

# INTERIM MANAGER'S REPORT

DATE: November 12, 2013  
 TO: Mayor and Borough Assembly  
 FROM: Julie Cozzi, Interim Borough Manager

## Administration

- **Thank you:** Jila Stuart for serving as acting manager in my recent absence. Things appear to be in great shape! Also, thanks to all of the staff for working so hard at what they do. What a team...
- **Comprehensive Plan Action:** I am in the process of reviewing the Comprehensive Plan Action Summary since it contains goals, objectives, strategies, and timeframes (see attached *Appendix A*, especially those items with a proposed 1-2 year timeframe). As you know, the Comprehensive Plan was adopted a year ago, and it's important to review the action summary to see how we're doing to-date. I will be reviewing this with the department directors, so we can work diligently to use it as a decision-making and planning guide. I encourage the assembly members to review it, as well. It can be so easy to get caught up in the crush of day-to-day activities and needs and forget that we have this plan in place to help us.
- **Borough Code:** The interim borough clerk put the most current pdf of the borough code in the assembly dropbox (thank you, Michelle), so please be sure to download it onto your iPad so it is accessible during assembly meetings. Citizens are most welcome to acquire it, as well, by just letting the clerk's office know.

Code Books - As I reported last time, many municipalities are phasing out hard copy code books, because they quickly and easily go out of date and are very expensive to maintain with printed supplements. Since that report, I did not receive any questions or concerns, and I double-checked with the borough attorney to make sure he would be fine without it; he is good with this plan. Therefore, we have asked Code Publishing to discontinue the printed supplements for the Haines Borough Code. **Please bring into the office your hard copy code books at your convenience so we can recycle them for you.**

- **Staff Member in Washington D.C.:** Darsie Culbeck is in Washington, D.C. for some other meetings this week, and it makes sense to maximize his time there on behalf of Haines. The mayor hopes Haines can send representatives to Washington in the spring, but there is always the possibility this could be the only opportunity this fiscal year for a Haines Borough rep to travel there (and this trip is mostly paid for). Therefore, I contacted the borough's lobbyist Brad Gilman, and he set up several meetings for Culbeck for the 14<sup>th</sup> and 15<sup>th</sup>. Attached as *Appendix B* is a memo of talking points from Mr. Gilman that has been provided to the Delegation in preparation for the meetings. Also attached as *Appendix C* is a quarterly report from Brad Gilman and Sebastian O'Kelly.
- **Personnel Code:** The borough attorney, former manager Earnest, and I have put considerable work into a draft ordinance that will move the personnel code out of Title 2 into its own Title 4. This is more comprehensive than just moving the code from one title to another. It also proposes many amendments to match the collective bargaining agreement, add much-needed definitions, and generally make the personnel code more clear and complete. When ready, that draft could go to the Personnel Committee for review.

## Assembly

- **Executive Sessions during a COW:** There was a question regarding whether it is okay to conduct all or a portion of the manager interviews in executive session during a

committee of the whole meeting, and I sought the borough attorney's opinion. An executive session is proper if it is anticipated that a public discussion could impact someone's reputation. With borough manager candidates that is an easy bar to meet. The procedure would be to give all candidates advance notice of the plan to have an executive session and provide them an opportunity to request their application be discussed in public. The applicants do NOT have a right to participate just because the discussion is taking place in public. There is no question a motion is required before the assembly can hold an executive session. There is nothing specific in borough code addressing meeting as a committee of the whole. HBC 2.10.050(A) does establish Robert's Rules as the default parliamentary procedure but HBC 2.10.050(B) allows the rules to be suspended temporarily for special purposes by a majority vote. So even if Robert's Rules does prohibit "motions" in general (and the attorney believes there is an argument that procedural motions such as one to convene in executive session are not subject to the general prohibition on voting while meeting as a committee of the whole), the motion to go into executive session is in effect a motion to suspend the rules temporarily. He doesn't believe it is necessary to require two motions...first one to suspend the rules, followed by one to go into executive session. In conclusion, an executive session is allowable for all or part of a committee of the whole meeting, provided the committee members first make a specific motion, as usual, that states the topic and the reason it qualifies for executive session.

- **Staff support for assembly standing committees:** The mayor has requested staff support for assembly standing committees. For some time as clerk, I have advocated for more work to be done in committee to increase productivity and improve the public process, and staff support could really assist with that. The mayor pointed out nearly every advisory committee has staff support, however many of those groups typically meet during normal business hours while the assembly committees usually meet after hours. Staff support is not without an associated cost. Hiring additional staff is not an option, and there are considerations that need to be given when assigning existing employees. Most are already spread thin with tasks, and I would want to make every effort to avoid paying overtime. There are ways to work with a flexible schedule, such as what the planning & zoning technician does when attending planning commission meetings. Additionally, it isn't just the time to attend the meetings, there would be time and effort needed for pre-meeting document preparation and preparing minutes afterwards. I do believe this would a good thing, and I'm committed to making it happen, as soon as possible, if the assembly agrees with this idea. Some details have to be worked out, staff identified, and training conducted for assembly, staff, and citizens. I believe the more we can use the committees, the more effective our government will be.
- **Joint Borough Assembly/School Board meeting:** Haines Borough Charter Section 7.04 requires the borough assembly and school board to *meet jointly at least once yearly in public session to discuss and coordinate financial planning, capital improvement needs, the six-year capital improvement plan, and other matters of mutual concern.* Mayor Scott and School Superintendent Byer have begun a conversation regarding this year's joint meeting. Some of their thoughts on agenda items are: discuss the enrollment at Mosquito Lake School and what that means for funding, and discuss going out to bond on major maintenance projects. Byer suggests the joint meeting wait until after the December 3 school board meeting. He hopes during that meeting to submit a preliminary budget to the board based on an initial attempt to project expenses played against projected enrollment.

## Elections

- **Effective date for Charter amendment:** Charter amendments are addressed by Article XVII of the Haines Borough Charter. Under Section 17.02, charter amendments take effect automatically 30 days from election certification without further action of the Assembly. Since the voters ratified the corporate personhood ballot proposition during the October 1, 2013 Election, and that election was certified on October 22, the effective date will be November 21. We will submit that information right away to Code Publishing so they can make the change in our online charter/code.
- **Election Code:** The borough attorney, former manager Earnest, and I have prepared a draft ordinance that will move the elections code out of Title 2 into its own Title 11. It is

more typical for municipal codes to contain a separate title for elections. The ordinance draft is ready to go to the Government Affairs & Services Committee, and it is timely since sections of that code may be reviewed anyway by the committee. I support the proposed review of election and investigation practices.

## Finance

- **Sales Tax Accountant**: Several applications were received by the November 1 deadline, and they are currently being reviewed. This position will replace the one currently held by Connie Staska who is scheduled to retire December 31<sup>st</sup>.
- **PILT** – NACo (National Association of Counties) recently released a new publication on the Payment in Lieu of Taxes (PILT) program. The publication was developed in an effort to continue educating policymakers, officials and the public about the unique nature of PILT, its history, and why PILT funding matters to over 1,850 counties in 49 states. PILT provides payments to local governments to offset losses in tax revenues due to the presence of tax-exempt federal land in their jurisdictions. Congress has not yet allocated the \$410 million in mandatory PILT funding for FY2014, which has caused much concern for municipalities that have already begun the budget process for the next year. Without congressional action, municipalities will be forced to implement budget contingency plans – making cuts to critical local government services. NACo is encouraging officials to contact their congressional delegations to explain in detail how the elimination of PILT dollars will disrupt municipal operations and request swift passage of legislation to extend mandatory PILT funding for FY2014 and beyond. To view the pdf publication, go to this link: <http://www.naco.org/legislation/policies/Documents/Public%20Lands/PILTPTv3.pdf>. By the way, this topic is on Darsie Culbeck's to-do list while he is in Washington, D.C. I will be working with our finance director Jila Stuart to get up to speed on exactly how the Haines Borough would be impacted by the potential loss of this revenue.
- **Legislative and federal priorities** - The state's Capital Project Submission & Information System (CAPSIS) is now available for us to begin entering project information for consideration in the FY 2015 Capital Budget. We will have access until February 7, 2014. We plan to have draft resolutions for the assembly's consideration during the December 10 meeting so we can get ahead of the curve for our legislative and federal priorities. A committee of the whole meeting prior to drafting the resolutions would be helpful.
- **AIDEA development finance program**: The Alaska Industrial Development and Export Authority proposes to change its regulations on its development finance program. The proposed change would add new regulations concerning the financing AIDEA provides for development projects that AIDEA does not intend to own and operate. The proposed change would also revise AIDEA's existing regulation on the approval or input AIDEA must seek from a local governmental body before entering into certain agreements concerning a development project. Attached as *Appendix D* is a public notice of proposed changes.

## Information Technology and Phones

- **Borough Admin OLD phone system**: The phone system in the Borough Administration Building is antiquated and unfortunately not working as well as we would like it to. While for the most part, it seems to adequately serve its general purpose, it is unacceptable that a percentage of calls end up frustrating the caller. We are looking at ways we can reprogram the system to maximize its usefulness and reduce the time it takes to get to a real voice. At the same time, since it is old we are also experiencing more actual technical equipment limitations and glitches. Because of this, I will assign to a staff member the project of researching replacement options in preparation for the next budget cycle. This is important for us to do our jobs but equally, if not more so, important for the public to have a good experience when contacting its government.
- **Technology/social media policy**: There was a recent incident where an image was posted on a borough department's Facebook page that a few residents found objectionable. That image was subsequently removed. The borough recognizes the significance of social media today. Warren Johnson and I have developed a draft technology policy that addresses the issue of who controls official Haines Borough social media. We hope to

implement this policy very soon and provide training for departments. The policy covers not only social media but computer equipment use, email etiquette, and the Internet.

## **Lands-Assessment-Planning & Zoning**

- **Contract Assessor**: Marty McGee of Alaska Assessment Assistance is currently in Haines and working with the assistant assessor.
- **Administrative Assistant II**: We had several applications for this position within the Assessment/Lands Department and, following interviews, Kathy Friedle was selected for hire. As a temporary employee, Kathy had an opportunity to train with retired property tax clerk Sue Nelson and work with the assistant assessor and previous contract assessor. Additionally, she has some previous experience with the planning & zoning permitting and with administration support. Kathy's excellent customer service and "can-do" attitude, along with this prior experience make her an excellent addition to the staff. [There were some other great applicants that we hope will apply for future borough positions.]
- **Planning & Zoning Technician III**: Recently, a Haines resident made accusations concerning our planning & zoning technician in a letter to the Chilkat Valley News. The resident accused the employee of providing false information on her employment application and offered his opinion that former manager Earnest's use of the H1B visa was legally, morally, ethically and patriotically offensive. It has been suggested I respond to the allegations. While not prepared at this time, I will plan to do that in my next report. At the very least right now, I wish to express my utmost confidence in our employee, Tracy.
- **Veterans Village**: Questions have arisen concerning what the borough required for the permitting of the Veterans Village. It has been suggested by some that the borough required commercial use of the ground floor thereby creating a situation where other landlords will lose tenants. Attached as *Appendix E* is a fact sheet I asked Tracy to prepare (the sheet's referenced attachments are available upon request). This particular area is zoned commercial. The veterans building could have been 100% residential with a conditional use permit, but the permit applicant did not want to apply for one. Therefore, they made the decision to make it a combination commercial/residential building since that is a use-by-right in the commercial zone.

Haines Assisted Living (HAL) has applied for property tax exemption for the parcels the Veterans Village is located on. This request will come to the assembly in December.

- **House numbering project**: Alaska Power and Telephone has informed us federal regulations require them to have physical addresses listed on each customer account. Additionally, this is something the borough has needed to take care of for some time now. Obviously, complete and accurate house numbering will help to ensure quick response in emergency situations. Physical addresses are needed for new buildings, and there are many old buildings that do not have a number. The planning & zoning technician has been concerned about this issue for the past year, and I agree it is a high-priority project. It involves a complex and time-consuming process that existing staff cannot add to an already jam-packed workload. Therefore, I asked Tracy to look into outsourcing this important work. We expect a proposal soon from Gary Greenberg of the Alaska Map Company who is familiar with the borough's GIS system because he worked with Barb Sheinberg on the mapping for the borough's Comprehensive Plan. He is currently building the address information for Yakutat and has also built addresses for the cities of Dillingham, Seward, and Kenai and worked closely with the Kenai Peninsula Borough on their addressing system. He agrees this is a fairly involved process and very important for public safety. I look forward to bringing a proposal forward for the assembly's consideration.
- **GIS / Online Property Data System**: Our IT consultant Warren Johnson recently met with ESRI (the company that provides our GIS mapping software) and discussed some options for upgrading the borough's GIS web server, including parcel information. This is the online property data system. It is very outdated and needs to be replaced or overhauled. Many people cannot use it because it only works in Internet Explorer. There are also concerns about accuracy. On Nov. 8, Warren ran through a demo of some example sites for me, other staff members, and the contract assessor. We are very encouraged

because one option appears to be very efficient and cost effective. It is a new online ArcGIS system that looks very promising for the Haines Borough. Warren also met with the contract assessor and Dean to talk about the Borough's assessment database options.

## **Parks and Recreation**

- **Community Youth Development Director:** Several applications were received by the October 18 deadline, and they are currently being reviewed. A decision will be forthcoming.
- **Picture Point Park:** The ad hoc Picture Point Park Design Committee met on October 29 to work on the process to design the new Picture Point Park, and architect Bettisworth North participated. The agenda included roles and responsibilities of borough staff and the design team, project and scope overview, review of the schedule set forth in the architect's proposal and selection of some likely best dates for the stakeholder and public meetings, identification of stakeholders to include in the stakeholder meeting, and identification of any resources or current information available to the design team during their research. (I will ask Darsie Culbeck to provide a status update for the December assembly meeting.)
- **Exercise equipment at the pool:** In an effort to generate additional pool use and the corresponding revenue, the pool manager has placed two pieces of exercise equipment in the pool solarium. It is hoped the exercise equipment will bring in more users who will pay pool admission fees to use the equipment. The borough's insurance company is fine with the addition but suggested posting warning signage, which has been done. The pool is still seeking more equipment and one option being considered is to trade a 20-punch pool pass for donations of functional equipment. The pool is also looking into installing a sauna as another way to generate more pool use. Kudos to pool manager Rae Ann Galasso and also Darsie Culbeck for these ideas. I appreciate the efforts on the part of so many of our employees to both increase revenue and cut costs.
- **Pool Hours:** Regarding wintertime hours, the pool will continue to open at 6:00am for the early bird swim until further notice. Pool Manager Rae Ann Galasso had planned to adjust it to 6:30am for the safety of the staff members and to accommodate the additional wintertime opening duties such as removing the pool blanket and shoveling snow. However, some pool users expressed concern, so we will not make the change at this time, and the pool manager is working on other solutions. Galasso explained the dedicated opening staff has to arrive as much as a half-hour to forty-five minutes earlier in order to get the doors open on time at 6:00am. This consistently puts the opening staff member on the roads before the plows in the dark early morning hours. The staff member often arrives even before the school parking lot is plowed out, causing clearance and access issues later in the day. I'm sure everyone can appreciate and understand our concerns for staff and patron safety, and any adjustments to the schedule would be prompted by those concerns or the temporary unavailability of staff to cover the early morning shift. We understand the importance of that early morning swim time for many people and will continue working to address everything to the satisfaction of all involved. We are very fortunate to have such a qualified and caring pool manager.
- **Thefts at the Pool:** There have been two recent thefts at the swimming pool, and the police department is looking into them. Please do not bring valuables to the pool facility.

## **Police Department**

- **Police Chief:** I spoke with Russell Consulting on October 25 (prior to going out of town), and Mr. Russell informed me there had been an unexpected delay in receiving the results of a couple of reference checks on one of the applicants. He hoped to get those very soon, and, thus, send us the final background/reference report. I plan to check in with him on Tuesday in order to provide an update to the assembly during the meeting. I am anxious to move ahead with this.
- **Police Officer:** The two finalists visited Haines the end of October and completed the testing. I understand a hiring decision has been made, and I will be able to report more during the assembly meeting.

- **Department Policies:** Recently, a resident phoned the police department using the 2121 office number (as opposed to 911). The resident was surprised when the dispatcher asked for her date of birth. She was told it is department policy and a requirement for filing the report. The caller expressed concern the police would not respond to a robbery unless they had a date of birth. So, is this true? Is this a crazy rule? In response, Interim Chief Ford confirmed it is policy for dispatchers to ask for the full name and date of birth of people who call and make reports. The reason for this is it is important to document incidents as completely and accurately as possible. One of the steps is to run each person involved in the report of a crime or public safety issue through a database that contains information about officer safety, criminal history and active warrants. This database is known as the Alaska Public Safety Information Network (APSIN). The police department is in a position where people frequently report information that is not accurate. Part of their job is to decipher what is true and false, and running the caller through APSIN is a tool used in the process of making those determinations. One of the police department's goals in having policies like this one is consistency. It's important not to place the dispatchers in a position where they are left with nothing but their own discretion to assign credibility to a caller, witness, suspect, or victim. An APSIN check can verify the caller is who they say they are and give a little bit of background history that may help more fully understand the situation. Also, with a name and date of birth, APSIN allows access to other information that can be used to contact the caller later, if needed, without having to collect their contact information over the phone. The resident who phoned was not a person the dispatcher considered to be suspicious or dangerous. The dispatcher was doing what she was trained to do. The chief does not want dispatchers to decide what information to collect based on the caller's social status, ethnicity, familiarity, or any other subjective criteria. The safest policy is to always do everything the same way regardless of who the caller is. For clarification purposes, every time a dispatcher answers a call, a report of that incident is generated and one of the fields in that report is the date of birth, so the dispatcher was correct in saying she couldn't complete the report without it. To say the police won't respond to a robbery without first learning the date of birth of the person making the report is absolutely not correct. The police will respond regardless.

We will, however, continue to review policies and procedures which is something I'm encouraging all departments to do periodically. There should be valid reasons for doing things the way we do. Questions are good. Explanations are good. Nothing wrong with communication. We're working hard to improve it where we can.

## Ports and Harbors

- **Clean Harbor:** Haines has been certified as the first "Clean Harbor" in Southeast Alaska and only the third one in the State of Alaska. An official from Alaska Clean Harbor's will come and present the banner and certificate at a later date. Thank you, assembly, for authorizing us to make application for it. [Note: I had already passed this news along to the assembly via email on Oct. 24, but for the sake of the public I am including it in this report.]
- **Harbormaster elected president of AAHPA:** Harbormaster Phil Benner has been elected president of the Alaska Association of Harbormasters and Port Administrators. This association is comprised of managers from public harbor systems throughout Alaska, most of which are municipally-owned and operated. Congratulations, Phil!!!! It's a wonderful thing to have the confidence of your professional peers. We're proud of you.
- **Report of AAHPA Conference:** Harbormaster Benner reports this year's AAHPA conference held in Valdez was very educational. Additionally, the opportunities to network and learn what other communities are experiencing were invaluable. Benner attended the conference with Assistant Harbormaster Joe Parnell, and they each received 15 hours of continuing education that included the following:
  - Alaska LNG projects and benefits to a Port Authority Structure in Alaska
  - NOAA Navigation updates and Tsunami safety and information
  - State of Alaska abandoned and derelict vessels
  - Accessing real time information statewide Alaska Ocean Observation System
  - The future of Alaska ports and harbors

- Partnering Private Enterprise and Public Entities in Harbor Development
- Underwater Surveillance
- Supervisor Training
- Modern Seismic Design Standards
- Boating Safety
- Extending the life of an old harbor
- Ports and Marina Certification

## Public Facilities

- **Surplus PC Dock Wood:** On October 8, the assembly authorized the disposal of this surplus wood. Darsie Culbeck and Carlos Jimenez are taking the lead on this project. Darsie Culbeck reported to me the borough has already sold quite a few planks and pilings and expects to sell much more. Still, it is expected there will be a need to dispose of chemically-treated wood not deemed reusable due to the state of decomposition and/or destruction. The borough requested proposals for the disposal and received two. Darsie has been negotiating with Community Waste Solutions, and the assembly will consider a resolution on November 12 that would accept the negotiated price of \$40K (this is down from the \$80K proposal price). There are two other options that could be considered: 1) authorize continued negotiation to see if the price could be lowered even more, or 2) hold off on a disposal contract, continue to sell as much of the wood as possible, and reevaluate in the spring. One risk is the price could be higher at that point.

Attached as *Appendix F* is an email string pertaining to the safe recycling of this wood. I appreciate Kathleen Menke for asking important questions and Darsie for his clear response.

- **Muncaster A/C Pipe:** In August, the Public Facilities office applied for an Alaska Dept. of Environmental Conservation grant to replace approximately 3,400 feet of asbestos cement pipe in the vicinity of Muncaster Road, including all service connections to existing properties. That office provided me with the following explanation: *A significant break in the line due to settlement revealed the immediacy of this project. This line is in need of replacement as well as increasing pipe size to 8". The replacement pipe will be 8" AWWA C-900 PVC. Approximately 105 customers would lose water if a catastrophic failure occurred in this line. Water pressure to this part of the community is a pumped system. Small leaks and breaks in the line add significantly to the costs of pumping water in this area. The Muncaster waterline is a primary feeder within the Skyline/Highlands area of Haines. This line is on the main feeder system that provides pumped water to Young Road Water Tank and Skyline Water Tank. The Muncaster waterline was fractured from long-term stress. Additional leaks are suspected in the area, but have not revealed themselves on the surface. Replacement of this pipe will significantly reduce electrical costs for pumping water as well as reduce risk of losing water to customers.* We will bring a resolution to the assembly accepting any grant funds we are fortunate enough to receive. Thank you to the Public Facilities office for submitting the application.
- **Port Chilkoot Dock Project:** The Director of Public Facilities, Carlos Jimenez, reported to me the PC Dock project is *going splendidly*. I plan to tour the work site in the next week to meet the crew and view the progress.

# Appendix A

## Quality of Life

Strategies	Timeframe			Responsibility
	1-2	3-5	6-10+	
<b>Goal 1. Sustain the Quality of Life that Haines residents rate as Excellent, based on the:</b> <ol style="list-style-type: none"> <li>1. Outdoors and natural beauty;</li> <li>2. Small town atmosphere and community;</li> <li>3. Presence of family and friends;</li> <li>4. Safety and low crime; and</li> <li>5. Abundant hunting and fishing opportunities.</li> </ol>				
<b>Objective 1A: Recognize that Quality of Life is a factor that keeps residents living in Haines and draws businesses and residents to the area.</b>				
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+	
<b>Goal 2. Ensure that communication among the Borough, citizens and various land managers is clear. Work to foster productive and mutually beneficial relationships.</b>				
<b>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.</b>				
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

Strategies	Timeframe			Responsibility
	1-2	3-5	6-10+	
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
<b>Objective 2B: Systematically evaluate competing funding demands when setting community priorities. Then, systematically implement priorities.</b>				
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
<b>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.</b>				
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
<b>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.</b> <i>Cross reference with Land Use 5H. Refer to 5H (1-4) for implementing actions.</i>				
<b>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.</b> <i>Refer to 3D(1-2) for related implementing actions.</i>				

## Economic Development

Strategies	Timeframe			Responsibility
	1-2	3-5	6-10+	
<b>Goal 3: Achieve a strong, diversified local economy that provides employment and income for all 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.</b>				
<b>Objective 3A: Attract and retain Location-Neutral workers, income earners, and business</b>				

Strategies	Timeframe			Responsibility
	1-2	3-5	6 -10+	
<b>owners to Haines (i.e. Kensington or Greens Creek workers, internet based jobs and businesses, artists and writers, retirees).</b>				
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 leave.	X			Borough, Chamber
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
<b>Objective 3B: Maintain and enhance subsistence resources and opportunities for all citizens.</b>				
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
<b>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.</b>				
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

Strategies	Timeframe			Responsibility
	1-2	3-5	6 -10+	
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 sockeye runs to historic levels of productivity. <i>cross reference with Land Use 6 A (7)</i>	X	X		Borough, ADF&G, CIA, CIV, fleet, TWC
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
<b>Objective 3D: Capitalize on Haines’ existing reputation and ‘brand’ as a recreation destination and “Adventure Capital of Alaska” by expanding related businesses, jobs and commerce.</b>				
1. Continue to support a diversity of Haines Borough marketing efforts that promote and celebrate these qualities, including re-initiation of the “Move to Haines” campaign and 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, 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.	X	X		Borough, HCVB, Chamber
3. Develop a winter recreation marketing and outreach program.		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		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	X	X	X	Borough, ADOT&PF

Strategies	Timeframe			Responsibility
	1-2	3-5	6 -10+	
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. 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 in advertising and public relations activities.	X			Chamber, HCVB, Borough
<b>Objective 3E: Continue to implement the 2011 Downtown Haines Revitalization Plan</b>				
1. Define the Downtown Business District (DBD).	X			Borough, DRVC, Chamber, business owners
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	
4. Build on spontaneous efforts and develop programs to encourage temporary window displays and uses for empty buildings in DBD.	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 2<sup>nd</sup> and Union now specifically directs highway traffic to bypass downtown</i> ).	X	X		Borough, HCVB, DRVC, Chamber, business owners, ADOT&PF

Strategies	Timeframe			Responsibility
	1-2	3-5	6 -10+	
<i>Cross reference with Transportation 4F(8)</i>				
9. Strengthen walking and visual links to Sheldon Museum from Front Street. Create visual landmark at intersection of Front Street and Main Street (e.g., totem pole, flags, sculpture, other)	X	X		Borough, HAC, Sheldon Museum, 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.	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. <i>(see Haines Downtown Revitalization Plan)</i>	X	X	X	
<b>Objective 3F: Strengthen entrepreneurial activity and businesses.</b> 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		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
<b>Objective 3G: Haines Borough residents need access to reliable, fast, and affordable internet</b>				

Strategies	Timeframe			Responsibility
	1-2	3-5	6 -10+	
<b>as this increasingly is a necessity for business, education, and services.</b> <i>Cross reference with Utilities Objective 15 J</i>				
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
<b>Objective 3H: 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.</b> <i>Cross reference with Utilities Objective 15 L. Also review Utilities Objectives 15 K, L and M and implementing actions for full review of Power</i>				
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
<b>Objective 3I: Maintain a business-friendly regulatory environment by providing stable local tax rates, reasonable permit fees, and timely permit reviews.</b>				
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
<b>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.</b> <i>Cross reference with Transportation 4(A)</i>				
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	X			Borough, Port Steering Committee, Chamber

Strategies	Timeframe			Responsibility
	1-2	3-5	6 -10+	
to capture increased market share by Haines Borough and private partners).				
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
<b>Objective 3K: Increase number of family households with children under 18 over next decade by at least 10% (28 more households)</b> <i>Cross reference with Community Services Objective 17 F and refer to 17 E for implementing actions 1-6</i>				
<b>Objective 3L: Sustain, promote, and selectively expand services and amenities for retirees and seniors.</b> <i>Cross reference with Community Services Objective 17 D and implementing actions 1-9</i>				
<b>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.</b>				
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 <sup>3</sup> .	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	X	X	X	Borough, Chamber, ADNR, CIA

<sup>3</sup> 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+	
wood products, pellet production, etc.				
4. Designate state’s “Operable Forest” on Future Growth Maps <sup>4</sup> as Resource Development or Multiple-Resource Use Emphasis.	X			Borough
<b>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.</b>				
<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
<b>Objective 3O: Increase the economic contribution from Haines’s historical, cultural and arts related organizations, assets, and services.</b>				
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	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 collection storage, archival material, exhibits, staff work	X	X		Borough, Haines Schools

<sup>4</sup> 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+	
area, and a classroom. <i>Cross reference with Community Svs 17 B (6)</i>				
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

## Transportation

Strategies	Timeframe			Responsibility
	1-2	3-5	6-10+	
<b>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.</b>				
<b>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.</b> <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
<b>Objective 4B: Improve harbor and marine facilities for resident use and to support commercial fishing activity.</b> <i>Also refer to Econ Dev Objective 3C &amp; actions (1-9) about adding value to local commercial fisheries.</i>				
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	X			Borough

Strategies	Timeframe			Responsibility
	1-2	3-5	6-10+	
estimates and design of small boat harbor south wave barrier/ breakwater.				
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
<b>Objective 4C: Support Alaska Marine Highway System ferry service to and from Haines.</b>				
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
<b>Objective 4D: Accomplish geotechnical investigations and surficial/ ground water flow improvements/redirection to address Lutak Slope ground movement.</b>				
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
<b>Objective 4E: Pro-actively address possibility of railroad between Port Lutak area, the Yukon Territory and Interior Alaska.</b>				
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 assist State, Yukon Government, or other potential funders. This could be partially combined with action 4D (1).		X	X	Borough, Yukon Government, producers/private sector, ADOT&PF
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
<b>Objective 4F: Accomplish the Borough’s Transportation Improvement Program, including the</b>				

Strategies	Timeframe			Responsibility
	1-2	3-5	6-10+	
<b>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.</b>				
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 <sup>5</sup> 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, ADNR, 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. <i>Also refer to Cm Svs 17 D(4) and (8)</i>	X			CIA, REACH, Inc., Senior Center, Borough
7. More obvious and higher quality signage needed for tour 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 <sup>nd</sup> and Union now	X	X		Borough, ADOT&PF

<sup>5</sup> 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+	
specifically directs highway traffic to bypass downtown). <i>Cross reference with Econ Dev 3E (8)</i>				
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

### Land Use and Future Growth

Strategies	Timeframe			Responsibility
	1-2	3-5	6-10+	
<b>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.</b>				
<b>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.</b>				
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
<b>Objective 5B: Assign highest priority land use/development in areas designated “Waterfront Development<sup>6</sup>” on the Future Growth Maps for water-dependent uses and activities, followed by water-related uses and activities.</b>				
<b>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.</b>				

<sup>6</sup> 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 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+	
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
<b>Objective 5D: Continue to implement the 2011 Downtown Haines Revitalization Plan</b> <i>Cross reference with Economic Development Objective 3E, implementing actions are at 3(E) 1-13</i>				
<b>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.</b>				
<b>Objective 5F: Support local agriculture, gardening, and food production.</b>				
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
<b>Objective 5G: Protect homeowner’s investments by minimizing adjacent incompatible land development.</b>				
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, and requiring off-street parking. etc.	X	X	X	Borough
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
<b>Objective 5H: 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 inconsistency with the Haines Comprehensive and other adopted Borough Plans. Cross reference</b>				

Strategies	Timeframe			Responsibility
	1-2	3-5	6-10+	
<i>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
<b>Objective 5I: Update and unify Haines Borough codes and permitting. Development and permitting procedures must account for Borough’s regulatory obligations.</b>				
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
<b>Goal 6. Maintain and enhance salmon spawning, rearing, and overwintering habitat.</b>				
<b>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.</b>				
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 cross anadromous streams to identify logical stream crossing areas, then designate/advertise, develop parking if possible, and harden as appropriate.	X	X	X	PRAC, TWC, ADF&G, Tour Operators
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	X	X	X	Borough, TWC, ADF&G, COE, CIA , private landowners

Strategies	Timeframe			Responsibility
	1-2	3-5	6-10+	
benefit the environment by focusing these efforts in a meaningful way.				
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
<b>Objective 6B: Enhance Sawmill Creek, adjacent wetlands, and One Mile Creek’s value for fish and wildlife habitat.</b>				
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
<b>Goal 7. Protect public drinking water quality.</b>				
1. Designate watershed and wellhead protection areas on Future Growth Maps. Conduct site specific examination to define better as needed.	X	X		Borough, ADEC
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
<b>Goal 8. Provide public access to coastal areas, rivers, and lakes.</b>				
<b>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/</b>				

Strategies	Timeframe			Responsibility
	1-2	3-5	6-10+	
<b>Carrs Cove beaches, Chilkoot River corridor, Chilkat Lake, Klehini River, and other coastal areas, rivers, and lakes important to Haines residents and visitors.</b>				
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. 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, 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.	X	X		Borough, PRAC
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	X	X		ADNR, Borough

Strategies	Timeframe			Responsibility
	1-2	3-5	6-10+	
public access. If not, remedy.				
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
<b>Goal 9. Protect and ensure development respects historic and cultural resources and values.</b>				
<b>Objective 9A: Recognize that the following areas have important historic and cultural resources and values:</b>				
<ol style="list-style-type: none"> <li>1) Fort William H. Seward (an Historic District and a National Historic Landmark)</li> <li>2) Deishu Village site</li> <li>3) Tlingit Park and historic cemetery</li> <li>4) T'anani Village Site and Nukdik/Tanani Beach site</li> <li>5) Anway Homesite historic structure and property</li> <li>6) Yandeist'akye' historic Native settlement</li> <li>7) Chilkat River and Chilkoot River and Lake historic sites such as cache and house pits, hooligan pits, garden areas and graves</li> <li>8) Dalton Cache and Dalton Trail</li> <li>9) Eldred Rock Lighthouse</li> </ol>				
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
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 30 (5)</i>	X	X	X	CVHS, PRAC, State, Commercial Tour providers
<b>Goal 10. Support responsible development of renewable and non-renewable resources within Haines Borough.</b>				

Strategies	Timeframe			Responsibility
	1-2	3-5	6-10+	
<b>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.</b>				
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
<b>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.</b>				
<b>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.</b>				
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
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
<b>Goal 12. Use Borough-owned land, a limited resource, to accomplish public goals.</b>				
<b>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.</b>				
1. Master Plan should: designate places where, over time, other Borough and community facilities will be located.	X	X		Borough

Strategies	Timeframe			Responsibility
	1-2	3-5	6-10+	
<p>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.</p>				
<p><b>Objective 12B: Prepare a Haines Borough land management plan to systematically address Borough land acquisition and disposal.</b></p>				
<p>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.)</p>	X	X		Borough
<p><b>Goal 13: Communicate and work with public landowners within Haines Borough to ensure their land development and use is compatible with adopted Borough Plans.</b></p>				
<p><b>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 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></b></p>				

### Parks, Recreation and Open Space

Strategies	Timeframe			Responsibility
	1-2	3-5	6-10+	
<p><b>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.</b></p>				
<p><b>Objective 14A: Provide regular maintenance for Borough-owned recreation facilities. Expand opportunities in a coordinated and efficient way.</b></p>				

Strategies	Timeframe			Responsibility
	1-2	3-5	6-10+	
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
5. Establish a Parks and Recreation Foundation to assist with fundraising for desired projects.	X	X	X	PRAC, volunteers
<b>Objective 14B: Keep the swimming pool in good repair.</b>				
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
<b>Objective 14C: Create public place for indoor fitness equipment and recreation.</b>				
1. Immediately find public space for indoor fitness equipment 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>	X			Borough, Haines 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
<b>Objective 14D: Maintain existing trails. Be pro-active to prevent trail use conflicts and ensure continued satisfactory experiences for all trail users.</b>				
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	X	X		Borough

Strategies	Timeframe			Responsibility
	1-2	3-5	6-10+	
organization (or Haines chapter), PRAC, Borough Parks and Recreation staff (see action 41A (3) or other <sup>7</sup> . At a minimum, fund trail-building training for a resident who can then organize work parties and serve as a local expert.				
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
<b>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.</b>				
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
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

<sup>7</sup> 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+	
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
<b>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.</b> <i>Cross reference with Land Use Objective 8A; refer to 8A and implementing actions (1-6) regarding priority public access trails and areas.</i>				

## Utilities

Strategies	Timeframe			Responsibility
	1-2	3-5	6-10+	
<b>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.</b>				
Drinking Water				
<b>Objective 15A: Aggressively maintain the Haines Water Treatment Facility and water distribution infrastructure to prolong its capacity to operate in a manner that complies with federal and state regulations.</b>				
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

Strategies	Timeframe			Responsibility
	1-2	3-5	6-10+	
5. Install backflow devices on Borough infrastructure as risk warrants. For private customers, seek grants or incentives.	X	X		Borough
<b>Objective 15B: Monitor and protect the community's drinking water sources and quality.</b>				
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 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.	X	X		Borough
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	X			Borough, Mud Bay

Strategies	Timeframe			Responsibility
	1-2	3-5	6-10+	
roadside drinking water spring (Figure 7-8). Ensure future upland land use prevents contamination. Install signage at seep cautioning public on safety of water.				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
<b>Objective 15C: Protect against fuel tank spills.</b>				
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
<b>Sewer, Stormwater, Septic Systems</b>				
<b>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.</b>				
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
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
<b>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.</b>				
<b>Objective 15F: Continue to reduce infiltration into sewer system by segregating from storm water system.</b>				
1. Provide regular maintenance of the oil water separator at	X	X	X	Borough Public

Strategies	Timeframe			Responsibility
	1-2	3-5	6-10+	
Port Chilkoot Dock.				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
<b>Solid Waste</b>				
<b>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.</b>				
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
<b>Objective 15H. Reduce Haines Police and State Trooper time dealing with bear issues by reducing bear-garbage encounters.</b>				
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
<b>Objective 15I: Implement a junk car removal program.</b>				
1 Fund with annual Motor Vehicle Registration Tax (MVRT).	X			Borough

Strategies	Timeframe			Responsibility
	1-2	3-5	6-10+	
Register to receive MVRT by adopting an MVRT ordinance to initiate and submit to State DMV.				
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
<b>Communications</b>				
<b>Objective 15J: Haines Borough residents need access to reliable, fast and affordable internet as this increasingly is a necessity for business, education and services.</b> <i>Cross reference with Economic Development Objective 3G; for implementing actions refer to actions 3 G (1-3)</i>				
<b>Power</b>				
<b>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.</b>				
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 incorporated early into building design.	X	X		Borough, Haines School District
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

Strategies	Timeframe			Responsibility
	1-2	3-5	6-10+	
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
<b>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</b>				
1. Identify any actions that could lower rates. Focus on opportunities to benefit commercial and industrial users. <i>Cross reference with Econ Dev 3 H (1)</i>	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 compatible with neighboring properties.	X	X		Borough, Southeast Conference, State Legislators, AP&T, IPEC
<b>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.</b>				
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

Strategies	Timeframe			Responsibility
	1-2	3-5	6-10+	
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 <sup>8</sup> .		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 Connelly and Walker Lakes.	X	X	X	Borough, ADNR

## Public Safety

Strategies	Timeframe			Responsibility
	1-2	3-5	6-10+	
<b>GOAL 16. Continue to keep crimes rates low and provide effective police, fire, and emergency medical services.</b>				
<b>Objective 16A. Emphasize outreach and community policing programs to reduce crime, enhance safety, target local problems (e.g. alcohol and drug issues), and enhance community-police relationship.</b>				
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	X			Borough, names parties

<sup>8</sup> Examples: Skagway’s Dewey Lakes and Goat Lake hydroelectric projects, Juneau’s Salmon Creek hydroelectric dam and the Flume, Prince of Wales 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+	
Domestic Violence, and others to provide outreach, education, support, and legal advocacy.				
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
<b>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.</b>				
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
<b>Objective 16C. Acquire and install an enhanced 911 system.</b>				
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
<b>Objective 16D. Accomplish deferred maintenance on Public Safety Building and/or construct new Public Safety facility.</b>				
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	X	X		Borough

Strategies	Timeframe			Responsibility
	1-2	3-5	6-10+	
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).				
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
<b>Objective 16E. Plan and budget for routine and unexpected equipment needs.</b>				
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
<b>Objective 16F. Periodically review public safety related portions of the Haines Borough code and update as needed.</b>				
1. Update Disorderly Conduct section of code to add a local charging option for incidents that do not rise to the level of a state criminal offense.	X	X		Borough
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
<b>Objective 16G. Improve fire response time and lower fire insurance rates.</b>				
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	X	X		Borough

Strategies	Timeframe			Responsibility
	1-2	3-5	6-10+	
businesses within and close to fire hydrant-ed areas.				
3. Implement results of 2012 ISO rating.	X	X		Borough

### Community Services

Strategies	Timeframe			Responsibility
	1-2	3-5	6-10+	
<b>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.</b>				
<b>Borough (and other) Arts, Cultural, and Historic Facilities and Services</b>				
<b>Objective 17A: Accomplish deferred maintenance.</b>				
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 boiler, heating registers, insulated windows and weatherize the building to reduce operating costs, and make it more affordable to heat/run.	X			Borough
<b>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.</b>				
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

Strategies	Timeframe			Responsibility
	1-2	3-5	6-10+	
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
<b>Health Care</b>				
<b>Objective 17 C: Support maintenance and expansion of Haines’s high level of health care services.</b>				
1. Work with Cornerstone, SEARHC, REACH, and others to fill critical gap in lack of in-home nursing services.	X	X		Named parties, Borough
2. Develop plan to bring 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
<b>Retiree and Senior Services</b>				
<b>Objective 17D: Sustain, promote and selectively expand services and amenities for retirees and seniors. <i>Cross reference with Economic Development objective 3 L</i></b>				
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

Strategies	Timeframe			Responsibility
	1-2	3-5	6-10+	
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
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

Strategies	Timeframe			Responsibility
	1-2	3-5	6 -10+	
<b>Family Services</b>				
<b>Objective 17E: Increase number of family households with children under 18 over the next decade by at least 10% (28 more households) Cross reference with Economic Development Objective 3 K. Also refer to Community Svs 17C (3-4) and Education 18B (1-5)</b>				
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 14C (2)</i>	X	X		Borough
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

## Education

Strategies	Timeframe			Responsibility
	1-2	3-5	6 -10+	
<b>Goal 18: Create and sustain an educated community with the skills and knowledge to take advantage of opportunity and thrive in the 21st century.</b>				
<b>Objective 18A: Enhance and expand educational opportunities.</b>				

Strategies	Timeframe			Responsibility
	1-2	3-5	6 -10+	
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
<b>Objective 18B: Foster and maintain Haines School District excellence.</b>				
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
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

# Appendix B

## Haines Borough Issues Memo (Nov 14-15, 2013, Darsie Culbeck Visit)

**1. Haines Harbor:** As part of the planning work for development of the new harbor authorized in the Water Resources Development Act of 2007, the Army Corps discovered that the subsurface to be weak and would require additional foundation work and preparation that would add significant costs and delay to the project. The State has concurred with this view. These findings have caused the Borough to engage in the development of a new Harbor Master Plan identifying an alternative site for the expansion in the southern portion of the harbor.

The preliminary indication is that a shift to the south harbor expansion is feasible from a geotechnical standpoint and would be substantially less expensive. The Borough has received funding for the Alaska State Legislature for the project, and was also successful in having it included in the State General Obligation Bond package. The Army Corps project manager in the Alaska District office has been unresponsive to requests re-evaluate the benefits and costs of shifting to a south harbor expansion with less Army Corps participation.

There has been a congressional moratorium on providing funding for specific Army Corps projects. In 2011 we started a campaign to carve out a dedicated pot of funding for the Pacific Ocean Division (Alaska, Hawaii, and the Territories). The Congress did not appropriate funds for a POD set-aside, but it did create a substantial national pot of money for Operations & Maintenance work for Small, Rural, or Subsistence Harbors and Alaska fared very well under the approach. The Senate version of the current Water Resources Development Act bill (“WRDA”) would establish a “Remote and Subsistence Harbor” construction fund for Alaska, Hawaii, and the Island territories. The House version does not contain the provision. We are strongly in favor of the Senate approach. If authorized and funded, this revenue source could be used to supplement funding obtained in the State General Obligation Bond package for the south harbor expansion.

**2. Port Lutak:** Haines Borough believes there is tremendous potential for economic development coming from mineral development locally and in interior Alaska and Canada. With deepwater access, Port Lutak could serve as a major mineral shipping port and/or as an LNG transfer operation but needs facilities upgrades and improvements. The Lutak Dock was originally constructed by the Corps in 1953 and its primary users are Alaska Marine Lines and Delta Western for bulk, breakbulk, cargo and petroleum products delivery. Senator Begich has introduced a bill that authorizes the Army Corps to enter into partnerships with private sector entities, including Alaska Native Corporations, for the purpose of constructing deepwater ports in the Arctic. Language was included (Section 5022) of the Senate WRDA Bill authorizing these partnerships. We want to ensure that the Corps does not interpret “Arctic” narrowly and foreclose any possible projects in Southeast Alaska should this section become law. The Department of Commerce’s EDA and USDA’s RDA programs also could become future sources of Federal funding for development of the port.

**3. Haines Highway:** Haines Highway is slated for significant improvements between mile post 3.5 to mile post 25.3. The Borough has submitted public comments to Alaska DOT/PF’s Environmental Assessment. Specifically, the Borough wants to ensure that adequate protections are provided to address the following: safety through curve straightening, wider shoulders and better guard rails; replacement of the Chilkat River Bridge; cultural and burial resources; and eagle and fish habitat. Separately, a group of local residents has been vocal about expressing its opposition to the

various aspects of the proposed improvements, claiming they will damage eagle habitat and cause other environmental damage. The Borough is supportive of the plan DOT/PF has proposed for the improvements and is concerned that any significant changes would elevate costs and cause delay.

**4. Shakwak Project – North Alaska Highway:** MAP-21 eliminated funding for the U.S. contribution to construction of the North Alaskan Highway. The Canadian government is responsible for annual maintenance of the Highway as part of a bilateral agreement with the U.S., while our country is responsible for construction funding. The Yukon Territory in Canada is considering using Haines as a port for shipment of minerals from its growing mining operations, making the North Alaskan Highway important public infrastructure for the future growth of Haines for any mineral development that may occur along the Alaska and Canadian border. The North Alaskan Highway is important for the State of Alaska as a whole because many of the residents and tourists travel to and from our state to the Lower 48 via the Alaska-Canada Highway. Much of this traffic is routed through Haines on the Alaska Marine Highway System. Additionally, the road route is used to move frozen fish and other products from Alaska. If the U.S. reneges on its commitment with Canada to finish the remaining road improvements, the Yukon Government may discontinue its program to maintain that section of the Alaska-Canada Highway, hurting both Haines and the entire economy of the State of Alaska. Restoration of Shakwak funding is a top priority in our Federal advocacy agenda.

**5. Transportation Enhancements:** During the debate over MAP-21, The Haines Borough expressed concern over the elimination of two specific Transportation Enhancement Programs that have block granted to the States.

- **Picture Point:** The Borough was very successful in obtaining funding to acquire the Picture Point property through a National Scenic Byway Grant, a activity that can continue to be funded with Transportation Enhancement Block Grants funds. The Borough will need to seek funding in the future to develop Picture Point as a welcome center.
- **Pedestrian and Bike Trails:** Under the former Safe Routes to Schools Program, another Transportation Enhancement category that has been block granted, the Borough had received funding for bike and pedestrian trails.

During the debate on reauthorizing MAP-21, we urge the Delegation and the State to support the continuation of the Transportation Enhancements Block Grant at full funding.

**6. Secure Rural Schools and PILT:** Congress has extended SRS funding for one year but the future of PILT remains uncertain and without its extension the Borough will receive no PILT payment in June. SRS and PILT combined provide approximately \$600,000 annually to the Borough and is a critical source of funding for schools and basic services. These funds compensate for the inability to tax Federal lands within Borough borders and for restrictions placed on logging on Forest Service lands. The Borough strongly supports long-term reauthorization of both programs.

# Appendix C

To: The Honorable Stephanie Scott  
The Haines Borough Assembly  
Julie Cozzi, Acting Borough Manager

From: Brad Gilman & Sebastian O’Kelly

Re: Washington Update

Date: October 24, 2013

**1. Federal Budget Outlook:** After 16 days, the partial government shutdown has ended. Furloughed Federal employees are back to work, with legislation passed to cover back pay. All three Alaska legislators voted to fund the government through January 15 under the current Continuing Resolution (CR). The CR level funds Federal agencies at their FY 2013 amount (approximately \$986 billion). Senator Murkowski was part of a bi-partisan group of Senators who helped facilitate a last minute agreement to re-open the government and extend the debt limit. The government debt limit has been extended until February 7, but the bill gives the Treasury Department enough flexibility to take steps to extend it until the end of the month.

The CR also sets a December 13 deadline for a House-Senate budget conference to negotiate and recommend the following: appropriations levels for the remainder of the fiscal year, possible changes in entitlement spending, reconsideration of the Budget Control Act automatic spending cuts (commonly referred to as the “Sequester”), and tax reform. The House has proposed an overall FY 2014 appropriations level of \$967 billion, while the Senate is seeking \$1.058 trillion.

There has been increased rumbling behind the scenes and in the Capitol Hill trade press about lifting the current ban on earmarking. Some Members lament turning over the entire power of the purse on project selection and spending to the Executive Branch. Other Members believe that its loss has weakened the process for enactment of appropriations bills and public infrastructure bills. While we do not foresee a return of earmarking prior to this current round of budget negotiations, we do think the clamor for its return will only grow, particularly as we enter into an election year. All three Alaska Members strongly favor lifting the ban.

**2. Haines Harbor Project:** The House has introduced its version of the Water Resources Development Act (“WRDA”) reauthorization bill. The bill has been reported from Committee and will be taken up by the full House this week. Representative Young offered an amendment to add a Remote and Subsistence Harbors program to the House’s proposed water development process, but the House Rules Committee determined that the amendment was not in order because it would create a new program (the amendment is attached for your review). The Senate version of the bill creates a new program for Alaska, Hawaii, and the Island Territories.

We survived a scare last night on the House Floor during consideration of WRDA. Freshman Representative Kerry Bentivolio (R-MI) offered an amendment to deauthorize \$35 billion in prior approved projects. Based on our reading of the amendment, the Haines Harbor authorization would have fallen into the deauthorization category. We contacted Representative Young's office, and were told that he would fight the amendment. The full House rejected the amendment on voice vote.

We expect a House-Senate conference shortly and will be working through our Delegation to establish a Remote and Subsistence Harbors program.

**3. Secure Rural Schools/PILT Reauthorization:** A multi-year SRS/PILT reauthorization bill will not pass this year. Congress has extended the SRS program for one year at level funding as part of a bill to reauthorize the Federal helium reserve sales. Communities can expect to receive their SRS payment in January. PILT has yet to be extended. Both the House and Senate budget resolutions call for a one-year extension so this will be a part of the debate leading up to the conference committee recommendations due Dec. 13. PILT has strong bi-partisan support, particularly from Western State Members, but finding a budgetary offset will be a challenge.

**4. Emission Control Area (ECA) Rule/Cruise Ships:** The State's lawsuit against the EPA's new ECA vessel standard requiring the use of ultra-low sulfur diesel fuel has been rejected by a Federal court. Carnival Corp. has announced an agreement with EPA that would grant a limited exemption as the company retrofits its fleet with sulfur scrubber technology. All of its Alaska cruise ships will undergo retrofits, with most conducted in 2014 and 2015. Senator Begich has praised the agreement.

**5. Fisheries:** The following summarizes new developments in the fisheries policy.

- **Bering Sea Crab Fishery Delay:** Due to furloughed Federal quota managers, the government shutdown delayed the fall opening of the Bering Sea red king crab fishery by several days. The Delegation pressed NOAA hard to get the fishery open as soon as possible after the shutdown ended.
- **Sustainable Fisheries Certification And Labeling:** Decisions by the London-based Marine Stewardship Council (MSC) to remove sustainable certifications from certain Alaska salmon fisheries combined with a significant increased fee for fisheries to go through the certification process have generated controversy within the Alaskan fishing community that has reverberated back in Washington, D.C. After House and Senate hearings, Federal agencies backed away from a policy that would have limited government purchases of seafood to those meeting the MSC standard. Major seafood retailer Walmart and wholesaler Sodexo, while not backing away from buying MSC-certified fish, have publicly pledged that they will consider alternative certifications, including the new Alaska Seafood Marketing Institute standard, to meet their sustainability standards. Lastly, the Federal Marine and Fisheries Advisory Committee is currently gathering information and stakeholder inputs to make recommendations to the National

Marine Fisheries Service on whether it should pursue sustainability standards similar to what USDA currently has with organic labeling.

- **Genetically-Modified (GM) Salmon:** Alaska's Senators have succeeded in attaching an amendment to the FY 2014 Agriculture Appropriations Bill to require labeling of Genetically Modified/Engineered Salmon. The underlying Bill has not passed either body and has been caught up in the shutdown debate. In the interim, a couple of major supermarket chains have indicated that they will not sell GM fish.
- **Immigration Visas For Seafood Processing Workers:** The recently-passed Senate Immigration Reform Bill has two provisions important to the Alaska seafood processing industry. The first explicitly references Alaska seafood processing as an eligible activity for the issuance of J-1 cultural/education visas for seasonal processing workers from overseas. The second provision makes Alaska seafood processing eligible for the new 3 year W-visas created in the bill for those occupations where there is a shortage of domestic workers. Passage of immigration reform has stalled in the House where it faces strong opposition from conservatives.
- **Stopping Pirate Fishing:** Two bills have been reported from the Senate Commerce Committee that seek to curtail pirate fishing. The Pirate Fishing Elimination Act (S. 267) authorizes the Federal government to designate ports of entry for seafood imports and requires importers to submit cargo information before delivery. The International Fisheries Stewardship And Enforcement Act (S. 269) strengthens penalties under the Magnuson-Stevens Act and provides NOAA and the Coast Guard expanded search and inspection authority for suspected pirate fishing or shipment of illegally harvested seafood.

**6. Sealaska Withdrawal Legislation:** Bills to permit Sealaska to withdraw ANSCA entitled lands continue to make progress. The House bill (HR 740) sponsored by Rep Young has now passed the full House, while the Senate bill (S. 340) sponsored by Sen. Murkowski and Begich has passed out of Committee and awaits floor consideration. The U.S. Department of Agriculture has expressed reservations with the House bill claiming it permits too much old growth logging; restricts access to possible hydropower development sites; and does not provide adequate buffers along salmon streams. USDA has been more supportive of the Senate bill.

**7. Essential Air Service (EAS):** The EAS program remains under scrutiny and attack, particularly in the House. During debate on the FY 2014 Transportation Appropriations Bill, Rep. Tom McClintock (R-CA) sought to defund the program while Rep. Alan Grayson (D-FL) proposed an amendment setting a low per passenger subsidy cap that would have virtually eliminated EAS to all AK-eligible communities. Both proposals were defeated. Subsequently, Rep. Young was able to get language modified in the bill that would have had the effect of curtailing EAS to one-third of current EAS communities in Alaska. The Transportation Appropriations bill did not have sufficient

support to pass the full House and was withdrawn pending a resolution of the broad budget issues.

**8. Greens Creek Mine:** Senator Begich has weighed in on the Forest Service's record of decision regarding the Greens Creek Mine permit and remains concerned that the bonding requirement for the mine's operation is excessive and threatens future economic viability of the mine.

**9. LNG:** The Department of Energy has approved an export license for Lake Charles Export to transport up to 2 million cubic feet of LNG to countries where the U.S. does not have a free trade agreement (previously, the U.S. limit such exports to nations where it had existing free trade agreements). This is the third such license recently granted by the Energy Department. The decision was praised by Senator Murkowski. Another twenty applications are pending. Meanwhile, TransCanada and several major oil producers have announced selection of a site in the Nikiski area for construction of a new LNG plant and terminal.

**10. Alaska Native Corporation ("ANC") and Tribal Issues:** The following summarizes recent Federal developments on Alaska native issues.

- **ANC Contaminated Lands:** The Alaska Delegation has written to Interior Secretary Sally Jewell requesting her assistance in moving forward with action to remedy the federal contamination of Alaska Native Claims Settlement Act ("ANCSA") lands. The Delegation identified six areas set forth in a 1998 Interior Department report for further action, as follows: (1) Establish a forum of ANCSA landowners and federal, state, local and tribal agencies; (2) Compile a comprehensive inventory of contaminated sites; (3) Eliminate ANC landowner liability for contamination existing at the time of conveyance; (4) Analyze data collected and report on sites not covered in existing programs; (5) Modify policies to address contaminants and structures that may affect public health and safety on ANCSA lands; and (6) Develop and train local residents to better participate in cleanup efforts.
- **Traditional Native Artwork Bill:** Rep. Young has introduced legislation (HR 3109) that would amend the Migratory Bird Treaty Act to permit the sale of Alaska Native artwork that uses certain parts of migratory bird species. The bill has been referred to the House Natural Resources Committee and awaits hearings.
- **Universal Service Fund:** The House Indian Affairs Subcommittee held an oversight hearing to hear testimony from the Alaska Federation of Natives and Tribal telecommunication providers in Alaska and elsewhere in the nation about a recent Federal Communication Commission order relating to the Universal Service Fund ("USF"). The USF is a fee-driven subsidy intended to ensure that rural areas have telecommunication services comparable in type and cost to rural areas. The FCC has instituted a new formula to allocate USF revenues to rural service providers. The new formula changes have resulted in capped support levels for rural Alaska villages and tribal areas in the Lower 48. The formula

underestimates construction and operating costs in these areas, thus reducing the money available to enhance broadband infrastructure to the villages and tribal areas.

- **Native American Energy Resources:** Representative Don Young introduced H.R. 1548, the Native American Energy Act. The bill contains a series of provisions designed to streamline the ability of an Indian Tribe or Alaska Native Corporation to develop oil, gas, and mineral resources on their lands by narrowing the scope of control and review by the Secretary of the Interior. The House Natural Resources Committee has reported the bill to the full House for consideration.
- **Indian Incentive Program:** Senators Murkowski and Begich have joined with eight other Senators to advocate for an appropriation of \$15 million for the Indian Incentive Program as part of the Fiscal Year 2014 Defense Appropriations bill. Under this program, prime contractors are awarded a bonus payment five percent of any subcontract cost for any subcontract issued to a Native-owned business. The \$15 million appropriation leverages roughly \$300 million in subcontracts to Native-owned businesses each year.
- **IHS Funding:** The Office of Management and Budget has determined that health funding for the Native community through the Indian Health Service is a “discretionary” function, thus triggering an automatic sequestration cut of 8.2% of the HIS budget for Fiscal Year 2013. The Alaska Delegation is seeking changes to the Budget Control Act to re-classify IHS funding as an “exempt” category for purposes of future automatic spending cuts.

**AMENDMENT TO THE RULES COMMITTEE PRINT  
FOR H.R. 3080  
OFFERED BY MR. YOUNG OF ALASKA**

At the end of subtitle A of title II, add the following:

1 **SEC. \_\_\_\_ . REMOTE AND SUBSISTENCE HARBORS.**

2 Section 2006 of the Water Resources Development  
3 Act of 2007 (33 U.S.C. 2242) is amended by adding at  
4 the end the following:

5 “(c) NONCONTIGUOUS STATES AND TERRITORIES.—

6 “(1) PROPOSALS BY GOVERNORS.—The Gov-  
7 ernors of the noncontiguous States and territories of  
8 the United States may jointly or separately propose  
9 to the Secretary future funding levels for a remote  
10 and subsistence water resource development pro-  
11 gram.

12 “(2) PROGRAM FUNDING LEVELS TO BE IN-  
13 CLUDED IN ANNUAL REPORT.—After consideration  
14 of any proposals received under paragraph (1), the  
15 Secretary shall include in the Report to Congress on  
16 Future Water Resources Development, required  
17 under the Water Resources Reform and Develop-  
18 ment Act of 2013, annual recommendations on ap-  
19 appropriate funding levels for a remote and subsistence

1 water resource development program for the non-  
2 contiguous States and territories of the United  
3 States.

4 “(3) PRESIDENT’S BUDGET.—Based on the  
5 Secretary’s recommendations under paragraph (2),  
6 the President shall include annual recommendations  
7 on appropriate funding levels for a remote and sub-  
8 sistence water resource development program for the  
9 noncontiguous States and territories of the United  
10 States as part of the President’s annual budget sub-  
11 mission to Congress under section 1105(a) of title  
12 31, United States Code.”.



# Appendix D

## NOTICE OF PROPOSED CHANGES IN THE REGULATIONS OF THE ALASKA INDUSTRIAL DEVELOPMENT AND EXPORT AUTHORITY

The Alaska Industrial Development and Export Authority (AIDEA) proposes to adopt regulation changes in Title 3 of the Alaska Administrative Code, dealing with the AIDEA's new sustainable energy transmission and supply development program and its existing loan participation programs and other financing programs, including the following:

### **BRIEF DESCRIPTION:**

AIDEA's proposed amendments to its regulations would do the following:

(1) A new Chapter 101 is proposed to be added to Title 3 of the Alaska Administrative Code to establish regulations for the sustainable energy transmission and supply development program that was created in legislation passed in 2012, AS 44.88.650 – 44.88.690. The new program will allow AIDEA to provide financing for an energy project that meets the statutory definition of a “qualified energy development,” AS 44.88.900(13). The regulations on this new program, 3 AAC 101.010 – 3 AAC 101.200, concern eligible projects, eligible applicants, the application and approval process, the terms of available financing, approval standards, interest rates, guarantee fees, and other fees and charges.

(2) The regulations on AIDEA's existing tax-exempt loan participation program, 3 AAC 99.200 – 3 AAC 99.290, are proposed to be amended to add “qualified energy developments” as being eligible for the program. Provisions on financing improvements in energy efficiency would also be added to some existing regulations of the tax-exempt loan participation program: 3 AAC 99.220(b)(17); 3 AAC 99.230(a); 3 AAC 99.240(a); and 3 AAC 99.250(a). Another regulation of the existing tax-exempt loan participation program concerning the evaluation standards for participating in loans, 3 AAC 99.260(a), is proposed to be revised to add two criteria to be considered.

(3) The regulations on AIDEA's existing taxable loan participation program, 3 AAC 99.300 – 3 AAC 99.390, are proposed to be amended to add “qualified energy developments” as being eligible for the program. Provisions on financing improvements in energy efficiency would also be added to some existing regulations of the taxable loan participation program: 3 AAC 99.320(b)(17); 3 AAC 99.330(a); 3 AAC 99.340(a); and 3 AAC 99.350(a). Another regulation of the existing taxable loan participation program concerning the evaluation standards for participating in loans, 3 AAC 99.360(a), is proposed to be revised to add two criteria to be considered.

(4) Certain regulations of AIDEA conduit revenue bond program, 3 AAC 99.110 and 3 AAC 99.130, and other regulations, 3 AAC 99.899, 3 AAC 99.920, and 3 AAC 99.930, are proposed to be amended to make corrections in the terminology used in those regulations, or to add definitions relevant to financing for energy-related projects.

You may comment on the proposed regulation changes, including the potential costs to private persons of complying with the proposed changes, by submitting written comments to Ted Leonard, Executive Director, at 813 West Northern Lights, Anchorage, AK 99503. Additionally, AIDEA will accept comments by facsimile addressed to Sherrie M. Siverson at 907-771-3044 and by electronic mail at [ssiverson@aidea.org](mailto:ssiverson@aidea.org). The Comments must be received no later than 4:30 p.m. on Mon. February 11, 2013.

Oral or written comments regarding the new and amended regulations also may be submitted at a hearing to be held on **Tue. January 22, 2013** in the Aspen Room at AIDEA, 813 West Northern Lights Blvd.,

Anchorage, Alaska. The hearing will be held from **1:30 p.m. to 2:30 p.m.** and might be extended to accommodate those present before 2:30 a.m. who did not have an opportunity to comment.

A second hearing will be held on **Thu. January 31, 2013** in the Aspen Room at AIDEA, 813 West Northern Lights Blvd., Anchorage, Alaska. The hearing will be held from **9:30 a.m. to 10:30 a.m.** and might be extended to accommodate those present before 10:30 a.m. who did not have an opportunity to comment.

If you are a person with a disability who needs a special accommodation in order to participate in this process, please contact Krin Kemppainen, AIDEA, at 907-771-3988 no later than 4:30 p.m. Mon. January 21, 2013, to ensure necessary accommodations can be provided.

A copy of the proposed regulations are posted on AIDEA's website [www.aidea.org](http://www.aidea.org), or a copy of the proposed regulations changes may be requested by e-mail from [ssiverson@aidea.org](mailto:ssiverson@aidea.org).

After the public comment period ends, at a board meeting anticipated to be held on Fri. February 15, 2013 at 10:00 a.m., AIDEA will either adopt these or other provisions dealing with the same subject, without further notice, or decide to take no action on them. The language of the final regulations may be different from that of the proposed regulations. **YOU SHOULD COMMENT DURING THE TIME ALLOWED IF YOUR INTERESTS COULD BE AFFECTED.**

**Statutory Authority:** AS 44.88.085; AS 44.88.680

**Statutes Being Implemented, Interpreted, or Made Specific:** AS 36.30.095; AS 44.88.070 – 44.88.085; AS 44.88.095; AS 44.88.150 – 44.88.159; AS 44.88.212; AS 44.88.600 – 44.88.620; AS 44.88.650 – 44.88.690; AS 44.88.900.

**Fiscal Information:** The proposed regulation changes are not expected to require an increased appropriation.

DATE: January 10, 2013  
Publish Date: January 11, 2013

Ted Leonard  
Executive Director

AIDEA keeps a list of individuals and organizations interested in its regulations. Those on the list will automatically be sent a copy of all of AIDEA's Notices of Proposed Regulation Changes. To be added to or removed from this list, send a request to AIDEA at 813 West Northern Lights Blvd., Anchorage, AK 99503 (or via email to [kkemppainen@aidea.org](mailto:kkemppainen@aidea.org) ) giving your name, and either your e-mail address or mailing address, as you prefer for receiving notices.

**SUPPLEMENTAL NOTICE OF PROPOSED CHANGES  
IN THE REGULATIONS OF THE ALASKA INDUSTRIAL  
DEVELOPMENT AND EXPORT AUTHORITY**

The Alaska Industrial Development and Export Authority (AIDEA) proposes to adopt regulation changes in Title 3 of the Alaska Administrative Code, dealing with its development finance program, including the following:

- (1) Article 5 of 3 AAC Chapter 99 is proposed to be changed to add new regulations (3 AAC 99.555 – 3 AAC 99.599) on financing for development projects that AIDEA does not intend to own and operate. The new regulations concern the application and approval process for such financing, the standards to be used in reviewing an application for such financing, the terms under which such financing may be provided, the interest rates and fees applicable to such financing, the closing and disbursement of funds for such financing, and definitions of terms used in the proposed regulations.
- (2) The existing regulation at 3 AAC 99.500 is proposed to be amended to refer to the new proposed regulations on development project financing as being within the scope of Article 5 of 3 AAC Chapter 99.
- (3) The existing regulation at 3 AAC 99.520 is proposed to be amended to specify that AIDEA must obtain the approval of the local governmental body for any development project where AIDEA expects to issue bonds to finance the project. When bonds are not expected to be issued, AIDEA must solicit the review and advice of the local governmental body before entering into a contract to finance the development project, or before making any other agreement concerning the development, maintenance or operation of such a project. This proposed change in 3 AAC 99.520 is intended to track the requirements of the statutes applicable to AIDEA.

This is a SUPPLEMENTAL NOTICE adding to the NOTICE OF PROPOSED CHANGES that was issued on September 29, 2013, concerning these proposed regulations revisions contained in the Department of Law file number JU2013200350. This SUPPLEMENTAL NOTICE is being issued because the Alaska Industrial Development and Export Authority (AIDEA) has made substantive changes to the draft regulations and decided to hold an additional oral hearing on the proposed revisions. The hearing will be held as follows: on Tuesday, November 12, 2013, in the AIDEA Board Room at 813 West Northern Lights Boulevard, Anchorage, Alaska 99503. The hearing will be held from 1:30 p.m. to 2:30 p.m. and might be extended to accommodate those present before 11:30 a.m. who did not have an opportunity to comment.

You may comment on the proposed regulation changes, including the potential costs to private persons of complying with the proposed changes, by submitting written comments to Mark Davis, Alaska Industrial Development and Export Authority at 813 West Northern Lights Boulevard, Anchorage, Alaska 99503. Additionally, the Alaska Industrial Development and Export Authority will accept comments by facsimile at 907-771-3044 and by electronic mail at

Supplemental Public Notice published in 3 newspapers

[ssiverson@aidea.org](mailto:ssiverson@aidea.org). The written comments must be received no later than 5:00 p.m. on Thursday, November 14, 2013.

If you are a person with a disability who needs a special accommodation in order to participate in this process, please contact Krin Kemppainen at 907-771-3988 no later than 9:00 a.m. on Tuesday, November 12, 2013 to ensure that any necessary accommodations can be provided. For a copy of the proposed regulation changes, contact Sherrie M. Siverson, Alaska Industrial Development and Export Authority at 813 West Northern Lights Boulevard, Anchorage, Alaska 99503, or go to <http://www.aidea.org/About/Regulations.aspx>

After the public comment period ends, the Alaska Industrial Development and Export Authority will either adopt the proposed regulation changes or other provisions dealing with the same subject, without further notice, or decide to take no action. Adoption may occur at the board meeting to be held at 10:00 a.m. on Tue. November 19, 2013, or at a later date. The language of the final regulations may be different from that of the proposed regulations. **You should comment during the time allowed if your interests could be affected.**

**Statutory Authority:** AS 44.88.080; AS 44.88.085; AS 44.88.172

**Statutes Being Implemented, Interpreted, or Made Specific:** AS 44.88.070; AS 44.88.080; AS 44.88.172; AS 44.88.900

**Fiscal Information:** The proposed regulation changes are not expected to require an increased appropriation.

Date: Tue. October 29, 2013

Ted Leonard, Executive Director

Publish Date: Wed. October 30, 2013

AIDEA keeps a list of individuals and organizations interested in its regulations. Those on the list will automatically be sent a copy of all of AIDEA's Notices of Proposed Regulation Changes. To be added to or removed from this list, send a request to AIDEA at 813 W Northern Lights Blvd. Anchorage, AK 99503 (or via email to [kkemppainen@aidea.org](mailto:kkemppainen@aidea.org) ) giving your name, and either your e-mail address or mailing address, as you prefer for receiving notices.

# Appendix E

## Soboleff/McRae Veteran's Village Permitting Fact Sheet:

- On March 1, 2013, Haines Assisted Living (H.A.L) submitted a lot line vacation application to combine lots 1, 2, 3, 4, and 5 into lot 5A for their veteran's village project.
- The land use permit to vacate lot lines was approved per plat received via e-mail from JW Bean, Inc on March 7, 2013.
- The approved mylar was recorded at the Juneau Recorder's Office on April 3, 2013.
- On March 21, 2013, H.A.L President James Studley sent an email to the Borough. He had questions about the definition of "Boarding House", and the permitting process to open a "boarding house". (see attachment 1)
- On March 29, 2013, Studley sent an email to the Borough inquiring the permitting process for "ceremonial ground breaking" for the veteran's village project. (see attachment 2)
- On April 17, 2013, Studley sent an email expressing the current Borough parking requirements are over-restrictive. (see attachment 3)
- On April 19, 2013, the architect from Jensen Yorba Lott, Inc Aaron MacDonald submitted site plans for the veteran's village project. Studley scheduled a meeting with the Borough Planning & Zoning Tech Tracy Cui and the Planning Commission Chairman Rob Goldberg at 9:00am on April 22<sup>nd</sup>. (see attachment 4)
- During the meeting on April 22, Studley stated that H.A.L will build a sidewalk in Borough right-of-way on Dalton Street between 2<sup>nd</sup> Avenue and 3<sup>rd</sup> Avenue. They will take responsibility to maintenance the sidewalk. Goldberg decided to schedule the veteran's village project as a discussion item at the next regular Planning Commission meeting. MacDonald will attend the meeting and present more information about the design of the veteran's village to the Planning Commissioners. (see attachment 5)
- On April 22, 2013, Cui determined that the proposed veteran's village is a "Planning Unit Development (PUD)". A PUD may be approved as a conditional use under specific approval criteria. (see attachment 6)
- On April 29, 2013, Goldberg met with the Borough Manager Mark Earnest, the Clerk Julie Cozzi, and the Planning & Zoning Tech Tracy Cui to discuss the site plan and the Borough code. The Borough determined that the proposed veteran's village is a "Combination Commercial/Residential" and is a Use-by-Right in the Commercial Zone. No conditional use permit is required. (see attachment 7)
- At the May 9 Planning Commission meeting, there were two issues that were discussed. One is the requirement of parking spaces; the other one is the construction of a sidewalk on Dalton Street. (see attachment 8)
- On May 16, 2013, the Soboleff/McRae Veteran's Village site plan was approved.
- On June 12, 2013, H.A.L submitted a right-of-way permit application and a new water & sewer service application to the Borough.
- On June 13, 2013, a right-of-way permit to build driveways and a sidewalk on Dalton Street between 2<sup>nd</sup> Avenue and 3<sup>rd</sup> Avenue was approved.
- On June 17, 2013, an application to install water and sewer utilities to the veteran's village was approved.

# Appendix F

**From:** Darsie Culbeck [mailto:Darsie@live.com]  
**Sent:** Thursday, October 24, 2013 7:19 PM  
**To:** Kathleen Menke  
**Cc:** Stephanie Scott; Julie Cozzi  
**Subject:** Re: Creosote Pilings Being Sold to Haines Residents for Local Use

Kathleen,

Thanks for the email. You are correct that I should have mentioned more of the safety precautions in regards to this wood.

Just so you know.

We have checked with DEC and they believe that spending 25 plus years in the marine environment has leached out the majority of toxins. However they did ask that we let everyone know that it is not to be burned. On the bid sheet we are requiring bidders to affirm that they will use and dispose of the wood legally and they may not burn it.

I apologize if I said it was "safe" to use in gardens. (I have not heard the interview yet) I was mostly thinking about the pressure treated wood for flower boxes or retaining walls. Of note, most people who have contacted me about the wood are not interested in the creosote pilings, but rather the decking and beams. I expect most of the pilings will be disposed of by a licensed waste disposal company after the RFP.

Although this sale may save the Borough a bit of money, it was really about reusing valuable lumber that many residents have expressed interest in. It was thought that recycling this wood into a new deck, pole barn, cabin foundation, etc was better than sending it to a landfill. We are also saving decking for the parks and recreation group for community trail building purposes. Some has also been allocated to build a bike storage barn in George Marks Park and the school wants some for their projects.

Once again, thanks for the reminder to let people know the safe use of this material.

We will hand out a more detailed "Safe Use" flyer to the winning bidders. If you have any questions or other ideas, please don't hesitate to call or email.

Regards,  
Darsie

PS. Thanks for the letter to the editor last week. I'm glad you spoke up for Tracy.

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**From:** Kathleen Menke [mailto:ci@akmk.com]  
**Sent:** Thursday, October 24, 2013 6:25 PM  
**To:** Stephanie Scott; Julie Cozzi; Darsie Culbeck  
**Subject:** Creosote Pilings Being Sold to Haines Residents for Local Use

I was surprised to hear Darsie Culbeck on KHNS today stating creosote treated pilings for sale by the Borough were "safe" for use as garden borders and landscaping and home/cabin structures.

I have in the past listened to a "you bet your garden" show where Mike, the garden guy, said in no uncertain terms, "DO NOT use creosote treated wood for garden borders. This wood must be disposed of properly away from residential areas. There is no good deal for creosote treated wood. Someone is trying to save disposal money by pawning this stuff off on residential users."

I have found no citation stating it is safe to use treated marine pilings in residential areas. And several studies that have indicated alternatives to creosote should be used for even pilings these days.

There are studies that state risks associated with creosote are understated, and both its original use and reuse should be avoided for a healthy environment.

Here is one: [http://www.beyondpesticides.org/wood/creosote\\_petition.php](http://www.beyondpesticides.org/wood/creosote_petition.php)

Clearly disposing of creosote treated wood by recycling to local users saves government and industry proper waste disposal monies, but should the risks be treated so cavalierly by the Borough when we have children here who may be affected as well as many fisheries streams.

I did not hear any guidelines for keeping the creosote away from fisheries streams???

Perhaps it would be better to just properly dispose of the pilings in a landfill or ship them out to an appropriate landfill?

At the very least, more serious precautions and safety instructions should be presented to the public and consideration

for keeping the creosote away from freshwater sources should be considered.

Here are some additional citations from the web:

Creosote penetrates deeply into and remains in the pressure-treated wood for a long time. Exposure to creosote may present certain hazards. Therefore, precautions should be taken both when handling the treated wood and in determining where to use the treated wood.

Wood treated with creosote should not be used where it will be in frequent or prolonged contact with bare skin (for example, chairs and other outdoor furniture) unless an effective sealer has been applied. When handling treated wood, wear long-sleeved shirts and long pants and use gloves impervious to the chemicals. Creosote-treated wood should not be used in residential interiors.

Do not use creosote-treated wood under circumstances where the preservative may become a component of food or drinking water. Do not use treated wood for cutting-boards or counter-tops.

Treated wood should not be burned in open fires or in stoves, fireplaces, or residential boilers, because toxic chemicals may be produced as part of the smoke and ashes.

Avoid frequent or prolonged inhalation of sawdust from treated wood. When sawing and machining treated wood, wear a dust mask. Whenever possible, these operations should be performed outdoors to avoid indoor accumulations of airborne sawdust from treated wood. When power-sawing and machining, wear goggles to protect eyes from flying particles. After working with wood, and before eating, drinking, and use of tobacco products, wash exposed areas thoroughly. If oily preservatives or sawdust accumulate on clothes, launder before reuse. Wash work clothes separately from other household clothing.

#### USE SITE PRECAUTIONS

- Do not use where frequent or prolonged contact with bare skin can occur.
- Do not use in residential settings. In interiors of industrial buildings, it should be used only for industrial building components which are in ground contact and subject to decay or insect infestation and for wood block flooring in industrial settings.
- Do not use in the interiors of farm buildings where there may be direct contact with domestic animals or livestock which may bite or lick the wood.

- Do not use treated wood for cutting-boards or counter tops.
- Do not use where it may come into direct or indirect contact with public drinking water.

#### HANDLING PRECAUTIONS

- Dispose of treated wood by ordinary trash collection or burial.
- Do not burn wood in open fires or in stoves, fireplaces, or residential boilers because toxic chemicals may be produced as part of the smoke and ashes.
- Avoid frequent or prolonged inhalation of sawdust from treated wood.
- Avoid frequent or prolonged skin contact with creosote-treated wood.
- When handling the wood, wear long-sleeve shirts and long pants and use gloves impervious to the chemicals.
- When power-sawing and machining, wear goggles to protect eyes from flying particles.
- Wash work clothes separately from other household clothing.

Regards, Kathleen