bar. <i>Cross-reference with Econ Dev 3D (6)</i>	X	X		Borough, PRAC, P&HAC, State
2. Enhance public access to river at 25 Mile. Provide formal river access at Wells Bridge at 25 Mile along with restrooms, trails, a fishing area (summer), and in the winter set 14-mile cross country ski loop between here and Klukwan, and set snow machine trails.	X	X		ADOT&PF, Borough, Ski Club, PRAC, ADF&G
3. Designate Tanani Pt. access and adjacent beach along the Lutak Road north of the town on Future Growth Map as Park, Recreation or Open Space (excluding Waterfront Development area), rezone as needed, and take actions necessary to maintain safe public use.	X	X		Borough
4. Designate natural trail along beach along Chilkat River between Carr's Cove and Jones Point and provide continued public use and coastal access (see Figures 7-4, 7-8, 8-1 and 8-2). Acquire ROW and easements and rezone as needed. Link to trails that connect to Sawmill Rd and Southeast Fairgrounds as depicted on Figure 8-1 to develop a connected non-motorized circle. Specifics: A) Carr's Cove Beach Access/ Chilkat Beaches-Jones Pt. natural trail: Provide access to beach, bags to scoop dog poop, trashcans & pick-up,	X	X		Borough, PRAC

Comment [A137]: Priority

Strategies	Timeframe			Responsibility
	1-2	3-5	6-10+	
improve parking, and formalize beach trail from Carrs Cove to Jones Pt. Work with private landowners. B) Construct trail connecting beach to Southeast Fairgrounds, CIA Mitigation area, and Haines Hwy. Work with private landowners. C) Construct boardwalk/ education trail (potential mitigation project) from Jones Pt. to and along Sawmill Creek to Crystal Cathedral wellhead road. Work with private landowners. D) Build One Mile Creek trail, viewing area, beach access.				
5. Maintain public access to Chilkat Lake and future trails as depicted on Figure 8-3. Determine if road and trails used to access Chilkat Lake, including crossing points, and parking areas are platted and designated for permanent public access. If not, remedy.	X	X		ADNR, Borough
6. Coordinate Haines Highway pullout development (per Highway Scenic Corridor Plan and Figure 8-3) with ADOT&PF as future road improvements occur. All pullouts should be multi-use/purpose and provide parking for people who want to look at scenery, take photos of eagles, or launch for a recreational activity. There should be breaks in guard rails at pullouts to facilitate recreational access to river. Use expertise of Chilkat Guides and ADF&G to identify places in river for more "hardened" jet boat launch. If possible, identify and harden some jet boat launches (removable in winter) to consolidate this activity and associated riparian habitat wear and tear. Possible locations are at 10 Mile, 14 Mile, 19 Mile and 21 Mile Haines Highway.	X	X		ADOT&PF, commercial tour providers, Borough, PRAC, ADF&G
Goal 9. Protect and ensure development respects historic and cultural resources and values.				
Objective 9A: Recognize that the following areas have important historic and cultural resources and values:				
<ul style="list-style-type: none"> a) Fort William H. Seward (an Historic District and a National Historic Landmark) b) Deishu Village site c) Tlingit Park and historic cemetery d) T'anani Village Site and Nukdik/Tanani Beach site e) Anway Homesite historic structure and property f) Yandeist'akye' historic Native settlement g) Chilkat River and Chilkoot River and Lake historic sites such as cache and house pits, hooligan pits, garden areas and graves h) Dalton Cache and Dalton Trail i) Eldred Rock Lighthouse 				
1. Protect historic and cultural sites and provide interpretation to deepen understanding and appreciation for residents and visitors.	X	X	X	Sheldon Museum, CIA, CIV, others, CVHS

Strategies	Timeframe			Responsibility
	1-2	3-5	6-10+	
2. Improve deteriorating building facades at Fort Seward, provide ongoing maintenance to historical and cultural signage around site, use landscaping to shield parking areas, and develop parking behind buildings rather than in front or side, and off of the Parade Grounds.		X		PCP, business owners, Borough
3. Reestablish Dalton Trail and promote all season multi-use. Add interpretative signage and establish remote campsites. <i>Cross reference with Econ Dev 3O (5)</i>	X	X	X	CVHS, PRAC, State, Commercial Tour providers
Goal 10. Support responsible development of renewable and non-renewable resources within Haines Borough.				
Objective 10A: Work with project developers and regulators to achieve responsible development, which is defined as complying with environmental regulations, ensuring fishery resource and riparian zone protection, providing protection of salmon habitat and Bald Eagle Preserve resources, maintaining scenic viewsheds, and buffering operations when needed to protect adjacent users and activities. Also see related objectives at Econ Dev 3(C, M, N) and 6(A) with implementing actions.				
1. Location of sand, gravel and rock extraction sites shall be permitted in the following order of priority: a. Existing, approved upland sand and gravel pits; b. Reuse of sand and gravel from abandoned development areas, unless reuse would cause more environmental damage than non-use from the area; c. New upland sites approved for the purpose; and d. Streams that do not provide fish habitat.	X	X	X	ADOT&PF, ADNR, Borough
2. Where appropriate, couple sand and gravel extraction with salmon habitat improvement.	X	X	X	Private businesses, TWC, Borough
3. Consolidate access to mineral exploration sites and mines with other access routes where feasible.	X	X	X	Borough, producers
Goal 11. Promote compact development and infill where water and sewer infrastructure exists in order to maximize return on public infrastructure investments, promote energy efficiency, and reduce carbon emissions.				
Objective 11A: Base decisions about utility extension on Borough costs, whether policy changes could instead result in infill, if willing Local Improvement District payers are present, and on landowner interests.				
1. Over time, extend roads as shown on Figure 6-3 and Table 6-5, and, extend utilities to one or more areas shown on Figure 7-4, to facilitate residential development.	X	X	X	Borough, select property owners

Comment [A138]: N/A

Comment [A139]: N/A

Comment [A140]: Not Relevant. Developers are required to provide road extension and utilities in townsite.

Comment [A141]: N/A

Strategies	Timeframe			Responsibility
	1-2	3-5	6-10+	
2. Evaluate possible roles for Borough to facilitate orderly utility extension on private land, such as conducting engineering studies to accurately determine location, design, and LID costs; assisting to prepare or review Master Development Plans for large parcels; or other.	X	X	X	Borough
Goal 12: Use Borough-owned land, a limited resource, to accomplish public goals.				
Objective 12A: Develop a Master Campus Plan on the 15-acre Borough-owned parcel that has the Library, Ax' Shtudultoowo Daaka Hidi Park (next to library), school and gym/track, and Borough Administration Building. A Master Plan will allow Borough to make informed decisions about area land disposal and acquisition.				
1. Master Plan should: designate places where, over time, other Borough and community facilities will be located. Consolidate facilities and share space where possible. Identify locations for paths that will eventually be lighted and landscaped to connect facilities and provide a way for walkers and cyclists to access the school, Borough Offices and get across town. Identify the location for a "destination" open space and gathering area in a town square like setting on a portion of the campus that can host summer Farmer's Markets, spillover events from the Southeast State Fair, Downtown celebrations etc. This would be a natural location for public and school employees to have a picnic lunch on nice days year-round. A well-positioned mixed-use building with some ground floor retail space that attracts people and commerce on weekdays, weekends and evenings will add to the adjacent Downtown Business District.	X	X		Borough
Objective 12B: Prepare a Haines Borough land management plan to systematically address Borough land acquisition and disposal.				
1. Elements of plan to include: Identify goals and purposes of owning, using and disposing of Borough land. Identify (map) Borough land. Identify Borough land needed for future municipal needs. Identify suitable purposes (Future Growth designations) for land not needed for municipal purposes. Identify general considerations/costs and benefits of Borough land disposal and timing (local markets etc.)	X	X		Borough
Goal 13: Communicate and work with public landowners within Haines Borough to ensure their land development and use is compatible with adopted Borough Plans.				
Objective 13 A: Review current and future land use plans and projects proposed by state and federal landowners/ managers within the Haines Borough to identify any areas of concern or				

Comment [A142]: Priority

Comment [A143]: Priority

Strategies	Timeframe			Responsibility
	1-2	3-5	6-10+	
inconsistency with the Haines Comprehensive and other adopted Borough Plans. <i>Cross reference with Land Use 5H. Refer to 5H (1-4) for implementing actions.</i>				
Borough Comprehensive Plan: Other plans should be reviewed proactively to make sure they accurately reflect current and future use plans of land owners in the comprehensive plan.				

Parks, Recreation and Open Space

Strategies	Timeframe			Responsibility
	1-2	3-5	6-10+	
Goal 14. Provide a diversity of parks, recreation facilities, trails, and open spaces to foster the health and wellness of Haines residents. Focus on recreation facilities that capitalize on the unique setting and natural beauty of Haines, create economic development opportunities, and benefit residents and visitors.				
Objective 14A: Provide regular maintenance for Borough-owned recreation facilities. Expand opportunities in a coordinated and efficient way.				
1. Use Parks and Recreation Advisory Committee to help guide Borough decisions on priority improvements to local recreation facilities and facilitate communication between Borough staff, community members, and the Assembly on recreation issues.	X	X	X	Borough, PRAC
2. Support community groups and volunteers in their efforts to develop new recreation opportunities.	X	X	X	Borough, PRAC
3. Fund a halftime (or greater) Borough Parks and Recreation position to coordinate and manage recreation programs, oversee and work with volunteers on trail and facility maintenance, obtain easements for trails and beach access areas, apply for grants to fund recreation improvements, manage community recreation programming, etc.		X		Borough
4. Designate as "Parks Recreation or Open Space" on Future Growth Maps and zone accordingly parcels of Borough land that have previously been identified for parks (for example, Carrs Cove, Skyline Subd, other).	X	X		Borough, PRAC
5. Establish a Parks and Recreation Foundation to assist with fundraising for desired projects.	X	X	X	PRAC, volunteers
Objective 14B: Keep the swimming pool in good repair.				
1. Keep the swimming pool in good repair; immediate needs are outlined on Table 4.3. Provide a range of programs that cater to different user groups.	X	X		Borough
2. Begin planning for pool replacement.	X	X		Borough
Objective 14C: Create public place for indoor fitness equipment and recreation.				
1. Immediately find public space for indoor fitness equipment	X			Borough, Haines

Comment [A144]: N/A

Comment [A145]: Funding source?

Comment [A146]: N/A

Comment [A147]: N/A

Comment [A148]: N/A

Comment [A149]: DONE

Strategies	Timeframe			Responsibility
	1-2	3-5	6-10+	
to fill this recreation gap especially important to young families and seniors. (i.e., pool solarium, next to lifeguard station at pool, in school, senior center, Chilkat Center basement). <i>Cross reference with Community Svs 17E (4)</i>				Wellness/Fitness Group, PRAC
2. Determine if Community Recreation Center can be financially supported and if so, build. <i>Cross reference with Community Svs 17E (5)</i>	X	X		Borough
Objective 14D: Maintain existing trails. Be pro-active to prevent trail use conflicts and ensure continued satisfactory experiences for all trail users.				
1. Complete an inventory and condition assessment of trails, start with those most heavily used. Also evaluate signage leading visitors to trailheads and quality of hiking brochures.	X			Borough, PRAC
2. Create system and management for area trail maintenance. Consider options such as Trail Mix or SeaTrails like organization (or Haines chapter), PRAC, Borough Parks and Recreation staff (see action 41A (3) or other ⁵ . At a minimum, fund trail building training for a resident who can then organize work parties and serve as a local expert.	X	X		Borough
3. Negotiate agreement with commercial tour operators that use public trails to help maintain and improve those trails on a regular basis (now ad hoc).	X	X		Borough, PRAC, Tour operators, ADNR,
4. Prepare plan or agreement regarding types or level of commercial use for area trails so that the expectations for all users, including commercial, can be satisfied. In addition, address motorized versus non-motorized use and expectations. These discussions and agreements prevent future conflicts.	X	X		PRAC, tour operators, ADNR, Borough
Objective 14E: Prioritize recreation investments that maintain current facilities and assets, expand opportunities that will be accessible and used by many numbers of residents and visitors, and that fill gaps in recreation opportunities. Implement projects and actions that have been endorsed in community-adopted plans, such as this Comprehensive Plan, the Haines Public Use and Access Plan, and Haines Highway Scenic Corridor Partnership Plan.				
1. Use neighborhood input to identify needs and develop Skyline Park and Overlook Park in Skyline Subdivision.	X	X		PRAC, Borough, Skyline residents
2. Determine feasibility of developing simple ski and sledding hill with rope tow, oriented to families and teens. Non-winter months can be mountain bike or multi-use trails. If feasible, construct.	X	X		PRAC, Borough, volunteers

Comment [A150]: DONE
 Comment [A151]: DONE

⁵ Trail Mix is a non-profit organization in Juneau that brings together volunteers and local, state, and federal agencies to develop and maintain a trail system.

Strategies	Timeframe			Responsibility
	1-2	3-5	6-10+	
3. Use neighborhood input to identify needs and improve playground facilities at Emerson Field.	X	X		PRAC, Borough, area residents
4. Determine level of support for skate park at Oslund Park and either improve to increase use or develop alternative.	X	X		PRAC, Borough
5. Designate Fort Seward Parade Grounds as "Park, Recreation or Open Space" on Future Growth Map. Work with landowner to develop agreement for long-term open space and public use.	X	X		Borough, Port Chilkoot Company
6. Maintain and repair Mt. Ripinsky Trail system.	X	X	X	PRAC, Borough, ADNR, users
7. Complete Picture Point Park by installing a landscaped parking area, picnic tables, viewing area, and signage.	X			Borough
8. Add ADA access to beach and a natural beachfront trail from Lookout Park to Port Chilkoot Dock.	X	X		Borough
9. Maintain, improve, and build-out the Chilkat Peninsula hiking system.	X	X	X	ADNR, commercial operators
10. Stabilize and restore Chilkoot River trail. <i>Cross reference with Land Use 6A(6)</i>	X	X		TWC, PRAC, State, Borough
11. Systematically implement the Haines Highway Scenic Corridor Partnership Plan. (Also see Comp Plan Figure 8-3.) A) Develop a marketing plan for Corridor: Secure funding and promote programs that enhance private sector investment. B) Expand the trail system and other recreational opportunities off the Haines Highway at Dalton, Jarvis and Surgeon Creeks. C) Provide formalized Klehini River access for Winter Recreation at Wells Bridge. D) Enhance Gateways/Interpretation at Picture Point, Council Grounds. E) Provide formal access to Chilkat River. <i>Cross reference with Transportation 4F (9)</i>	X	X	X	ADOT&PF, Borough
12. Construct trail and hut-to-hut system in the Takshanuk Mountains or along the Dalton Trail.		X	X	State, Borough
Objective 14F: Formalize access, manage areas, and provide infrastructure to improve public access and use of the Portage Cove waterfront, Lutak beaches and Tanani Pt, Chilkat River/ Carrs Cove beaches, Chilkoot River corridor, Chilkat Lake, Klehini River, and other coastal areas, rivers and lakes important to Haines residents and visitors. <i>Cross reference with Land Use Objective 8A; refer to 8A and implementing actions (1-6) regarding priority public access trails and areas.</i>				

Comment [A152]: DONE

Comment [A153]: DONE

Comment [A154]: DONE

Comment [A155]: DONE

Comment [A156]: N/A – Private land

Comment [A157]: N/A

Comment [A158]: DONE

Comment [A159]: Funding?

Utilities

Strategies	Timeframe			Responsibility
	1-2	3-5	6-10+	
Goal 15. Provide, or support provision of, adequate and cost effective utilities to enable residential living, economic opportunity, public safety, and add to the quality of life.				
Drinking Water				
Objective 15A: Aggressively maintain the Haines Water Treatment Facility and water				

Strategies	Timeframe			Responsibility
	1-2	3-5	6-10+	
distribution infrastructure to prolong its capacity to operate in a manner that complies with federal and state regulations.				
1. Update the water sewer master plan; determine the useful plant life for both the Water Treatment Facility and equipment.	X	X		Borough
2. Plan and budget for routine and unexpected equipment needs. Have spare parts on hand for critical components.	X	X	X	Borough
3. Maintain an adequately funded equipment reserve account for both planned and unexpected equipment needs.	X	X	X	Borough
4. Base utility rates on an equitable and true assessment of the costs to operate, maintain, and contribute to an equipment replacement fund. Periodically perform rate study of utility fees and adjust fees as needed based on results.	X	X	X	Borough
5. Install backflow devices on Borough infrastructure as risk warrants. For private customers, seek grants or incentives.	X	X		Borough
6. <u>Increase Shutoff Fee. Customer base declines 10% in winter.</u>				
Objective 15B: Monitor and protect the community's drinking water sources and quality.				
1. Designate public drinking water source protection areas on Future Growth maps. Enact policy and amend zoning code to protect public drinking water from contamination.	X			Borough
2. Provide public education on protecting drinking water source quality by preparing a pamphlet to periodically distribute with utility billings, school outreach, news articles etc.	X	X		Borough
3. Connect Crystal Cathedral system to main Borough water system.	X		X	Borough
4. Develop a wellhead protection program for Crystal Cathedral. Amend zoning code to require setbacks from drinking water wellheads in Crystal Cathedral area; work with ADEC to determine correct distance. Relocate potential contamination sources as opportunities arise.	X	X		Borough
5. Provide education on uses of chemicals and fertilizers, as well as site drainage to landowners within Crystal Cathedral wellhead area. Seek cooperative environmental best management practices from adjacent land owners.	X	X		Borough
6. Encourage voluntary close out of unused or abandoned wells in Crystal Cathedral area.	X	X		Borough
7. Replace hand-dug lines from 1950's to Piedad water intake to reduce contamination threat. Replace asbestos/cement (AC) piping in Piedad Road. Upgrade Piedad water chlorination system to add a flow-paced chlorinator. Replace Piedad	X	X		Borough

Comment [A160]: Partly DONE

Comment [A161]: DONE, 2015 Rate Schedule

Comment [A162]: Need to review

Comment [A163]: DONE

Comment [A164]: DONE

Comment [A165]: DONE

Comment [A166]: DONE

Comment [A167]: DONE

Comment [A168]: N/A

Comment [A169]: N/A

Comment [A170]: N/A

Comment [A171]: DONE

Comment [A172]: DONE

Comment [A173]: DONE

Comment [A174]: DONE, 2016

Strategies	Timeframe			Responsibility
	1-2	3-5	6-10+	
Spring Water Transmission Line and provide new tank at Piedad to store water from the springs during low flow periods (i.e. late at night) for use during higher demand periods during the day and enhance firefighting capacity.				
8. Require setbacks from drinking water source intake at Piedad to protect from contamination; work with ADEC to determine correct distance.	X	X		Borough
9. Work with State (land manager) to determine if additional watershed protections are needed at Lily Lake. If so, enact policy and amend zoning code to provide setbacks and allowed/disallowed activities.	X	X		ADNR, Borough
10. Monitor water levels in Lily Lake during the summer to ensure no critical water shortages occur.	X	X	X	Borough
11. Establish a periodic water quality testing program at Mud Bay roadside drinking water spring (Figure 7-8). Ensure future upland land use prevents contamination. Install signage at seep cautioning public on safety of water.	X			Borough, Mud Bay residents
12. Develop a wellhead protection program for Covenant Life Center drinking water.	X	X		Borough, water system operator
13. Identify locations of onsite septic systems in Borough and distribute information on proper maintenance. Start with more densely developed areas.	X	X	X	Borough
Objective 15C: Protect against fuel tank spills.				
1. Provide education on proper construction, maintenance and spill containment for fuel storage tanks. Distribute pamphlets to public and provide assistance in identifying grants. Focus on properties closest to anadromous streams first.	X	X		Borough, Delta Western
2. Ensure all aboveground Borough fuel storage tanks have spill containment.	X	X		Borough
3. Update Borough codes as needed to require spill containment on new or remodel construction in, at a minimum, avalanche and mass wasting prone areas and anadromous streams.	X	X		Borough
Sewer, Stormwater, Septic Systems				
Objective 15D: Aggressively maintain the Haines Wastewater Treatment Plant to prolong its capacity to operate in a manner that complies with federal and state regulations.				
1. Update the water sewer master plan; determine the useful Wastewater Treatment Plant life for both the facility and equipment.	X	X		Borough
2. Plan and budget for routine and unexpected equipment needs. Have spare parts on hand for critical components.	X	X	X	Borough

Comment [A175]: N/A

Comment [A176]: KEEP!

Comment [A177]: N/A

Comment [A178]: N/A

Comment [A179]: N/A

Comment [A180]: N/A

Comment [A181]: N/A

Comment [A182]: N/A

Comment [A183]: Don't know

Comment [A184]: DONE

Strategies	Timeframe			Responsibility
	1-2	3-5	6-10+	
3. Maintain an adequately funded equipment reserve account for both planned and unexpected equipment needs.	X	X	X	Borough
4. Base utility rates on an equitable and true assessment of the costs to operate, maintain, and contribute to an equipment replacement fund. Periodically perform rate study of utility fees and adjust fees as needed based on results.	X	X	X	Borough
5. Install additional manholes into Crystal Cathedral system.	X	X	X	Borough
6. Complete Highland Estates sewer system installation	X	X		Borough
Objective 15E: All private septic systems must comply with ADEC mandated separations and setbacks from wells and drinking water sources and property lines to prevent contamination and public safety threats. Maintain septic systems.				
Objective 15F: Continue to reduce infiltration into sewer system by segregating from storm water system.				
1. Provide regular maintenance of the oil water separator at Port Chilkoot Dock.	X	X	X	Borough Public Works
2. Maintain the storm water collection and disposal system so that it does not pollute marine waters, soils, or groundwater. Install oil water separators where needed to protect water quality where drainage is to a drinking water wellhead or anadromous fish bearing stream.	X	X	X	Borough
Solid Waste				
Objective 15G: Provide, or ensure provision of, solid and hazardous waste disposal in a manner that does not adversely impact air, land, and water quality. Promote a Reduce-Reuse-Recycle approach and efforts.				
1. Actively engage in oversight of solid waste management to ensure these services remain available to Borough residents at a reasonable cost.	X	X	X	Borough
2. Maintain communication with solid waste collection and disposal contractors and ADEC to ensure that Borough is routinely copied on required annual reports to ADEC (due in February) and on ADEC's landfill inspection reports. Periodically monitor compliance of landfill operations, including leachate, with permit requirements to ensure that public health, safety, and welfare are maintained.	X	X	X	Borough, ADEC, solid waste companies
3. Encourage continued recycling effort. Provide education on composting systems. Collaborate with other northern Southeast Alaska communities and Canadian neighbors on recycling to achieve economy of scale and efficiencies.	X	X	X	Borough, HFR
Objective 15H. Reduce Haines Police and State Trooper time dealing with bear issues by reducing bear-garbage encounters.				

Comment [A185]: DONE, 2015

Comment [A186]: Need engineering and cost estimates

Comment [A187]: DEC, Lands, Planning

Comment [A188]: Don't know

Strategies	Timeframe			Responsibility
	1-2	3-5	6-10+	
1. Implement a bear trash ordinance and education program on proper management of garbage to reduce 'problem bears' and bear-human incidents and interactions. Include warnings and fines for improperly stored garbage. Initiate a public education program. Team with ADF&G, ADNR, Takshanuk Watershed Council, solid waste collection companies and others to fund and develop garbage bear outreach and education program.	X			Borough, TWC, HFR, solid waste companies, ADF&G, ADNR, school
2. Increase number of bear proof waste containers throughout Borough, target problem areas first.	X	X		Borough, solid waste companies
3. Install bear proof garbage containers at all municipal, public, and commercial buildings	X	X		Borough, state agencies, solid waste companies
Objective 15I: Implement a junk car removal program.				
1. Fund with annual Motor Vehicle Registration Tax (MVRT). Register to receive MVRT by adopting an MVRT ordinance to initiate and submit to State DMV.	X			Borough
2. Establish a taskforce and 2-month timeframe to investigate options, pros and cons, costs, and present recommendation to administration and Assembly (if needed). A) Work with scrap metal buyers, solid waste businesses, shippers, and neighboring municipalities to identify options for disposal. B) Identify options and costs to periodically tow and secure junk vehicles in designated lot. C) ID parcel for use as a storage lot until a scrap barge can remove vehicles; if parcel not borough-owned, lease, rent or acquire land.	X			Borough, HFR, Acme, Chamber, solid waste companies
Communications				
Objective 15J: Haines Borough residents need access to reliable, fast and affordable internet as this increasingly is a necessity for business, education and services. Cross reference with Economic Development Objective 3G; for implementing actions refer to actions 3 G (1-3)				
Power				
Objective 15K: Encourage energy efficient building construction, remodeling, and operating practices. Haines Borough and School District should lead the way in energy efficient building use, construction, and remodel.				
1. Establish an energy and emissions reduction program. A) Use existing or conduct new energy and emissions audits. B) Establish municipal and community energy and emission use baseline. C) Set and adopt reduction targets. D) Identify options and measures to help achieve targets.	X	X		Borough, office and building owners
2. Require designers/contractors for new or renovated Borough and School facilities to include life cycle cost analysis of heat and power options in building design. Set energy efficiency standards for new Borough and School buildings (using ASHRAE and other codes) so that these requirements are	X	X		Borough, Haines School District

Comment [A189]: DONE

Comment [A190]: DONE

Comment [A191]: DONE

Comment [A192]: DONE

Comment [A193]: DONE

Comment [A194]: Ongoing

Comment [A195]: N/A

Strategies	Timeframe			Responsibility
	1-2	3-5	6-10+	
incorporated early into building design.				
3. Take action to conserve energy, such as replacement of Borough office and street lights with LED or lower energy consumption lights, use of fuel efficient municipal vehicles, upgrade to energy efficient windows, etc.	X	X	X	Borough
4. Develop incentives for residents and businesses to invest in energy conservation and energy efficient technologies. (For example: A) Offer one-time discount on power bill for purchase and installation of pre-determined list of energy savings devices. B) Exempt local sales for purchase of pre-identified list of energy saving and renewable energy technology. C) Provide property tax credit for a time period to residences or businesses that convert from fossil fuel based energy or power to local renewable energy. D) Exempt the value added by the addition of renewable energy technology from property tax for a time period.	X	X		AP&T, IPEC, Borough
5. Develop brochure to educate Borough employees, residences and businesses on the importance of saving energy and on common techniques.	X			Chamber, Borough, Haines School, AP&T, IPEC, Delta Western, CIA
Objective 15L: Haines Borough should work with local electric utilities to achieve a rate of 15 cents per kWh or lower. Support actions to reduce power, heating, and fuel costs. Cross reference with Econ Dev 3H				
1. Identify any actions that could lower rates. Focus on opportunities to benefit commercial and industrial users. Cross reference with Econ Dev 3 H (1)	X	X		Borough, AP&T, RCA
2. Explore the concept of net-metering, a consumer-based renewable energy incentive.	X	X		AP&T, IPEC, RCA, Borough
3. Separate heating from power needs; while both are expensive this will increase the opportunity to install a less expensive source for one or the other.	X	X	X	Home and building owners
4. Facilitate or sponsor a workshop and information on realistic, non-petroleum based options to provide (or reduce costs) for home or small district heating (e.g. ground or air source heat exchange, bio-mass options, etc.) and power (solar, wind, small hydro, tidal/current systems).	X	X		Borough, CIA
5. Support feasibility studies and development of small-scale renewable power or heating projects in Haines that power or heat individual buildings, or a series of connected buildings or an area through district heat; such as local wind, biomass, smaller hydro, ground or air source heat pumps, and other. Update land use code as needed to ensure small scale renewable power or heating projects are allowed and	X	X		Borough, Southeast Conference, State Legislators, AP&T, IPEC

Comment [A196]: DONE

Comment [A197]: N/A

Comment [A198]: Not sure if complete – seems like good intentions but not that effective.

Comment [A199]: Unrealistic

Strategies	Timeframe			Responsibility
	1-2	3-5	6-10+	
compatible with neighboring properties.				
Objective 15M: Develop renewable energy sources sufficient to meet current and future year-round residential, institutional, commercial, and industrial needs in the Haines Borough. This includes enough local power from renewable sources to, where reasonably economic and practical, first provide year-round power to meet demand from 460 more residents over next 20 years and second, to tie freighters, barges and cruise ships to shore power while in port.				
1. Issue letters of support, lobby funders, and provide technical assistance as appropriate for development of renewable and clean energy projects in Haines Borough. A goal is to lower rates, especially for industrial and commercial users.	X			Borough, all
2. Support feasibility studies and other technical assessments that will lead to development of additional larger renewable or clean power sources in the Borough, particularly projects that will reduce or stabilize power costs for consumers.	X	X		Borough, Southeast Conference, State Legislators, AP&T, IPEC
3. If it will benefit Haines consumers and rate payers, support extension of Southeast Alaska electrical intertie grid from Upper Lynn Canal (Haines and Skagway) to the Canadian and Juneau electrical grid.			X	Borough, Southeast Conference, State Legislators, AP&T, IPEC
4. Support and protect energy production at existing hydro facilities including Lutak Hydro (AP&T), 10-Mile Hydro (IPEC), or planned facility at North Creek in Excursion Inlet.	X	X		Borough, AP&T, IPEC
5. Where possible combine recreational access and use with existing and future hydroelectric facilities ⁶ .		X		AP&T, IPEC, Borough
6. Maintain renewable energy options by preventing land uses, activities or development that could inhibit hydroelectric power generation from sites identified for possible energy production, including <u>Connelly and Walker</u> Lakes.	X	X	X	Borough, ADNR
1.1 <u>Resolve issues experienced in 2016 with Lily Lake water source not maintaining pressure to plant,</u>				

Comment [A200]: N/A

Comment [A201]: We already have 99% hydro – not sure what to do about this.

Comment [A202]: In progress with Northern Construction

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Public Safety

Strategies	Timeframe			Responsibility
	1-2	3-5	6-10+	
GOAL 16. Continue to keep crimes rates low and provide effective police, fire, and emergency medical services.				
Objective 16A. Emphasize outreach and community policing programs to reduce crime,				

⁶ Examples: Skagway's Dewey Lakes and Goat Lake hydroelectric projects, Juneau's Salmon Creek hydroelectric dam and the Flume, Prince of Wale Island's Black Bear hydroelectric project, the Tazimina project near Iliamna, and Falls Creek hydroelectric project near Gustavus.

Strategies	Timeframe			Responsibility
	1-2	3-5	6-10+	
enhance safety, target local problems (e.g. alcohol and drug issues), and enhance community-police relationship.				
1. Reinstate the police reserve program.	X			Borough
2. Target youth alcohol abuse in Haines. Form a task force with Haines Police, Lynn Canal Counseling Services, SEARHC, School District, interested community members, State HSS, and others to identify and prioritize programs to implement in community. One program to investigate is youth courts, which exist in Juneau, Sitka, Ketchikan and Wrangell. Establish baseline data so there is a metric against which to track progress.	X			Borough, named parties
3. Determine if gaps in Haines's domestic violence services network exist. (For example, is safe housing beyond the 5-day stays available in Haines needed?)	X	X		Borough, parties listed above
4. Reduce domestic violence in Haines by partnering with SEARHC, Governor's Office, AWARE Shelter, Council on Domestic Violence, and others to provide outreach, education, support, and legal advocacy.	X			Borough, names parties
5. Support Haines Alcohol Task Force in carrying out its Action Plan. Expand program to cover cigarettes and marijuana.	X	X		Borough
6. Work with the State District Attorney Office to determine if any process changes can increase domestic violence convictions.	X	X		Borough
Objective 16B. Protect Borough public safety employees and volunteers responding to incidents within all parts of the Borough, in Klukwan (where responders occasionally volunteer), and across the Canadian border.				
1. Ensure mutual aid agreements are in place and current.	X	X	X	Borough
2. Collaborate with Alaska Troopers, federal TSA, US-Canadian border station personnel, and mining and heli-skiing businesses to provide first responder and first aid training and equipment for emergency response in the northwest Haines Highway parts of the Borough.	X	X	X	Borough, named parties
Objective 16C. Acquire and install an enhanced 911 system.				
1. Pursue grant opportunities and review E911 surcharge to pay for enhanced 911 response system. Complete house numbering system to facilitate faster emergency response.	X			Borough
2. Obtain new radios for emergency response personnel. Federal FCC requirements that take effect January 1, 2013 will require emergency services move to "narrow band" radios.	X			Borough

Comment [A203]: N/A

Comment [A204]: DONE

Comment [A205]: N/A

Comment [A206]: N/A

Comment [A207]: N/A

Comment [A208]: Priority

Comment [A209]: DONE

Comment [A210]: DONE

Comment [A211]: DONE

Comment [A212]: DONE

Strategies	Timeframe			Responsibility
	1-2	3-5	6-10+	
Objective 16D. Accomplish deferred maintenance on Public Safety Building, and/or construct new Public Safety facility.				
1. Determine which building repairs/upgrades investments will be made in current Public Safety Building versus a new facility . Set time table for building upgrade or replacement and commit to schedule for deferred maintenance and improvements.	X	X		Borough
2. Accomplish Public Safety Building deferred maintenance: replace heating system, replace water pipes; repair walls and add new insulation (walls are too thin, approx. 4"), exterior security doors needed, new windows needed, replace toilet/plumbing fixtures for jail cells, new paint and new carpeting, lighting fixture replacement with T-8, restrooms need new fixtures.	X	X		Borough
3. Install specific Police and Fire Department improvements: steel entry doors throughout for the safety and security of dispatchers, replace ramp access, man doors and roll up doors, ergonomic furnishings for 911 staff, assess best location for morgue and relocate if needed, add a sally port (a secure area where patrol cars can bring prisoners in and out of the police station), increase office space for police, increase equipment storage for police and fire (equipment now stored in old Lutak area building).	X	X		Borough
4. If Public Safety Building will continue its use as Assembly Chambers, install ADA compliant bathroom on 1st floor and refurbish entry.	X			Borough
5. Accomplish Klehini Valley Fire Hall improvements: Upgrade heating system, replace roll-up doors, and install a new roof.	X	X		Borough
Objective 16E. Plan and budget for routine and unexpected equipment needs.				
1. Maintain an adequately funded equipment reserve account for both planned and unexpected equipment needs.	X	X	X	Borough
2. Haines Fire and Police Department equipment needs are pumper truck (3-5 years), pumper truck (10-20 years), tender or tanker (10-15 years), decontamination/hazmat room (now), security system (now), and police car (2-3 years). The Klehini Fire Hall needs a 2500 gallon capacity tender/pumper truck.	X	X	X	Borough
Objective 16F. Periodically review public safety related portions of the Haines Borough code and update as needed.				
1. Update Disorderly Conduct section of code to add a local	X	X		Borough

Comment [A213]: Priority

Comment [A214]: Priority

Comment [A215]: DONE, ongoing

Comment [A216]: DONE

Comment [A217]: DONE

Comment [A218]: DONE, ongoing

Strategies	Timeframe			Responsibility
	1-2	3-5	6-10+	
charging option for incidents that do not rise to the level of a state criminal offense.				
2. Update Parking section of code to enforce Borough parking regulations.	X	X		Borough
3. Update Municipal Fines collection section of code to provide a means of adjudicating borough offenses without having to go through the Alaska state courts.	X			Borough
4. Update Dog ordinances and section of code to make enforcement a simpler process and eliminate misdemeanor offenses.	X			Borough
Objective 16G. Improve fire response time and lower fire insurance rates.				
1. Identify land for future emergency response substations in the Mud Bay and Lutak vicinity. Acquire control of land (lease, purchase) if needed.	X	X		Borough
2. Conduct pumper tests every year in order to lower ISO ratings and reduce fire insurance rates for residents and businesses within and close to fire hydrant-ed areas.	X	X		Borough
3. Implement results of 2012 ISO rating.	X	X		Borough
Build new training program – 3 years				
1.2 <u>Include a CIP fund to support the purchasing of new HBPD office furniture to include file cabinets and desks at an estimated cost of 9K in the next FY.</u>				

Comment [A219]: N/A

Comment [A220]: We have one of the best average response times for small volunteer dept. and our insurance rating is very good for the size of our dept. That said, improvements should always be sought. However, the rate of return for investment should be considered.

Comment [A221]: N/A

Comment [A222]: Funding?

Comment [A223]: N/A

Comment [A224]: DONE, cost-prohibitive

Comment [A225]: Just completed new rating July 2016 – can address results in that document.

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Community Services

Strategies	Timeframe			Responsibility
	1-2	3-5	6-10+	
Goal 17: Provide or support community services that enable residential living, economic opportunity, and add to quality of life. Give special attention to services that support families and seniors.				
Borough (and other) Arts, Cultural, and Historic Facilities and Services				
Objective 17A: Accomplish deferred maintenance.				
1. Install handicap access to the Sheldon Museum and Cultural Center, repair foundation to prevent basement flooding, replace windows to improve energy efficiency and maintain a controlled building climate. <i>Cross reference with Econ Dev 30(4)</i>	X	X		Borough, Sheldon Museum
2. Complete deferred maintenance and upgrades at the Chilkat Center for the Performing Arts. <i>Cross reference with Econ Dev 30 (1) and see related actions there</i>	X	X		Borough
3. Provide ADA access at all Haines Borough facilities.	X	X	X	Borough
4. If Borough continues to own Senior Center, install a new	X			Borough

Comment [A226]: Funding dependent

Comment [A227]: TOP PRIORITY

Comment [A228]: TOP PRIORITY

Comment [A229]: DONE

Strategies	Timeframe			Responsibility
	1-2	3-5	6-10+	
boiler, heating registers, insulated windows and weatherize the building to reduce operating costs, and make it more affordable to heat/run.				
Objective 17B: Improve facilities over time by adding programming and space that adds value to offerings, makes a better working environment, and increases number of users and revenue.				
1. Increase marketing efforts Chilkat Center for the Performing Arts to get higher use and revenue from local and traveling performers and for conferences. Assign marketing the Center as an identified duty of the HCVB (or other entity). Set goals for use and track progress. <i>Cross reference with Econ Dev 30(2)</i>	X			Borough, HCVB
2. Investigate use of Chilkat Center for arts classes.	X			Arts Council
3. Have joint bi-annual meeting for key board and staff of Sheldon Museum, Library, HCVB, DRVC, the Haines Arts Council, tour providers, CIA, and others to identify ways to collaborate on events, local and tourist visitation, and revenue generation. <i>Cross reference with Econ Dev 30 (8)</i>	X	X	X	Parties names
4. Increase Haines Library work and storage space.			X	Borough
5. Provide continuity and stability for library by identifying core library programming/staff and striving to provide this as part of annual Borough operating budget rather than relying on unpredictable 'soft' grant funds.	X			Borough
6. Add space at Sheldon Museum and Cultural Center for collection storage, archival material, exhibits, staff work area, and a classroom. <i>Cross reference with Econ Dev 30 (6)</i>		X		Borough
7. Support committees working to acquire historically or culturally significant properties such as Anway Cabin and Eldred Rock Lighthouse. Identify additional funding increments needed (possible funding sources: Borough, grant, sales, etc.) as part of acquisitions to maintain, operate and market new assets. <i>Cross reference with Econ Dev 30(7)</i>	X	X		Borough, Sheldon Museum, CVHS
8. Define economic contribution (employment, wages, revenue with multipliers) to Haines from arts and cultural businesses, organizations, and events. <i>Cross reference with Econ Dev 30(9)</i>	X	X		Borough, Arts Council
Health Care				
Objective 17 C: Support maintenance of private providers' and expansion of Haines's high level of health care services.				
1. Work with Cornerstone, SEARHC, REACH, and others to fill	X	X		Named parties,

Comment [A230]: Funding dependent

Comment [A231]: N/A

Comment [A232]: N/A

Comment [A233]: N/A

Comment [A234]: DONE

Comment [A235]: N/A

Strategies	Timeframe			Responsibility
	1-2	3-5	6-10+	
critical gap in lack of in-home nursing services.				Borough
2. Develop plan to bring private providers skilled nursing beds to Haines.	X	X		Borough, SEARHC, State
3. Work with Haines medical providers to bring an itinerant pediatrician to Haines; and develop a long-term plan to bring a permanent pediatrician to the community.	X	X	X	Borough, SEARHC, private providers
4. Develop a long-term plan to bring childbirth and related services to Haines.	X	X	X	Borough, SEARHC
5. Examine health care models in other Southeast communities and develop a plan to incorporate the successes of those communities into the Haines model, where appropriate.	X			Borough, SEARHC, State
<i>Retiree and Senior Services</i>				
Objective 17D: Sustain, promote and selectively expand services and amenities for retirees and seniors. <i>Cross reference with Economic Development objective 3 L</i>				
1. Support creation of an indoor exercise area and regular fitness classes for seniors. Combine with other community indoor fitness needs (as long as seniors are safe and welcomed).	X	X		Borough, Sr Center, PRAC, senior service providers
2. Provide a part time Community Senior Development Coordinator position at Borough (similar to part time Community Youth Coordinator) to oversee activity and program development.	X	X	X	Borough
3. Support adult education classes, seminars, and activity. <i>Cross reference with Education 18 A (1)</i>	X	X	X	Arts Council, Chamber, Sheldon Museum, Library, State, Borough, Haines Schools
4. Continue to team with Southeast Senior Services to advertise and market services currently available (i.e. transportation, lunches) and expand awareness of these services.	X	X		Borough, SE Senior Service
5. Support HAL/SLSL "campus" including development of proposed Veteran's Home.	X	X		Borough, Elected officials
6. Identify most important downtown sidewalks/routes to prioritize for snow removal to promote both senior mobility and walking to and from school, and commit to clearing them first and frequently. If needed, purchase additional sidewalk clearing equipment to accomplish.	X	X		ADOT&PF, Borough
7. Coordinate swimming pool updates and renovations with seniors to increase swimming pool accessibility for seniors.	X	X		Borough, PRAC, Sr Services

Comment [A236]: N/A

Comment [A237]: DONE

Comment [A238]: N/A

Comment [A239]: N/A

Comment [A240]: DONE

Comment [A241]: DONE

Comment [A242]: N/A

Comment [A243]: DONE

Comment [A244]: DONE

Strategies	Timeframe			Responsibility
	1-2	3-5	6-10+	
8. Expand senior transportation services/options.	X			CIA, REACH, Inc., Sr Center, Boro, CIV, State HESS, ADNR, DPH & others w vans, Schools, SE Sr Services, Catholic Services
9. Encourage collaboration and communications among agencies to support the Senior Lunch program.	X			Borough, CIA, CIV, state agencies, SE Senior Services, Catholic Services, others
10. Develop web and paper brochure outlining the benefits of retirement and senior living in Haines and identify available services. Use in "Move to Haines" campaign/marketing.	X			Borough
11. Conduct study: What has attracted seniors and retirees to Haines? Use results of study to fill gaps and market more effectively.	X	X		Borough
Family Services				
Objective 17E: Increase number of family households with children under 18 over the next decade by at least 10% (28 more households) <i>Cross reference with Economic Development Objective 3 K. Also refer to Community Svs 17C (3-4) and Education 18B (1-5)</i>				
1. Identify gaps in services available to new parents and young children, prioritize, identify possible funders, develop plan to fill needs. <i>Cross reference with Econ Dev 3 K (1)</i>	X	X		The many org. in HNS that provide some services, Borough staff support
2. Develop a web and paper brochure listing Haines services and activities for new parents, children and families. Publicize and use for Move to Haines campaign/marketing. <i>Cross reference with Econ Dev 3 K(2)</i>	X	X		
3. Complete connected non-motorized network of sidewalks and/or bicycle paths in town so families and young children can travel safely between home and downtown facilities. Also see objective 4F	X	X		Borough, ADOT&PF
4. Immediately find public space for indoor fitness equipment to fill recreation gap especially important to young families and seniors. (i.e., pool solarium, next to life guard station at pool, senior center, Chilkat Center basement). <i>Cross reference with Parks and Rec 14C(1)</i>	X	X		Borough, PRAC, Haines Wellness/Fitness Group
5. Determine if Community Recreation Center can be supported and if so, build. See task suggestions in Parks and Recreation chapter. <i>Cross reference with Parks and Rec</i>	X	X		Borough

Comment [A245]: Funding

Comment [A246]: DONE – Coordinated Transportation Plan funds have expanded service hours and routes for seniors and the disabled (2016-2017, ongoing)

Comment [A247]: N/A

Comment [A248]: N/A

Comment [A249]: N/A

Comment [A250]: N/A

Comment [A251]: DONE

Comment [A252]: Need a small children's gym with small climbers and trikes

Comment [A253]: N/A

Strategies	Timeframe			Responsibility
	1-2	3-5	6-10+	
14C (2)				
6. Increase the number outdoor recreation opportunities for youth (See Park and Recreation chapter) such as: a simple ski and sledding hill, improved playground facilities , improved skatepark, maintain and repair Mt Ripinsky Trail, keep the swimming pool in good repair and begin planning for pool replacement, and support community groups and volunteers in their efforts to develop new recreation opportunities.	X	X	X	Borough, PRAC, State, commercial tour providers
7. Continue to support Haines' early learning opportunities. <i>Cross reference with Community Svs 18A (3)</i>	X	X	X	Borough, State, Elected Officials
<ul style="list-style-type: none"> • Provide early childhood education to new parents (ECFE model from Minnesota) • Increase Sheldon Museum work and storage space. • Provide ice skating rink in town that is not used for ice hockey, just for family free skating. • Create Sheldon Museum public programming space separate from gallery space. • Provide continuity and stability for Museum by identifying core museum programming/staff and striving to provide this as part of annual Borough operating budget rather than relying on unpredictable 'soft' grant funds. • Create a teen center. <p>1-3• We need a movie theater!! !!, Miniature Golf Park, Zip line - something fun for older kids.</p>				

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Education

Strategies	Timeframe			Responsibility
	1-2	3-5	6-10+	
Goal 18: Create and sustain an educated community with the skills and knowledge to take advantage of opportunity and thrive in the 21st century.				
Objective 18A: Enhance and expand educational opportunities.				
1. Support adult education classes, seminars, and activity. <i>Cross reference with Community Services 17D (3)</i>	X	X	X	Borough, Library, Arts Council, Chamber, Sheldon Museum, State, Haines School
2. Develop classes and programs for the visual arts for locals and visitors. <i>Cross reference with Econ Dev 3 O(3)</i>	X			Haines Arts Council, Haines Schools
3. Continue to support Haines' early learning opportunities. <i>Cross reference Community Svs 17E (7)</i>	X	X	X	Borough, State, Elected Officials
Objective 18B: Foster and maintain Haines School District excellence.				
1. Continue to implement Haines Borough School District Strategic Plan.	X	X	X	Haines Schools
2. Create and sustain a supportive school environment.	X	X	X	Haines Schools
3. Maintain the high performance measures of Haines public schools by continuing to provide resources and support.	X	X	X	Haines Schools

Comment [A254]: Shorten this goal. As a general rule, a goal should be five words. The longer it is, the more open it is to interpretation.

Comment [A255]: Need more info

Strategies	Timeframe			Responsibility
	1-2	3-5	6-10+	
4. Continue to provide outreach/support for lower income youth.	X	X	X	Borough, Haines Schools
5. Accomplish Economic Development Objectives and Actions to increase the number of jobs with wages that can support families.	X	X	X	All
<u>Promote Vocational Education from middle school through high school.</u>				
<u>Capital Improvements – Haines High Locker Room Renovation (FY18), Haines High Roof Replacement (FY18), Haines High Track and Soccer Field Renovations and Upgrades (FY20)</u>				

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