

**Haines Borough**  
**Borough Assembly Meeting #480**  
**AGENDA**

**December 12, 2023 -6:30pm**

**Location: In Assembly Chambers and on ZOOM**

**Thomas Morphet**  
Mayor

**Natalie Dawson**  
Assembly Member

**Gabe Thomas**  
Assembly Member

**Kevin Forster**  
Assembly Member

**Debra Schnabel**  
Assembly Member

**Ben Aultman-Moore**  
Assembly Member

**Craig Loomis**  
Assembly Member

**Annette Kreitzer**  
Borough Manager

**Alekka Fullerton**  
Borough Clerk

**Kiersten Long**  
Deputy Clerk

**Haines Borough ZOOM information** (You must download Zoom first)

Webinar ID: 824 2962 1650

Passcode: 517985

- 1. CALL TO ORDER/PLEDGE TO THE FLAG/ROLL CALL**
- 2. APPROVAL OF AGENDA & CONSENT AGENDA**

*[The following Consent Agenda items are indicated by an asterisk (\*) and will be enacted by the motion to approve the agenda. There will be no separate discussion of these items unless an assembly member or other person so requests, in which event the asterisk will be removed and that item will be considered by the assembly on the regular agenda.]*

Consent Agenda:

3 - Approve Minutes from 11/28/23 Regular Assembly Meeting

- \*3. APPROVAL OF MINUTES** -Approve Minutes of 11/28/23 Regular Assembly Meeting
- 4. PUBLIC COMMENTS** – [For any topics not scheduled for public hearing. Individual comments are limited to 3 minutes unless another yields 3 minutes to the speaker in advance] *Note: during this section of the agenda, the assembly will listen and take notes. No official action will be taken at this time.*
- 5. ASSEMBLY COMMENTS**
- 6. MAYOR’S REPORT AND COMMENTS**
- 7. PUBLIC HEARINGS**

**A. Rehearing on Appeal of a Planning Commission Decision  
Glacier Construction Inc., dba Southeast Road Builders –  
Conditional Use Permit for Resource Extraction\*\***

**\*\*Clerk’s Note: This matter was postponed from the 11/28/23 meeting upon the appellants’ request due to lack of a full assembly.**

*On 10/23/23, the planning commission approved a conditional use permit (#23-87) for Glacier Construction Inc, dba Southeast Road Builders for resource extraction in the Waterfront Industrial Zone located at C-LTR-04-0090/0700/0010 (Site A) and C-LTR-04-1000/2940/0900/0800 (Site B). HBC 18.30.060 allows for an appeal to the assembly of a PC decision, and four appeals were timely submitted to the clerk (although one appeal was submitted after the assembly’s 11/14/23 packet was published). One appeal was presented (by Gershon Cohen) to the assembly at their 11/14/23 meeting, and the assembly voted to rehear the PC’s entire decision regarding CUP #23-87. The appeal hearing is scheduled for this meeting, as required by HBC 18.30.060(A).*

*The evidence considered shall be limited to a review of the record, and the burden of proof shall be solely on the parties (appellants) challenging the commission’s decision. “The Record” in these appeals is determined to be: all documentary or oral statements and any material objects that were provided to the PC in this matter. The evidence is limited to that same record, although further argument may be allowed. Argument is defined as “reasons given for or against a matter under discussion that is intended to convince or persuade the listener.” The Appellate record*

## 7. PUBLIC HEARINGS

### A. **Rehearing on Appeal of a Planning Commission Decision** **Glacier Construction Inc., dba Southeast Road Builders –** **Conditional Use Permit for Resource Extraction - Continued**

*consists of written arguments submitted by the appellants. Oral arguments are acceptable during these hearings. As typical for appeal hearings, each one will begin with presentations by the appellant, permit-holder, and the borough manager, and then proceed with any public testimony. Assembly deliberations will follow public testimony.*

**Assembly Action Needed:** *The assembly hearing an appeal from a PC conditional use decision is acting in a quasi-judicial capacity. Therefore, a supermajority is required, per Charter 5.06(D) for action. The assembly may confirm the commission's decision, reverse the commission's decision, change (or add) conditions which the commission placed on approval, or remand the decision to the PC for rehearing. The assembly must make its decision at this meeting keeping in mind that "in all decisions the burden of proof shall be on the party challenging the decision of the planning commission."*

*The assembly may deliberate in open session or in executive session. Written findings that formalize the reasons for the decision will be drafted for assembly approval at the next meeting.*

### B. **Ordinance 23-11-663** – First Hearing **An Ordinance of the Haines Borough, Providing for the Addition or** **Amendment of Specific Line Items to the FY24 Budget.**

*This Ordinance draft contains updated amounts for the cost of the Tlingit-English street signs and the proposed increase to the budget for the Comprehensive Plan Revision.*

## 8. STAFF/FACILITY REPORTS

### A. **Borough Manager Report - Verbal**

## 9. COMMITTEE/COMMISSION/BOARD REPORTS & APPROVED MINUTES – None

## 10. UNFINISHED BUSINESS \*\*\*

*\*\*\* Clerk's Note: While item 7A is technically Unfinished Business since it was postponed from last meeting's agenda, the Clerk has elected to republish it under Public Hearings since the matter was postponed before the public hearing portion of the meeting.*

## 11. NEW BUSINESS

### A. **Resolutions** (Individual comments are limited to 3 minutes unless another yields 3 minutes to the speaker in advance)

1. **Resolution 23-12-1081**  
**Resolution of the Haines Borough Assembly authorizing the**  
**Borough Manager to execute a purchase order for a Caterpillar Snow**  
**Bucket for an amount not to exceed \$42,755.**  
**Motion: Adopt Resolution 23-12-1081**

### B. **Ordinances for Introduction - None**

### C. **Other New Business**

1. **Comprehensive Plan Update** – Verbal
2. **Lutak Dock Replacement Update** – Verbal
3. **Boards and Commissions: Confirmation of Mayor's Appointments to**  
**Boards and Commissions. Motion:** Confirm the Mayor's appointments to  
Boards and Commissions.
4. **Heliski Report Recommendations**

## 11. NEW BUSINESS

### C. Other New Business - *Continued*

#### 5. Assemblymember Craig Loomis Requests:

- a. Borough Attorney Contract Review
- b. Borough Lobbyist Contract Review
  - i. Ted Popley
  - ii. Windward Strategies- Jay Sternes

#### 6. Assemblymember Natalie Dawson Requests:

- a. FEMA and Porcupine Road.
- b. Update from Manager on current activities from lobbyists.
- c. Lutak Dock.
- d. Constantine North Update.
- e. Glacier Creek Bridge and Baby Brown Timber Sales
- f. Update on current Grant Applications.
- g. Update from the manager on the MOU with Four Winds Resource Center

#### 7. HEDC Presentation

- a. HEDC 5-year Plan June 2023
- b. RERC Haines Final Action Plan

#### 8. AP&T Proposed Rate Increase - Executive Session

*The manager requests the assembly by motion move into executive session in order to discuss AP&T proposed rate increase and Borough Attorney's advice thereon.*

**Motion:** Move into executive session as allowed by AS 44.62.310(d)(1)(a) and (c) to discuss with the borough manager matters, the immediate knowledge of which would clearly have an adverse effect upon the finances of the government unit and matters which by law, municipal charter, or ordinance are required to be confidential; the Borough Manager, Borough Clerk and Finance Director are invited to attend.

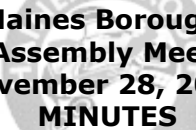
## 12. CORRESPONDENCE

## 13. SET MEETING DATES

## 14. PUBLIC COMMENT

## 15. ANNOUNCEMENTS/ASSEMBLY COMMENTS/DIRECTION TO OFFICERS

## 16. ADJOURNMENT

  
**Haines Borough**  
**Borough Assembly Meeting #479**  
**November 28, 2023**  
**MINUTES**

Draft

- 1. CALL TO ORDER/PLEDGE TO THE FLAG/ROLL CALL:** Mayor **MORPHET** called the meeting to order at 6:30 pm in the Assembly Chambers and led the pledge to the flag.

**Present:** Mayor Thomas **MORPHET**, Assembly Members Gabe **THOMAS**, Debra **SCHNABEL**, Kevin **FORSTER**, Craig **LOOMIS**, Natalie **DAWSON**.

**Absent:** Ben **AULTMAN-MOORE**

**Staff Present:** Alekka **FULLERTON**/Clerk, Kiersten **LONG**/Deputy Clerk, Jila **STUART**/Finance Director.

**Visitors Present:** Tammy **PIPER**, Thom **ELY**, Joe **PARNELL**, Blythe **CARTER**, Paul **ROGERS**, Brenda **JOSEPHSON**, Kim **ROSADO**, Gershon **COHEN**, Don **TURNER** Jr., Glenda **GILBERT**, Kathleen **MENKE** and others.

- 2. APPROVAL OF AGENDA & CONSENT AGENDA**

Absent objection, item 10A was moved to the end of the agenda.

**Motion:** **THOMAS** moved to "approve the agenda and the consent agenda" and the motion carried unanimously.

- \*3. APPROVAL OF MINUTES: Minutes from 11/14/23 Regular Assembly Meeting**

*Note: The Minutes were approved by approval of the consent agenda: "Approve minutes from 11/14/23 Regular Assembly Meeting".*

- 4. PUBLIC COMMENTS:**

**PIPER:** Supports Lutak Dock

**ELY:** Supporting a Severance Tax

**ROSADO:** Wants new Assessor, Personnel Committee, Supporting Lutak Dock

**TURNER:** Waterfront Industrial Zone at Lutak

**PARNELL:** Derelict Buildings on the Fort

- 5. ASSEMBLY COMMENTS:**

**SCHNABEL-** Assessor contract was not renewed, Severance Tax in Commerce

**LOOMIS** – Would like written reports from Lobbyist and Attorney's contract

**DAWSON** – Statement in solidarity with Wrangell

- 6. MAYOR'S REPORT and COMMENTS:**

The Mayor discussed the Alaska Municipal League conference next week; 4 - trash cans for winter for public use downtown (unfortunately many are depositing their household garbage in the community garbage cans); working on resuscitating the Alaska Bald Eagle Preserve Council; letter in support of Wrangell; working on strategic planning/retreat; lighting of the Fort; deadline for Boards and Commissions is Thursday; Lutak Dock updates.

- 7. PUBLIC HEARINGS**

- A. Rehearing on Appeal of a Planning Commission Decision**  
**Glacier Construction Inc., dba Southeast Road Builders –**  
**Conditional Use Permit #23-87 for Resource Extraction**

The Borough received a request from Appellants to postpone the appeal due to a missing assembly member (when a supermajority is required per charter). Pursuant to HBC 2.10.190(D) the Mayor postponed the rehearing absent objection.

**7. PUBLIC HEARINGS - Continued**

**B. Ordinance 23-10-660 – Second Hearing**

**An ordinance of the Haines Borough adopting the restated Port of Haines Terminal Tariff No. 3.**

The Mayor opened and closed the public hearing at 6:56 pm since no member of the public has chosen to speak with respect to this ordinance.

**MOTION: SCHNABEL** moved to "Adopt Ordinance 23-10-660,

**Primary Amendment: SCHNABEL** moved to amend the Ordinance as requested by the Harbormaster (*Lutak Dock Port Security/Tie up Rates- Regularly scheduled staff time (8-5 Mon – Sun) \$50.00 per hour and Non-regular hours --including Haines Borough observed holidays-- \$100.00 per hour*)," and the amendment motion carried unanimously.

The motion to adopt the ordinance, as amended, carried unanimously in a roll call vote.

**C. Ordinance 23-10-661 – Second Hearing**

**An Ordinance of the Haines Borough amending Haines Borough Code Title 2 to clarify the Assembly Agenda.**

The Mayor opened and closed the public hearing at 7:05 pm since no member of the public chose to speak with respect to this ordinance.

**MOTION: THOMAS** moved to "Adopt Ordinance 23-10-661," and the motion carried unanimously in a roll call vote.

**8. STAFF/FACILITY REPORTS**

**A. Borough Manager Report** – None

**B. Finance Director Report** – FY24 First Quarter Financial Report

**9. COMMITTEE/COMMISSION/BOARD REPORTS & APPROVED MINUTES**

**A. Ports and Harbors Advisory Committee-** 10-5-23 Approved Minutes

**B. Tourism Advisory Board** - 9-13-23 Approved Minutes

**C. Commerce Committee** - 10-17-23 Approved Minutes

**10. UNFINISHED BUSINESS**

**A. Executive Session for Consideration of Community Builder Award Nominations.**

**Motion: THOMAS** moved to "Move into executive session as allowed by AS 44.62.310(c)(2) to discuss the qualifications, reputation and character of nominees," and the motion carried unanimously.

*\*\* After the assembly returned from executive session,*

**Motion: SCHNABEL** moved to "Award the 2023 Community Builder Award to the Four Winds Resource Center," and the motion carried unanimously.

**11. NEW BUSINESS**

**A. Resolutions**

**\*1. Resolution 23-11-1075**

**A resolution of the Borough Assembly supporting the Haines Borough Coordinated Transportation Plan, 2023 Edition.**

**Motion: Adopt Resolution 23-11-1075**

*Note: The Resolution was adopted by approval of the consent agenda: "Adopt Resolution 23-11-1075 supporting the Coordinated Transportation Plan".*

**11. NEW BUSINESS**

**A. Resolutions - *Continued***

**\*2. Resolution 23-11-1076**

**A resolution of the Borough Assembly authorizing the Borough Manager to execute a contract with Catholic Community Services, CCS, for the Haines Care-A-Van Transportation Services for an amount not-to-exceed \$100,029.00.**

*Note: The Resolution was adopted by approval of the consent agenda: "Adopt Resolution 23-11-1076 authorizing the Care-a-van grant".*

**\*3. Resolution 23-11-1077**

**A Resolution of the Haines Borough Assembly Certifying that the Haines Borough Did Suffer Significant Effects During the Program Base Year from Fisheries Business Activities that Occurred within the FMA 17: Northern Southeast Fisheries Management Area.**

*Note: The Resolution was adopted by approval of the consent agenda: "Adopt Resolution 23-11-1077 authorizing application for the Shared Fisheries Business Tax."*

**4. Resolution 23-11-1078**

**A Resolution of the Haines Borough Assembly authorizing the Borough Manager to purchase a 2024 Chevrolet Tahoe for the Police Department for the amount of \$85,000.**

No member of the public chose to speak with respect to this Resolution.

**Motion: THOMAS** moved to "Adopt Resolution 23-11-1078," and the motion carried unanimously in a roll call vote.

**\*5. Resolution 23-11-1079**

**A Resolution of the Haines Borough Assembly in Support of Raising the Maximum Available Alaska Department of Transportation Harbor Facility Grant to \$7,500,000 for Eligible Projects on an Annual Basis.**

*Note: The Resolution was adopted by approval of the consent agenda: "Adopt Resolution 23-11-1077 supporting state funding increase for harbors."*

**6. Resolution 23-11-1080**

**A Resolution of the Haines Borough Assembly authorizing the Borough Manager to execute a contract with AP Triton for the Operational Audit- Fire Department Strategic Planning project for an estimated amount of \$41,966.**

No member of the public chose to speak with respect to this Resolution.

**Motion: SCHNABEL** moved to "Adopt Resolution 23-11-1080,"

**Primary Amendment: SCHNABEL** moved to add a "Condition that the project team identified includes the Public Safety Advisory Board," and the motion carried unanimously.

and the resolution, as amended, carried unanimously in a roll call vote.

**11. NEW BUSINESS - Continued**

**B. Ordinances for Introduction**

- 1. Ordinance 23-11-663  
An Ordinance of the Haines Borough, Providing for the Addition or Amendment of Specific Line Items to the FY24 Budget.**

**Motion: THOMAS** moved to "Introduce Ordinances 23-11-663 and schedule it for its first public hearing 12/12/23 and its second public hearing 1/9/24," and the motion carried 5-1 with **SCHNABEL** in opposition.

**C. Other New Business**

- 1. Comprehensive Plan Update - Verbal**
- 2. Lutak Dock Replacement Update - Verbal**
- \*3. 2024 Assembly Meeting/Agenda Preparation Schedule**

*Note: The 2024 Assembly Meeting/Agenda Preparation Schedule was adopted by approval of the consent agenda.*

- 4. Boards and Commissions: Confirmation of Property Tax Assessment Ad Hoc Advisory Board.**

**Motion: SCHNABEL** moved to "confirm the Mayor's appointments to the Property Tax Assessment Ad Hoc Advisory Board" and the motion carried unanimously.

- 5. Amend Previously Adopted Resolution 23-06-1048 Sale of Surplus Vehicles.**

**Motion: LOOMIS** moved to "Amend previously adopted Resolution 23-06-1048 to allow the Manager to sell the Ambulance to a Non-Profit and to evaluate the other vehicles for retention," and the motion carried unanimously.

**12. CORRESPONDENCE**

**13. SET MEETING DATES**

**A. Commercial Fisheries Board re Letnikof - TBD**

**14. PUBLIC COMMENT -**

**TURNER** - Letnikof is in bad shape  
**BEGLEY** - Assessor's contract

**15. ANNOUNCEMENTS/ASSEMBLY COMMENTS/DIRECTION TO OFFICERS- None**

**16. ADJOURNMENT at 8:34 pm.**

\_\_\_\_\_  
Thomas C. Morphet, Mayor

ATTEST:

\_\_\_\_\_  
Alekk Fullerton, MMC, Borough Clerk



# Memo from the Borough Clerk

7A

Date: November 22, 2023  
To: Haines Borough Assembly and Mayor  
From: Alekka Fullerton  
Re: Procedure regarding Quasi-Judicial Appeals

The following procedural information is provided to help you prepare for the appeal requests you will hear on November 28, 2023.

1. **QUASI-JUDICIAL:** Sitting as an appeal board, the Assembly will still be acting in a quasi-judicial role. **Assembly members must come into the appeal hearing process without having pre-judged the merits of the appeal or completing any outside investigation.** This is completely different from most legislative issues where assembly members are free to come to the meeting already having decided how they intend to vote.
2. **RECORD ON APPEAL:** When acting in the capacity of an appellate board, the assembly should evaluate the merits of the appeal on the evidence presented, which means assembly members must avoid forming an opinion based on information presented outside of the hearing and official record. The official record ("Record on Appeal") will be provided in your meeting packet. **You have an obligation to make decisions based on information presented as part of the application or appeal process and not on the basis of your own individual fact-finding or any third-party lobbying.**
3. **BURDEN OF PROOF:** In all decisions, the burden of proof shall be on the appellants who are challenging the planning commission's decision. The Planning Commission, per HBC 18.50.020 was required to find *by a preponderance of the evidence* that the developer proved that all criteria were met. The *preponderance of the evidence* standard means there is a greater than 50% chance that the claim is true (it is more likely than not). The *Assembly's* appellate burden of proof is to show that the Planning Commission's decision was based upon *substantial evidence* which means based upon "relevant evidence as a reasonable mind might accept as adequate to support a conclusion. If the record as a whole affords a substantial basis of fact from which the fact in issue may be reasonably inferred, the fact is supported by substantial evidence" (HBC 18.30.060(B)(1)).
4. **VOTING:** Per Charter Section 5.06(D), "*[a]ny judgment made by the assembly or board acting in a quasi-judicial capacity must be carried by at least a supermajority vote of the entire assembly or board.*"



There is no question that the assembly hearing an appeal from a PC conditional use decision is acting in a quasi-judicial capacity. Therefore, **a supermajority is required**. Supermajority is defined in Charter Section 18.09(K) as “an affirmative vote by at least  $\frac{3}{4}$  of the total membership of the voting body”. The “voting body” is the assembly which has 6 members. 5 affirmative votes are therefore required.

The intent of the Charter is to make it more difficult for the assembly to change a previous decision on appeal.

5. DECISIONS TO BE MADE:

Note: **This is a public hearing**. After hearing from the appellants, the permit applicant, the Borough Manager, the public, and after the Assembly has heard and considered the appeal, the Assembly may:

**A. Confirm the Planning Commission’s decision:** If the Assembly chooses to confirm the decision, it must make specific findings, supported by the record, of how each requirement and criteria were satisfied. The burden of proof applied would be the substantial evidence standard, meaning, that a reasonable person could find that the evidence supports the conclusion reached.

**B. Reverse the Planning Commission’s decision:** If the Assembly believes that some of the Planning Commission’s findings were not adequately supported by the permittee’s application, it can reverse the Planning Commission’s decision. In that case, the Assembly must make findings about which requirement or criteria were not satisfied by the applicant’s application. The burden of proof applied would still be the substantial evidence standard, meaning that there was NOT enough evidence presented for a reasonable person to reach the conclusion based solely on the evidence provided.

**C. Change (or add to) the Conditions which the commission placed on approval.** The Assembly in reviewing the evidence, could add or amend the conditions based on the evidence presented in accordance with HBC 18.50.040B.

**D. Remand the Conditional Use Permit to the Planning Commission for rehearing.** The assembly can remand to the planning commission with direction to the commission to consider facts or criteria that the assembly concludes the commission did not sufficiently consider. Remand is a basic principle of administrative law. The concept is that agency or body (here, the planning commission) that makes the initial decision is best situated to correct any shortcomings in the decision. It is more familiar with the record and generally has subject matter expertise that the reviewing authority (often a court but includes an intermediary body that hears appeals such as the assembly) lacks. Another way of looking at the question is that jurisdiction over the initial decision maker is a component of the reviewing authority’s jurisdiction to hear the appeal. **Possible Motion:** Remand Conditional Use Permit #23-87 to the Planning Commission for reconsideration of both the general approval criteria contained in HBC 18.60.010, 18.60.020 and for consideration of how each HBC 18.50.040A requirement was met.

**E. Rehear Conditional Use Permit #23-87.** The Assembly can consider the Manager’s recommendation and the Permittee’s Application and consider each requirement of HBC 18.50.040 and criteria of both 18.60.010 and 18.60.020. The

Assembly would be reweighing the requirements and criteria, and determining whether there is substantial evidence supporting the PC decision. The burden of proof for establishing the PC decision lacks substantial evidence is on the persons who filed appeals.

6. EFFECTS OF POSSIBLE MOTIONS:

Recalling that a supermajority is necessary, if, for example, there were 4 votes in favor of a motion to “affirm the Planning Commission decision”, the motion fails as there is no “supermajority” of 5—so the Planning Commission decision would stand because there was no successful motion. Similarly, a motion to “Reverse the Commission” with 4 votes would fail (since there is no “supermajority” of 5 votes) – so the Planning Commission decision would also stand. The result in both of the above cases would result in no “judgment” by the assembly on the appeal which means the PC decision stands.

Once you have made a decision, code says you must support your action with written findings. Therefore, your deliberations and motions should clearly state reasons, so that findings can be drafted for your approval. The findings will come to you at the December 12 meeting.

7. QUORUM: Like the discussion above, if an Assembly member will be absent from Tuesday night’s meeting, please contact me as soon as possible. Since a supermajority is required to act, the Mayor may choose to have the Assembly delay consideration until a full board is available in order to avoid a situation where the outcome of an appeal is dictated by the absence of one or more of the members of the body.

Please feel free to contact me with questions.

### **18.30.060 Appeals to the borough assembly.**

An appeal made to the borough assembly of the commission's decision on any permit shall be requested by filing with the borough clerk, within 10 business days of the date of the decision appealed, a written notice of appeal stating with particularity the grounds for the appeal. At the next regularly scheduled borough assembly meeting the borough assembly, by passage of a motion, may choose to rehear the commission's decision. Any aggrieved person, including the developer, may appear at that meeting and explain to the borough assembly why it should rehear the commission's decision.

- A. If the borough assembly chooses to rehear the decision, it may choose to rehear the entire decision or any portion thereof. If it decides to rehear a decision or any portion thereof, it shall give public notice, conduct a public hearing and make its decision at its next regularly scheduled meeting.
- B. In all re-hearings the burden of proof shall be on the party challenging the decision of the commission.
  - 1. Findings of fact adopted expressly or by necessary implication shall be considered as true if, based upon a review of the whole record, they are supported by substantial evidence. Substantial evidence means such relevant evidence as a reasonable mind might accept as adequate to support a conclusion. If the record as a whole affords a substantial basis of fact from which the fact in issue may be reasonably inferred, the fact is supported by substantial evidence. The burden of proof shall be on the appellant to demonstrate the facts and resolution of the issues on appeal by substantial evidence. The evidence shall be limited to a review of the record, although further argument may be allowed.
  - 2. In all decisions the burden of proof shall be on the party challenging the decision of the planning commission.
  - 3. The borough assembly may confirm the commission's decision, reverse the commission's decision, or change the conditions which the commission placed on approval. The borough assembly shall support its action with written findings.
- C. A decision by the commission shall not be stayed pending appeal, but action by the appellee in reliance on the decision, shall be at the risk that the decision may be reversed on appeal.
- D. The borough assembly hereby provides for an appeal by a municipal officer or person aggrieved from a decision of a hearing officer or other body to the superior court. An appeal to the superior court under this section is an administrative appeal heard solely on the record established by the hearing officer or other body.

11/7/23

To: Haines Borough Assembly and Mayor Morphet  
From: Gershon Cohen  
Re: Request for Hearing to Appeal CUP 23-87

Dear Haines Borough Assembly Members and Mayor Morphet,

Please grant this request for a hearing to review the Planning Commission's decision of October 23<sup>rd</sup> on CUP 23-87. Technical and procedural shortcomings should have precluded the CUP 23-87 application from being reviewed, let alone approved for the following reasons (this list is not exhaustive):

1. The review of blasting/excavating a 30% slope "hazard area" (HBC 18.60.010 (T)) without a site-specific engineering design didn't adequately address public safety and welfare concerns (HBC 18.60.010), and
2. The impacts on peak use, traffic patterns and other off-site uses of the area by commuters, tour operators and cyclists were inadequately considered (HBC 18.60.010 (E), (M), (N)), and
3. A CUP should not be granted if it will create nuisance conditions (HBC 18.12.020 (B), (C)), and
4. Waterfront/Industrial zones should not allow resource extraction when the activity could compromise marine-related uses (HBC 18.70.030(A)(3)).

Based on the inadequate review and potential violation of these Code provisions and/or insufficient support from the applicant, a hearing on this permit is clearly justified. Furthermore, prompted by the specifics of this particular application/review, two fundamental questions for the Assembly and the Planning Commission also need to be addressed:

1. How elected officials should approach land use decisions in the Borough when there is a potential conflict between private gain and the common good, and
2. At what point in the review process should the Borough have a full description of a developers' intent, so permit decisions are based on a clear understanding of the downstream impacts from the activity?

The fact that we have planning and zoning rules and we can and do impose conditions on developments in the Borough demonstrates the right to make a profit does not automatically trump the needs and concerns of the greater community. Where the balance point might be in any specific case is up to you. The applicant of CUP 23-87 wants to make a profit through resource extraction and claims there could be an additional benefit by reducing the risk from future landslides, which is not only unproven by their submission, the opposite may in fact be true. They assert having a gravel-producing operation near the dock will reduce truck traffic through town from their Chilkat River facility, but we have no reason to assume they won't operate both facilities if it is in their best interest, since both will be permitted. These benefits to the applicant need to be weighed in terms of the common good, and our Code provides the standards to do so.

Last spring the applicant requested the minimal Site Development Permit to remove vegetation and grade the parcel. They didn't mention future use, and the Borough didn't ask. Aside from their unpermitted activities and the Borough's acceptance of a ridiculous value assessment that limited the amount of fines for violating Code, are we supposed to believe the developer didn't already plan on the property becoming a gravel pit?

Defining activities as minimally as possible at each step so that each individual step is hard to oppose is a strategy used to generate momentum towards an internal goal. This strategy is known as "permit creep," and Congress passed a law to address this problem over fifty years ago when federal permits are required. The National Environmental Policy Act (NEPA) requires the cumulative social, economic, and environmental

impacts of related activities of a project to be considered up front. The Borough should incorporate the NEPA principle into its permit review processes so elected officials and the broader community go into permitting decisions with eyes wide open.

The permitting of development activities can have significant consequences; it is your responsibility to adequately weigh these consequences in terms of the best interests of the community as a whole.

Thank you for considering this request.

Gershon Cohen  
Box 956  
Haines, Alaska 99827

Appeal of Conditional Use Permit #23-87 Resource Extraction - Glacier Construction Inc. dba Southeast Road Builders - Site A: C-LTR-04-0090, et al; Site B: C-LTR-04-1000, et al - Waterfront Industrial Zone

**18.60.010 - D. Access - Primary and fundamental grounds for appeal to deny:** “Access: All lots on which development is planned are **required to have legal road access before an application for a development may be considered** and physical road access must be completed to borough standards before any work on the development is started.”

In **V A.** CUP 23-87 acknowledges that Site A has no road access and per applicant: “Legal access to these parcels is being development in coordination with the Alaska Department of Transportation (AKDOT&PF). Coordination with the AKDOT&PF will be ongoing throughout the duration of development to ensure compliance with all permits and guidelines....”

**18.60.010 - T. Hazard Area - Secondary and fundamental grounds for appeal to deny:** “Development which is not designed and engineered to mitigate the risk of loss of life or property is prohibited in the following hazard areas: 2. Avalanche outfall area; 4. Slopes greater than 30%; 6. Rock and mudslide areas. (For information regarding the location of the hazard areas, see the most recent version of the borough map entitled ‘Flood Plain and Flood Hazards Map.’)” Note: Map(s) for conditions 2. And 6. Are not referenced, yet should be required.

CUP 23-87 should not be granted or further considered until August 2024 or later when the Manager, Planner, and Planning Commission are able to consult the University of Alaska LiDAR Report subsequent to the December 2020 slide incident.

The borough has a responsibility to the public and by above referenced code to know if the report addresses possible slide conditions on the proposed section of uplands for CUP23-87 or any other proposed development along Lutak Road, and to consider decisions based on the LiDAR Report. There is no reference to the pending report or a statement that the LiDAR Report would not be relevant to CUP 23-87.

The added burden on borough staff and elected officials as well as significant public push back resulting from insufficient public relations and public information are highlighted by this now contested CUP.

The Borough states that there were **no comments received on CUP 23-87 prior to the October 6, 2023** Managers report - Although the people who drive Lutak Road to go to or from home; hike, bicycle or participate in tours to Chilkoot State Park are not residents within the prescribed 500 feet for notice, this heavy industrial resource extraction permit will impact far more people and businesses than the highly contested permit and drawn out hearings involving Southeast Road Builders blasting and transporting for resource extraction that impacted residents along Young Road several years back.

Respectfully submitted,

Carol Tuyenman

**From:** [Kathleen Menke](#)  
**To:** [Alekk Fullerton](#)  
**Subject:** CUP Appeal Lutak  
**Date:** Friday, November 10, 2023 1:27:28 PM

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**EXTERNAL EMAIL: Do not open links or attachments unless you recognize the sender and know the content is safe.**

To: Alekka Fullerton

Please copy Planner, new elected Planning Chair, Patty Brown, and all Assembly members

RE: Upcoming appeal to Assembly regarding recent CUP Lutak..

Appeal of Planning Commission Decision

On 10/23/23, the planning commission approved a conditional use permit (#23-87) for Glacier Construction Inc, dba Southeast Road Builders for resource extraction in the Waterfront Industrial Zone located at C-LTR-04-0090/0700/0010 (Site A) and C-LTR-04-1000/2940/0900/0800 (Site B). A timely appeal requests were received from Ann Myren/Tim McDonogh, Gershon Cohen and Carol Tuynman. The burden of proof is on the appellant to make the case that a rehearing by the assembly is warranted.

As these comments are within the ten days of the Nov. 2 letter issued by the Planner, I would like my name added to the appeal process.

I submitted extensive written comments to the Planning Commission regarding this CUP in a timely manner prior to recent P&Z meeting at which this CUP was granted. There is no indication in the recorded minutes of the meeting that these comments were considered or discussed.

It is wrong to say this project will only impact property owners within 500 feet of the proposed activity.

This CUP, recently granted for five years by the previous Planning Commission, will impact the entire Haines community, particularly anyone who lives here, visits here, and values the Lutak Waterfront and the health of the Chilkoot/Lutak connected river and marine system. And anyone who may be affected by ongoing future truck traffic hauling fill, timber, or ore through the community, including residents along the haul route, residents who use this corridor for recreational and business activities, including walking, wildlife watching, jogging, pushing babies in strollers, bicycling, and commercial bike tours and nature tours.

In addition to my own comments that were entirely disregarded by the previous commission, planner, and manager. I fully support the appeal comments presented by Tim McDonough and Ann Myren, Gershon Cohen, and Carol Tuynman. And the verbal comments submitted to Commission by Gershon Cohen, Tom Morphet, Patty Brown, and Rachel Saltzik.

My own comments at this time.. most of which were also submitted to Planner and Planning Commission at the time their faulty decision was made are as follows:

The rezoning last winter of this property to “Waterfront Industrial Zone” was sold to the public as a bookkeeping clean-up measure to Borough Code without fully informing the public of the intent of Southeast Roadbuilders to perform resource extraction on a sensitive hillside, to export fill from the Lutak dock area, and to haul this fill through town and out Lutak with huge, fast-moving, noisy, and dangerous trucks loaded with fill.

Southeast Roadbuilders nevertheless proceeded to engage in all these activities before the local community, the public, had any idea of the actual intention behind this move.

I am among the many community residents and tourists who regularly use the Lutak corridor from town to Chilkoot and spend time nearly daily on Tanani Beach.

This entire project by Southeast Roadbuilders has implications far beyond the 500 foot zone noticed by and impacted by this project.

Last summer, I was heading to Tanani Beach to walk my dogs. Just driving there proved dangerous with the number of huge fill-laden trucks racing by on that day. The walk on the beach itself did not provide its usual pleasant peaceful outing on one of the few waterfront shorelines we, as members of the public, have access to. The huge fill-laden, heavy, noisy and dangerous trucks racing by in both directions ruined one our community’s most important recreational assets. They were noisy, dangerous, and deeply disturbing. For the short term, SE Roadbuilders say this project will reduce such truck traffic. And yet no long-term implications were addressed for once the fill is extracted and other materials.. fill, timber, ore might be hauled to the cleared site.

Tanani beach is regularly used by residents, tourists, elders, families, dog-walkers, and folks fishing, picnicking, wildlife watching, and as an opportunity to soak up some beauty and serenity.

Hopefully health and wellness will be our guiding light for the future planning of our community. And responsiveness to public input.

While this conditional use permit specifically addresses the resource extraction, which in itself has already created dangerously eroding conditions on the hillside adjacent to Lutak Road, and should be rejected outright for that reason alone, this project was begun without proper permitting which also is a reason to deny permitting going forward. This conditional use permit application IN ITS EXPRESS PURPOSE... “This area will be used to stage equipment, process, and stockpile materials...for State and Borough projects...the site is currently being used to stockpile material for use at the Greens Creek mine and future use could allow for the extraction and use of this materail for the Greens Creek mine and local State and Borough projects.” We are talking 27 acres of active resource extraction in the Lutak corridor which has far reaching impacts to the entire community.

Clearly the resource extraction, export of the resource from Lutak dock area, and the regular use of the fill haul trucks aspects all need to be considered as a piece of one whole operation.. and not dealt with piecemeal. More time is needed to weigh long-term safety considerations from the combined activities of resource extraction and export in this location. It would be better to defer decisions regarding such a CUP until more input from the community is gathered, more data regarding slope safety issues are addressed, and a long term plan for Lutak dock and the Lutak waterfront in general via the Haines Comprehensive Plan and upcoming Lutak dock plans.



The Manager's recommendations regarding the CUP ignored the far reaching consequences of approval of this CUP to the broader business, residential, and tourist community.

Specifically:

1. The use is so located on the site as to avoid undue noise and other nuisances and dangers.

The community has already experienced nuisances and dangers with this project in the form of erosion and heavy equipment traffic.

2. The development of the use is such that the value of the adjoining property will not be significantly impaired.

All property values in the community will be significantly devalued as healthy living spaces with the continuation and expansion of this project.

3. The size and scale of the use is such that existing public services and facilities are adequate to serve the proposed use;

The size and scale of the proposed use is expansive in scope and will have far ranging implications on the entire community, including but not limited to, public safety and utility services.

4. The specific development scheme of the use is consistent and in harmony with the comprehensive plan and surrounding land uses;

This use is absolutely incompatible with current uses of the Lutak corridor, including public safety for residents and tourists, and activities such as bike tours, nature tours, whale watching, healthy marine habitat, jogging, healthy family outings, and more.

5. The granting of the conditional use will not be harmful to the public safety, health or welfare;

The massive expansion of resource extraction and export in the Lutak dock vicinity will absolutely negatively impact public safety, health, and welfare. It already has. And granting this CUP will make it worse.

6. The use will not significantly cause erosion, ground or surface water contamination or significant adverse alteration of fish habitat on any parcel adjacent to state-identified anadromous streams;

Absolutely there already have been and will be impacts to erosion, ground and surface water contamination, potential ocean contamination, sedimentation, and toxification, as well as alteration to healthy fish habitat within the entire Chilkoot/Lutak corridor.

7. The use will comply with all required conditions and specifications if located where proposed and developed, and operated according to the plan as submitted and approved;

The use has already violated local code by starting without proper permitting and should not be rewarded by granting of a further CUP at this time.

8. Comments received from property owners impacted by the proposed development

have been considered and given their due weight.

Public trust needs to be shored up. All residents and property owners who live here will be impacted by this project. Due weight must be given to these impacts and this CUP should be denied.

Now is not the time to rubber stamp this CUP. Note the code references to Waterfront Industrial Zone cited here. The implications are broad.

Not only was this area rezoned as Waterfront Industrial, more to the point, the boundary was moved in order to take it out of the Lutak zone and put it into the townsite zone, which resulted in different standards applying to all of Southeast Roadbuilders permit applications.

The implications are broad.

I request that this CUP be reheard in full by the Borough Assembly.

#### CODE REFERENCES

HBC 18.70.030(A)(3)

I/W – Waterfront Industrial Zone. The intent of the waterfront industrial zone is to provide for and protect productive, marine-related heavy industries, including wharfage, natural resource export, milling and major seafood processing. Areas zoned as waterfront industrial should be located so that adjacent nonindustrial areas are buffered from the external effects common to heavy industry including noise, dust, vibration, glare, pollution, heavy traffic and unsightly uses or activities. The area is served by, or intended to have, the necessary level of public utilities and an adequate transportation system as deemed appropriate for the planned use.

18.20.020 Definitions – Regulatory.

“Resource extraction” means a heavy industrial use involving the removal of rock, gravel, sand, clay, topsoil, peat, timber, petroleum, natural gas, coal, metal ore, or any other mineral, and other operations having similar characteristics. Resource extraction does not include: (1) the removal of material from within the legal boundaries of the property of origin which are incidental to the construction, alteration or repair of a building (or the grading and landscaping incidental thereto); or (2) within the subdivision of origin of a platted public or private access road and utilities or public facility providing essential services.

“Industrial, heavy” means a use that has potential for significant negative impact on adjoining uses. This category includes uses that incorporate buildings that are large, tall, or unsightly; uses that generate offensive odors, noise, dust, smoke, fumes, vibration or glare; uses that involve large amounts of exterior storage; and uses that, because of their scale or characteristics, create nuisances or hazards such as heavy truck or other vehicle traffic, or other intense activity. These uses include airports, landing strips, and heliports; truck or ship terminals and docks; concrete batching plants; asphalt or concrete mixing plants; resource extraction; Conditional Use Permit – Resource Extraction| Waterfront Industrial Zone

|CUP 23-87| Site A: C-LTR-04-0090/0700/0010, Site B: C-LTR-04-1000/2940/0900/0800|Glacier Construction Inc. dba Southeast Road Builders

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bulk material or machinery storage; petroleum refineries and transshipment facilities; grain elevators; meat packing plants or fish processing facilities; mills; resource recycling facilities; commercial flammable or hazardous material storage; sanitary landfills and solid waste storage/transshipment facilities; large scale sewage treatment facilities and manufacturing plants.

Kathleen Menke

November 1, 2023

To: Haines Borough Assembly

From: Ann Myren and Tim McDonough

Re: Appeal to Planning Commission Decision on Conditional Use Permit (CUP) 23-87

Dear Haines Borough Assembly Members,

We are filing an appeal to reconsider CUP 23-87 passed by the Planning Commission (PC) on 10/23/23. We have been residents of the Lutak area since 1984 and regularly use the Lutak Road to go to and from Haines.

We are filing within the 10-day requirement stipulated under HBC 18.30.060. The CUP application and its review by staff and the PC were deficient in numerous aspects, including violations of the General Use Criteria [HBC 18.60.010] as well as criteria specific to the approval of Conditional Use Permits [HBC 18.50.040]. These deficiencies should have resulted in a rejection of the application by Borough staff prior to its referral to the PC, and a denial by the PC after it was brought to them for review.

Specific deficiencies:

1. HBC 18.60.010 General Use Criteria states in part:

*...a conditional use permit...may be granted if all of the following general approval criteria and applicable specific approval criteria of HBC 18.60.020 are complied with...the burden of proof is on the developer to show that the proposed use meets these criteria...no use will be approved that will materially endanger the public health or safety or decrease the value of property in the neighboring area...*

Sites A and B in the CUP are immediately adjacent to areas designated as a “Natural Hazard” in the 2007 Haines Coastal Zone Management Plan [Pg. 5-9], with the same slope contours.

“The areas mapped on Figure 5 in the Haines coastal district are designated as Natural Hazard areas (in accordance with 11 AAC 112.210(a) and 11 AAC 114.250(b))...Lutak Highway Hazardous Slopes Area. This is the area of cliffs and very steep slopes greater than 30% along the east side of Mt. Ripinski, and immediately upland of the Lutak Highway from the coastal management program boundary to extend north of the AMHS terminal. This area shall be managed to prevent erosion and subsequent avalanching by protecting the natural trees and vegetation on the steep slopes...”

The CUP application acknowledges that the site contains steep slopes with a grade of greater than 30%, which is defined as a Hazard Area according to HBC 18.60.010 (T) (see below). Removing the trees and other vegetation from CUP Site A, blasting with explosives, and excavating significant quantities of the exposed rock wall has the potential to trigger landslides and avalanches that could reach Lutak Road and endanger the health and safety of the community. The applicant’s argument that blasting and excavation might make the area safer from landslides and avalanches was unsupported by any technical analyses from credible sources specific to this area. Citing anecdotes from other areas in S.E Alaska that may have very different geologic conditions should have been insufficient “proof” to the PC. One PC member raised the issue of potential instability for the hillside above the planned excavation site but was dismissed by the rest of the body, even after the applicant responded

that the area in question above their planned excavation was beyond their control. The PC ignored a suggestion from a member of the public who advocated for a delay in the decision while the State completes a new publication on slope stability for the Lutak area.

The highway is used on a regular basis by locals driving to and from town, visitors arriving and departing on the ferry, and many pedestrians and bicyclists (both locals and tour excursions.) Many municipalities, ski resorts, etc., routinely use explosives to *purposefully* trigger avalanches; allowing the use of explosives on a hillside adjacent to a high-traffic area known to have landslide potential presents an unnecessary risk to the general public.

The following subsections of the Borough's General Use Criteria are also relevant:

- a. *Criteria B. Reviewing Parties. Due deference has been given to the comments and recommendations of reviewing parties.*

The zoom link to the PC meeting was non-functional, denying members of the public the opportunity to participate and have their concerns addressed.

- b. *Criteria E. Traffic. The proposed use shall not overload the existing street system with traffic or result in unsafe streets or dangers to pedestrians.*

The applicant did not provide accurate estimates of truck traffic, however, it was noted that they currently fill 3-4 barges /year with aggregate for export and that level of activity could increase if they secure more contracts. Trucks would be crossing the road (as opposed to driving down the road,) and could present a much higher danger to other users of the highway, especially given the proximity to the ferry terminal and the use of Lutak Road by residents, visitors, and tour operators. While the PC added a condition that would prohibit blasting two hours before the ferry arrives and two hours after a ferry departs, no condition was established regarding the truck traffic that would be crossing the road as a result of the blasting.

- c. *Criteria M. Peak Use. The proposed use shall not result in significantly different peak use characteristics than surrounding uses or other uses allowed in the zone.*

Blasting/excavation activities would significantly change the peak use characteristics for other uses such as commuting traffic and the operation of bike and bus tours.

- d. *Criteria N. Off-Site Impacts. The proposed use shall not have significant negative impacts on the surrounding properties including excessive noise, fumes or odors, glare, smoke, light, vibration, dust, litter...or become a nuisance as defined in HBC 8.12.020...*

The blasting and excavation will create significant levels of noise, dust, fumes, odors, vibration, etc., and nuisance is defined in Code as: (B) to annoy, injure or endanger the safety, health, comfort, or repose of the public; and (C) to interfere with, obstruct, or render dangerous any street, highway, sidewalk, right-of-way, navigable lake, or stream.

- e. *Criteria T. Hazard Areas. Development which is not designed and engineered to mitigate the risk of loss of life or property is prohibited in the following hazard areas: ...4. Slopes greater than 30 percent...6. Rock and mudslide areas...*

Sites in the CUP qualify as "hazard areas" because the slope is greater than 30% and there have been numerous landslides and rockslides in past years (See Chilkat Valley News article 3/10/2016.) Between October

27<sup>th</sup> and October 29<sup>th</sup> of this year there were 39 reported earthquakes centered less than 40 miles from Haines with two measuring over 5.0 on the Richter scale - seismic events and blasting activities coupled to major rain or snow events in a steep slope area could lead to significantly increased risks to the public.

2. Approval criteria specific to the issuance of a CUP [HBC 18.50.040] were insufficiently supported. The sites listed in the CUP are within the Townsite Service Area and zoned Waterfront Industrial, which allows for natural resource *export* but not resource *extraction* as a use by right, unlike Heavy Industrial. Therefore a CUP is required and the following criteria must be met:

a. *Criteria #1: The use is so located on the site as to avoid undue noise and other nuisances and dangers*

The use cannot be located on this site such that undue noise, nuisances (described above) and other dangers are avoided.

b. *Criterion #5: The granting of the conditional use will not be harmful to the public safety, health or welfare...*

See discussion under General Use Criteria above re: endangering public health and safety.

c. *Criteria #8: Comments received from property owners impacted by the proposed development have been considered and given their due weight...*

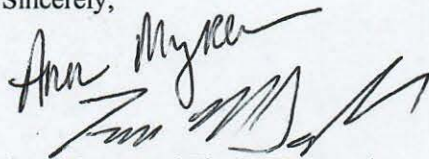
See response under General Use *Criteria B* above.

Final remarks:

Borough Code requires the applicant to demonstrate by a preponderance of the evidence that their application for a CUP should be granted. The absence of a professional evaluation of the dangers to public safety and welfare from the proposed blasting and excavation in a landslide-prone area, coupled to the prohibition against creating a nuisance to the general public should raise a red flag for the Borough. With or without a catastrophic event, the increased traffic, noise, dust, and danger will compromise other uses of the road and any injury, death, or financial impact that might result from this Borough-approved development could lead to significant legal and financial liability.

We respectfully request the Borough Assembly schedule a hearing on the PC decision at its next meeting.

Sincerely,



Ann Myren and Tim McDonough  
Box 951  
Haines AK 99827

**From:** [Steve Virg-In](#)  
**To:** [Alekka Fullerton](#)  
**Subject:** Conditional Use Permit 23-87  
**Date:** Friday, November 3, 2023 11:38:28 AM

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**EXTERNAL EMAIL: Do not open links or attachments unless you recognize the sender and know the content is safe.**

*To whom it may concern.*

*Sarah and I want to express our total support for the current conditional use permit issued for the Lutak Road gravel project.*

*As homeowners at the end of Lutak Road since 1988, We are thankful that development and use of idle land is underway for the benefit of businesses and the community of Haines.*

*We believe that any opposition to this permit is detrimental to the overall welfare of the community and oppose any changes or restrictions.*

*Respectfully,*

*Steve and Sarah Virg-In  
#777 10 Mile Lutak Road*

**From:** [Mandy Reigle](#)  
**To:** [Alekka Fullerton](#)  
**Subject:** CUP 23-87  
**Date:** Friday, November 3, 2023 11:52:15 AM

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**EXTERNAL EMAIL: Do not open links or attachments unless you recognize the sender and know the content is safe.**

Hi,

I'd like to see this issue revisited.

I don't think it is safe to disrupt this section of Lutak Rd.

The people of Lutak are submitting an appeal of this permit. I support this appeal. Please do not allow further destabilization of this area.

Thanks,

Mandy Reigle

--

**Mandy Reigle**

REALTOR serving Haines and Skagway, Alaska

907-465-7555

Coldwell Banker Race Realty



**From:** [Greg Folta](#)  
**To:** [Alekka Fullerton](#)  
**Subject:** Lutak conditional use permit  
**Date:** Saturday, November 4, 2023 3:08:36 PM

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**EXTERNAL EMAIL: Do not open links or attachments unless you recognize the sender and know the content is safe.**

Dear Ms. Fullerton,

I support revisiting the permitting of the recent dirt removal and clearing along Lutak Road would like to see the Assembly have a hearing about the Lutak CUP.

As a homeowner for 53 years at Lutak, it is concerning for me that this project continues without further discussion.

Thank you for considering our request.

Richard Folta

Julie Folta

Greg Folta

**From:** [Richard Buck](#)  
**To:** [Alekka Fullerton](#)  
**Subject:** Letter  
**Date:** Monday, November 6, 2023 1:18:16 PM

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EXTERNAL EMAIL: Do not open links or attachments unless you recognize the sender and know the content is safe.

Anne Myron wrote a letter concerning the planning commission granting permission for SE Roadbuilders to excavate an area close to the ferry terminal on Lutak Road. I agree with her concerns and wish that the commission would agree to revisit the decision. Richard Buck



| HC 60 Box 4800 Haines, AK 99827 | Phone : 907-766-2833 | Fax : 907-766-2832 |

November 20, 2023

Alekka Fullerton  
Haines Borough Clerk  
PO Box 1209  
Haines, AK 99827

Re: Haines Borough Conditional Use Permit #23-87 for Resource Extraction Appeal Hearing

Ms. Fullerton,

We are writing to provide the Assembly with information for the upcoming hearing on Conditional Use Permit #23-87 ("Permit"). Since the Permit was issued by the Planning Commission we have spoken with several residents, read letters of concern, and listened to public comments during both the Planning Commission and Assembly hearings. While we appreciate stakeholder involvement, none of the appellants have presented facts or evidence that warrants rescission of the Permit. *See* HBC 18.30.050(B)(1) ("The burden of proof shall be on the appellant to demonstrate the facts and resolution of the issues on appeal by substantial evidence.")

The Planning Commission made detailed findings addressing the concerns raised by appellants, including that:

- The use is located on the site so as to avoid noise and other nuisances or dangers;
- Southeast Roadbuilders' development scheme is consistent and in harmony with both the Comprehensive Plan and surrounding land uses;
- The permitted use will not be harmful to public safety, health, or welfare;
- Southeast Roadbuilders' use will not cause significant erosion, ground or surface water contamination, or significant adverse alteration of fish habitat on any parcel adjacent to state-identified anadromous streams.

Based on these findings, and the appropriate conditions already placed on the Permit, the Commission's decision – which included the input of Commissioners with extensive planning and engineering experience – should be affirmed.<sup>1</sup> Notwithstanding, Southeast Roadbuilders offers the following letter to address the major topics brought up by appellants.

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<sup>1</sup> Per HBC 18.30.060(B)(2)-(3), the "burden of proof shall be on the party challenging the decision of the planning commission" and the Assembly "may confirm the commission's decision, reverse the commission's decision, or change the conditions which the commission placed on appeal." This code provision does not provide for remanding the Permit back to the Planning Commission.



| HC 60 Box 4800 Haines, AK 99827 | Phone : 907-766-2833 | Fax : 907-766-2832 |

### **Slopes and Hazard Areas**

Safety is a paramount concern for Southeast Roadbuilders, and our company has a long record of safe and professional operation in performing this type of work. In fact, Southeast Roadbuilders expects that, upon completion of its operations, the slopes on which it has performed work will be safer and *more* stable than they are currently.

Specifically, at the recommendation of Commissioner Eckhoff, the Permit requires that a site reclamation plan, developed and stamped by a professional engineer, be submitted for Planning Commission review by Southeast Roadbuilders. This plan will address final conditions of the site, including final backwall conditions and slope stabilization. The Permit also requires that design and engineering for resource extraction in hazard areas be provided to the Borough.

To comply with the Permit, Southeast Roadbuilders has engaged a licensed engineer with experience in reclamation plans to perform work satisfying both requirements. We have also sent out samples to a qualified laboratory to determine the appropriate finish backwall slopes. We recognize stability of the slopes during excavation in hazard areas and final backwalls must be evaluated by individuals qualified within the State of Alaska to do so by experience and licensing.

Attached to this letter are several examples of projects where engineered excavation was used to provide slope stabilization, which is a common practice for stabilized slopes, not only in Haines but throughout the state.

An additional point of concern for certain residents appears to be the overall stability of the area outside of Southeast Roadbuilder's property limits. While we are sensitive to the concern and understand why the community is, it is outside of the permitting scope and the borough code section 18.60.010(T) for us, as an individual entity, to provide an evaluation or correction of those conditions. We are complying with this section of code by designing and engineering our development on our site to mitigate the risk of loss of life or property. Pre-existing conditions on state property are beyond our control. We have researched available hazard maps as part of the permitting process; in the Haines Coastal Management Plan referenced in the Haines Borough Multi-Hazard Mitigation Plan there is a Haines Coastal Management Plan Natural Hazards map that our proposed developments approximately circled in red appear to be outside of.



| HC 60 Box 4800 Haines, AK 99827 | Phone : 907-766-2833 | Fax : 907-766-2832 |



### Traffic and Access

The Permit requires Southeast Roadbuilders to “coordinate access, traffic plans, and roadway maintenance during resource extraction” with DOT&PF’s Southcoast Region Right-of-Way office. This is an appropriate requirement as Southeast Roadbuilder’s operation will be using a state-owned road; operated and maintained by DOT&PF.

Pursuant to the Permit conditions, Southeast Roadbuilders has already been in contact with DOT&PF’s right of way division, and it has submitted applications for the northern driveway access. We have likewise been in discussions with the Department about access to the southern driveway, which will take additional coordination and design with Department representatives.

Again, Southeast Roadbuilders expects that the net impact of this project will be to improve road safety and *reduce* industrial traffic through the Haines townsite because use of these sites will significantly reduce truck traffic from our current material source at mile 4.5 on the Haines Highway when exporting material.

Other regulatory requirements are already in place for vehicle speed, vehicle weights, and frequency of access through AKDOT&PF, which Southeast Roadbuilders will abide by.

The Planning Commission considered traffic issues in detail when it granted the permit, adding a condition to the Permit that Southeast Roadbuilders coordinate with the Alaska Marine Highway System to ensure that no blasting occurred within a two-hour window before ferry arrivals and after ferry departures to avoid conflicts with ferry traffic.

We also recognize that there are other users of this State-owned corridor that have access rights to the road, such as cyclists and pedestrians. However, as a waterfront industrial zone, our truck traffic is consistent with expected use in this zone, and we would hope other users would recognize our rights to use the area as well.

### Hindrance to Waterfront Industrial Uses in the Zone

All Commissioners on the Planning Committee found resource extraction to be consistent with surrounding land uses, and that the development would not impair the value of adjoining property.



| HC 60 Box 4800 Haines, AK 99827 | Phone : 907-766-2833 | Fax : 907-766-2832 |

As a waterfront industrial landholder and one of the few private industrial land users in this specific area we see resource extraction as a beneficial use to our waterfront industrial property. We also have provided a letter from Alaska Marine Lines, another private industrial land user in this zone stating that our operation will not be a hinderance to their operations.

This development would be necessary to enhance the property for many potential waterfront industrial uses that require low angle, highway elevation access, such as marine industrial facilities, marine commercial facilities, heavy equipment storage, major and commercial uses. As such we see resource extraction necessary for any potential future developments that may take place on the site. Under the definition of resource extraction, we would already be able to remove material from within the legal boundaries of the property that was incidental to construction for any of those use by right activities that could be permitted on these parcels.

#### Nuisance Conditions

The Permit prohibits “excessive noise, fumes or odors, glare, smoke, light, vibration, dust, litter . . . or [any activities which] become a nuisance as defined in HBC 8.12.020(l).” Accordingly, no modification is needed to the Permit to protect against nuisance conditions.

Additionally, Southeast Roadbuilders would ask the Assembly to recognize that the current zoning of these parcels is waterfront industrial. While waterfront industrial is not defined in Borough code 18.20.020; heavy industrial means a use that has potential for significant negative impact on adjoining uses including offensive noise, dust, vibration; activities that involve large amounts of exterior storage; and uses that create hazards such as heavy truck traffic.

These uses specifically include truck or ship terminals and docks, and bulk material or machinery storage. Resource extraction is further defined as a heavy industrial use in 18.20.020. As a result, Southeast Roadbuilder’s expected use is entirely consistent with the expected activities for the zone. With the definition of waterfront industrial we do not expect to create nuisance conditions beyond those which should already be expected in the zone, and there are large buffers between our operations and any other non-industrial uses.



| HC 60 Box 4800 Haines, AK 99827 | Phone : 907-766-2833 | Fax : 907-766-2832 |

GENERAL CLASSIFICATION →	INDUSTRIAL USES			COMMERCIAL/ Residential Uses			RESIDENTIAL USES ONLY	RESIDENTIAL/ Commercial Uses			RECREATIONAL USE
	Heavy Industrial	Light Industrial/ Commercial	Waterfront Industrial	Commercial	Waterfront	Significant Structures Area	Single Residential	Multiple Residential	Rural Residential	Rural Mixed Use	Recreational
Specific Zoning Districts → USES ↓	I/H	I/L/C	I/W	C	W	SSA	SR	MR	RR	RMU	REC
Hotel/Motel	NA	CU	NA	UBR	CU	UBR	NA	NA	NA	CU	NA
Industrial, Heavy	UBR	CU	UBR	CU	NA	NA	NA	NA	NA	CU	NA
Industrial, Light	CU	UBR	CU	CU	CU	NA	NA	NA	NA	CU	NA
Institutional Home	NA	NA	NA	UBR	NA	NA	NA	CU	NA	CU	NA
Junkyard	UBR	UBR	CU	CU	NA	NA	NA	NA	NA	CU	NA
Kennel	UBR	CU	NA	CU	NA	NA	NA	NA	CU	CU	NA
Landfill	UBR	UBR	NA	CU	NA	NA	NA	NA	NA	CU	NA

### Environmental Regulatory Compliance

Jurisdiction for environmental regulatory compliance for this type of operation and the concerns brought up at the previous Assembly meeting would fall under the Alaska Department of Environmental Conservation’s (ADEC) purview. The Permit currently requires Southeast Roadbuilders to provide a copy of all plans and Storm Water Pollution Prevention Plans (SWPPP) to the Borough before implementation of the project, and we believe SWPPP concerns are therefore adequately addressed between this requirement and other ADEC requirements in place. ADEC has the expertise authority for multi-sector permit review, approval, and inspection and we intend to abide by their requirements.

We currently have a professional SWPPP writer preparing documents for future use on the site that will be provided to both ADEC and the Borough. Southeast Roadbuilders has experience managing material extraction sites throughout Southeast Alaska, in fact some images of best practices in DEC’s User Manual of BMPs for Gravel/Rock Extraction & Water Quality PDF are from sites that our sister company SECON manages. Other environmental regulatory requirements will be managed with the authority having jurisdiction.

Finally, in approving the conditional use permit, the Planning Commission noted on multiple occasions that Southeast Roadbuilder is working with both ADEC and the Alaska Department of Fish & Game to ensure compliance water quality and fish habitat regulations.

### Alaska Marine Highway’s Water System

18.60.010 only requires connection to public water systems within 200 feet of the property; Southeast Roadbuilders does not intend to connect to Alaska Marine Highway’s water system. In addition, we note



| HC 60 Box 4800 Haines, AK 99827 | Phone : 907-766-2833 | Fax : 907-766-2832 |

that this issue was not raised by appellants (or anyone else) in front of the Planning Commission, and therefore we do not believe there is a basis for the Assembly to review this on appeal under 18.30.060.

#### Conclusion

We have shown that approval criteria 1 – 8 have been sufficiently addressed between the original permit application and this document consistent with previous approval standards. This project also supports Haines Borough’s Comprehensive Plan goals, such as: goal 3 – achieve a strong, diversified local economy<sup>2</sup> that provides employment and income for all citizens that desire to work...; goal 5 – provide an adequate supply of land for commercial and industrial development; and goal 10 – support responsible development (extracting resources from sites that have future use potential).

Given the above and given the existing Permit conditions (which already address many of the issues raised by appellants), we encourage the Assembly to maintain the Permit as-is.

Sincerely,

TJ Mason, PMP  
Area Manager/Assistant Secretary  
Glacier Construction dba Southeast Roadbuilders

---

<sup>2</sup> In addition to the general economic benefits to the community that this project will offer, redundancy of gravel and rock sources is important if access ever was cut off beyond Mile 4 of the Haines Highway and materials were needed to perform emergency repairs to protect the health and safety of life or property.





100 Mt. Roberts Street  
Juneau, AK 99801  
Main: (907) 586-3790  
jnuoffice@lynden.com

To Whom It May Concern,  
11/17/23

Alaska Marines Lines would like to offer its support for the Lutak Pit development project conducted by Southeast Roadbuilders. We do not anticipate the project to negatively impact our operations and see this as a benefit to the community by supplying a source of rock.

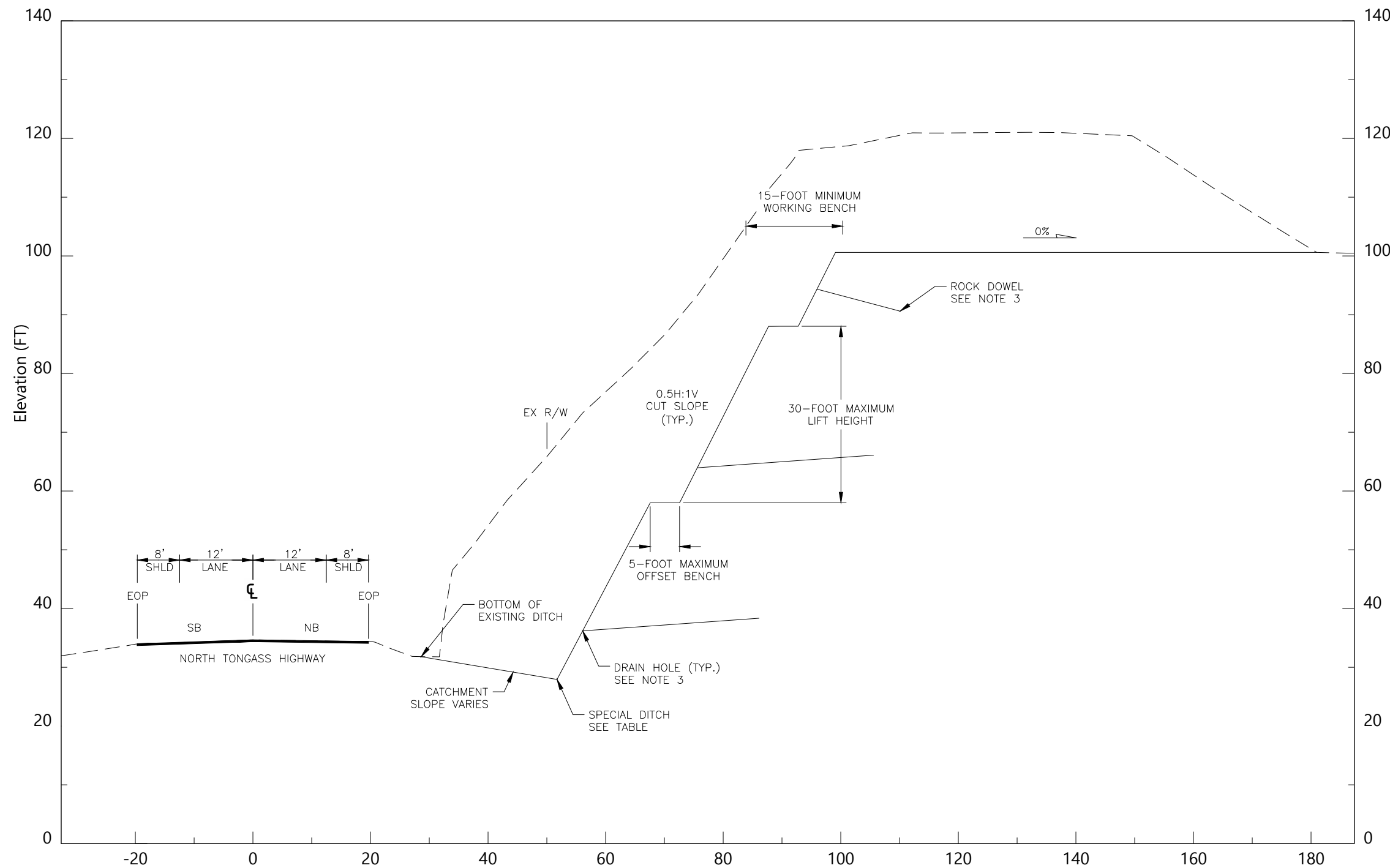
Sincerely,

A handwritten signature in black ink that reads 'Adam S. Anderson'.

Adam S. Anderson  
Southeast Regional Manager  
100 Mt. Robert St.  
Juneau, AK 99801  
[adama@lynden.com](mailto:adama@lynden.com)  
907-419-5600

NO.	DATE	REVISION	STATE	PROJECT DESIGNATION	YEAR	SHEET NO.	TOTAL SHEETS
			ALASKA	0920(032)/SFHWY00432	2023	B2	B4

FILE: H:\Jobs\17-004\_Southcoast\_Region\Mid-Slope\_Stabilization (Landslide Tech)\CAD\Drawings\68657-KTN-B01-B04.dwg  
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 DESIGNED: BAG CHECKED: SWD DRAFTED: WP



**NOTES:**

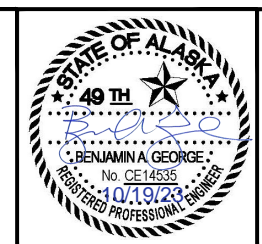
1. PROVIDE 15-FOOT WORKING BENCHES AND MAXIMUM 5-FOOT OFFSET BENCHES WITH A 0.5H:1V CUT SLOPE, WITH 30-FOOT MAXIMUM LIFT HEIGHTS.
2. INSTALL ROCK DOWELS AT LOCATIONS IDENTIFIED IN THE FIELD BY THE ENGINEER.
3. DRILL DRAIN HOLES ON A 30-FOOT SPACING ON THE LOWER AND MIDDLE BENCHES AT LOCATIONS IDENTIFIED IN THE FIELD BY THE ENGINEER.

**SPECIAL DITCH POINT TABLE**

STATION	OFFSET (FT)	ELEVATION (FT)
17+50		
17+60	37.781	23.03
17+80	61.340	18.04
18+00	60.000	18.77
18+20	58.390	19.44
18+40	57.450	20.10
18+60	56.190	20.89
18+80	56.380	21.50
19+00	56.920	22.02
19+20	54.960	22.94
19+40	52.360	24.02
19+60	54.620	24.39
19+80	54.330	25.19
20+00	74.400	26.00
20+20	54.520	26.84
20+40	57.100	27.32
20+60	61.490	27.56
20+80	64.360	27.94
21+00	85.610	28.65
21+20	67.660	29.24
21+40	71.370	29.52
21+60	52.740	52.5
21+60	31.750	36.05 (ME)

1 NORTH TONGASS TYPICAL SECTION  
 SCALE: NOT TO SCALE  
 STA 17+50 TO STA 22+10

PLANS DEVELOPED BY:  
 LANDSLIDE TECHNOLOGY  
 10250 SW GREENBURG RD,  
 SUITE 111  
 PORTLAND, OR 97223  
 (503)452-1200  
 AECL238440



STATE OF ALASKA DEPARTMENT OF TRANSPORTATION AND PUBLIC FACILITIES

KTN WOLFE POINT SLOPE STABILITY IMPROVEMENTS

SLOPE STABILIZATION TYPICAL SECTION

FIRM DOWL  
 FILE C:\civil\3D Projects\2016\24\61850-02\Civil\SA-CT-DT-B-61850.dwg  
 ADDRESS 9085 GLACIER HIGHWAY, JUNEAU, AK 99801  
 DATE 12/30/2019 LAYOUT B3  
 PHONE (907) 780-3533  
 DESIGNED HOBBS  
 CHECKED NOBLE  
 DRAFTED KEMP  
 CERTIFICATE OF AUTH # : AECL848  
 KEMP

NO.	DATE	REVISION	STATE	PROJECT DESIGNATION	YEAR	SHEET NO.	TOTAL SHEETS
			ALASKA	0956036/SFHwy00171	2020	B3	B5

FROM STA	TO STA	OFFSET	SLOPE	REMARK
621+00	623+00	LT	2.0:1	RIPRAP
641+00	642+00	LT	2.0:1	RIPRAP
666+50	674+00	LT	2.0:1	RIPRAP
688+00	704+00	LT	2.0:1	RIPRAP
706+50	707+00	RT	1.3:1	MINIMIZE CUT SLOPE LIMITS
735+50	738+00	LT	2.0:1	RIPRAP
752+00	753+50	LT	2.0:1	RIPRAP
759+40	762+17.81	LT	2.0:1	RIPRAP
765+50	769+50	LT	2.0:1	RIPRAP
788+00	792+00	LT	2.0:1	RIPRAP
816+00	820+00	LT	2.0:1	RIPRAP
862+50	864+50	RT	1.3:1	MINIMIZE CUT SLOPE LIMITS
872+75	874+50	LT	2.0:1	RIPRAP
954+80	955+00	LT	4.0:1	20 FT TRANSITIONS, MAINTENANCE ACCESS
983+06	983+20	LT/RT	4.0:1	20 FT TRANSITIONS, MAINTENANCE ACCESS
1008+39.75	1008+50.50	LT	1.3:1	MINIMIZE FILL SLOPE LIMITS
<del>1042+75</del>	<del>1043+50</del>	<del>RT</del>	<del>1.3:1</del>	<del>MINIMIZE CUT SLOPE LIMITS</del>
<del>1083+82.00</del>	<del>1104+17.10</del>	<del>LT</del>	<del>6.0:1</del>	<del>32.9 FT TRANSITIONS, MAINTENANCE ACCESS</del>
<del>1094+50</del>	<del>N/A</del>	<del>RT</del>	<del>1.4:1</del>	<del>MINIMIZE CUT SLOPE LIMITS</del>
<del>1096+00</del>	<del>N/A</del>	<del>RT</del>	<del>1.4:1</del>	<del>MINIMIZE CUT SLOPE LIMITS</del>

NIC

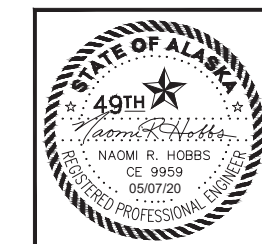
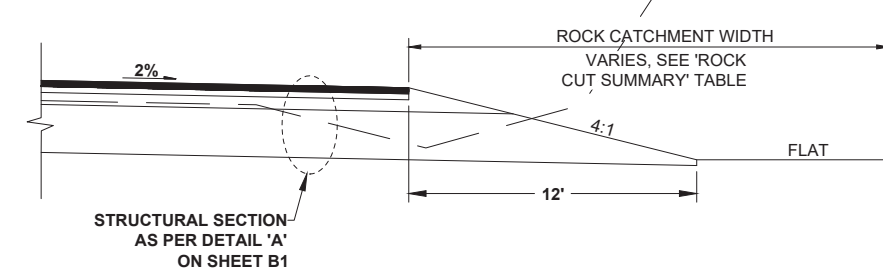
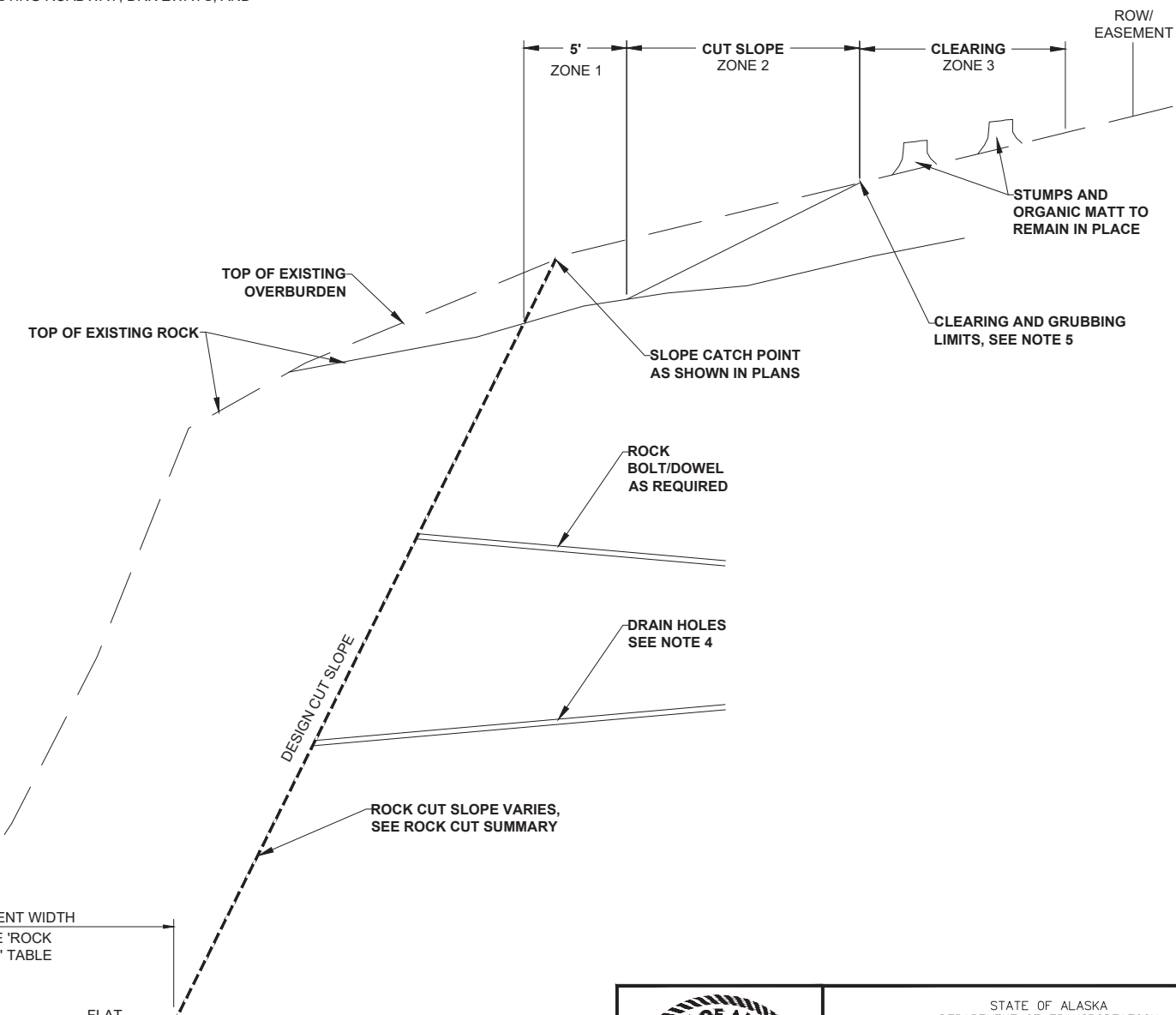
**NOTES:**

- UNCLASSIFIED EXCAVATION MEASURED FOR PAYMENT WILL BE LIMITED TO MATERIAL WITHIN THE PLANNED DESIGN CUT. EXCAVATED MATERIAL OUTSIDE THE PLANNED DESIGN CUT WILL BE CONSIDERED A MATERIAL SOURCE.
- THE EXTENT OF THE NEAT LINE PAY LIMIT FOR UNCLASSIFIED EXCAVATION SHALL BE ALONG A STRAIGHT LINE BEGINNING AT THE OUTER LIMIT OF THE ROCK CATCHMENT WIDTH AND PROJECTED TO THE CREST OF THE EXISTING ROCK AT THE DESIGN CUT SLOPE WHICH INCLUDES ALLOWANCE FOR OFFSET BENCHES AS DESCRIBED IN NOTE 3.
- MAXIMUM ALLOWABLE CONTROLLED BLAST FACE HEIGHT IS 30 FEET PER LIFT. LIMIT WIDTH OF OFFSET BENCHES TO 2 FEET FOR ROCK CUT SLOPES.
- DRILL 3 INCH MIN DIAMETER HOLES AT 5 TO 10 DEGREES ABOVE HORIZONTAL TO A DEPTH OF 20 FEET. DRILL 5 TO 10 FEET ABOVE THE TOE OF DITCH AND ALL INTERMEDIATE BENCHES. SPACE 20 FEET BETWEEN HOLES AND ADJUST LOCATIONS TO INTERCEPT VISIBLE WATER SEEP AND MOIST SPOTS. THERE SHALL BE ONE ROW OF DRAIN HOLES PER 30 FOOT LIFT.
- CLEARING AND GRUBBING LIMITS QUANTITY IS BASED ON THE AREA BETWEEN THE SLOPE CATCH POINTS (INCLUDING CUT SLOPE ZONE 2 IN ROCK CUT AREAS), EXCLUDING AREAS OF EXISTING ROADWAY, DRIVEWAYS, AND PULLOUT AREAS.

ZONE	DESCRIPTION
1	REMOVE ALL OVERBURDEN SOILS 5 HORIZONTAL FEET FROM CREST OF ROCK CUT TO PREVENT VEGETATION GROWTH.
2	IF A 2H:1V SLOPE IS NOT CONSTRUCTIBLE WITHIN THE ROW, EASEMENT, OR PERMITTED LIMITS CUT OVERBURDEN AT 1.5H:1V. IF 1.5H:1V IS NOT CONSTRUCTIBLE WITHIN THE ROW, EASEMENT, OR PERMITTED LIMITS CUT OVERBURDEN AT A 1H:1V. STABILIZE SOIL WITH DITCH LINING PER SECTION 610.
3	CLEAR ALL TREES 10 HORIZONTAL FEET FROM THE SLOPE CATCH POINT OF ZONE 2 OR TO THE ROW OR EASEMENT LINE, WHICHEVER IS CLOSER. LEAVE STUMPS AND ORGANIC MAT IN PLACE

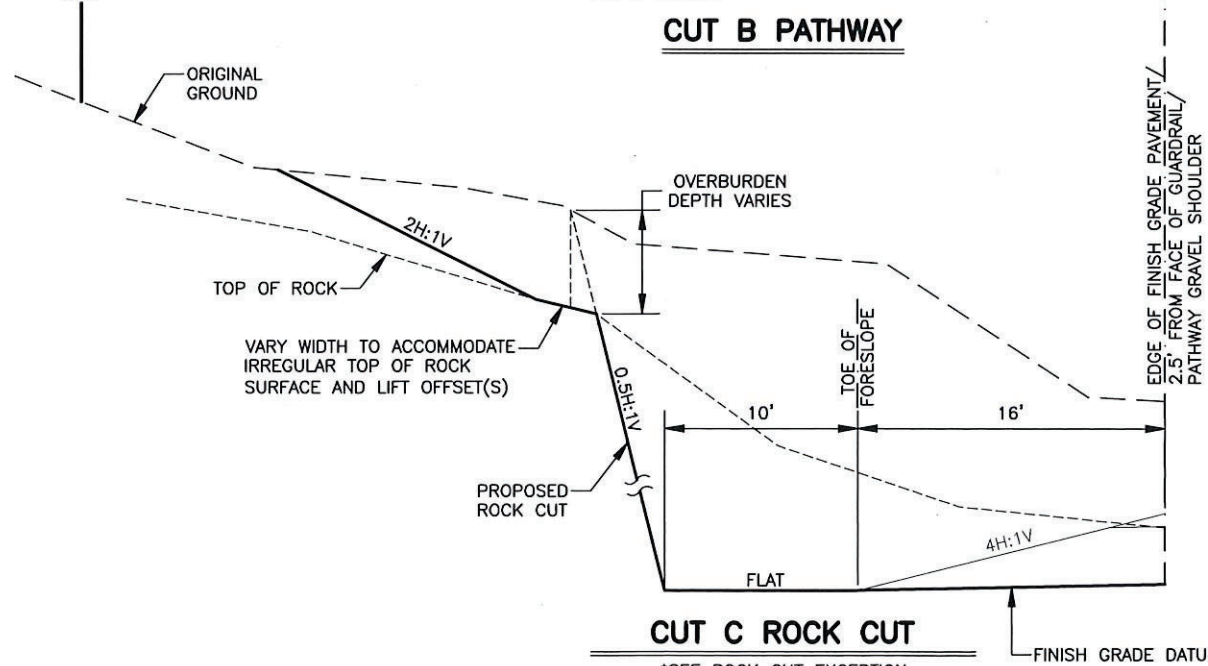
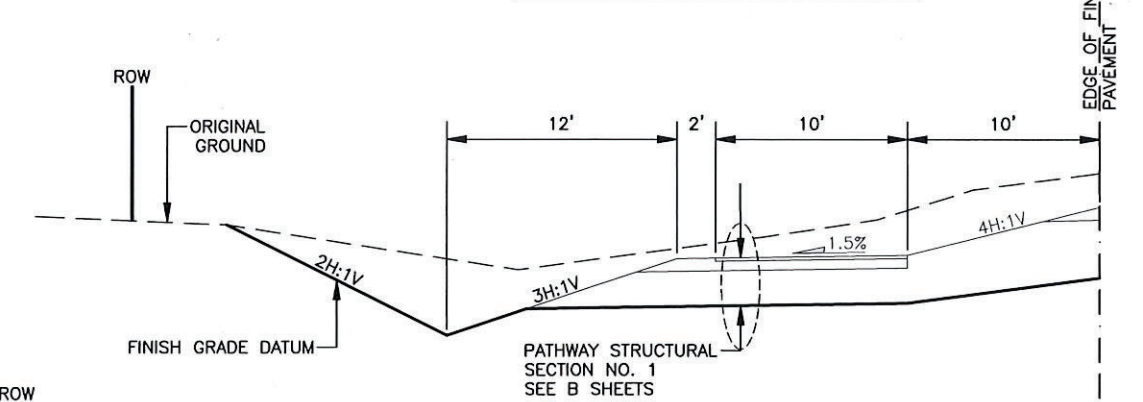
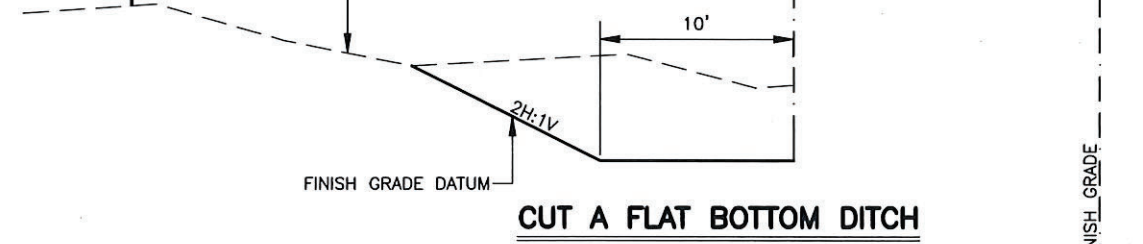
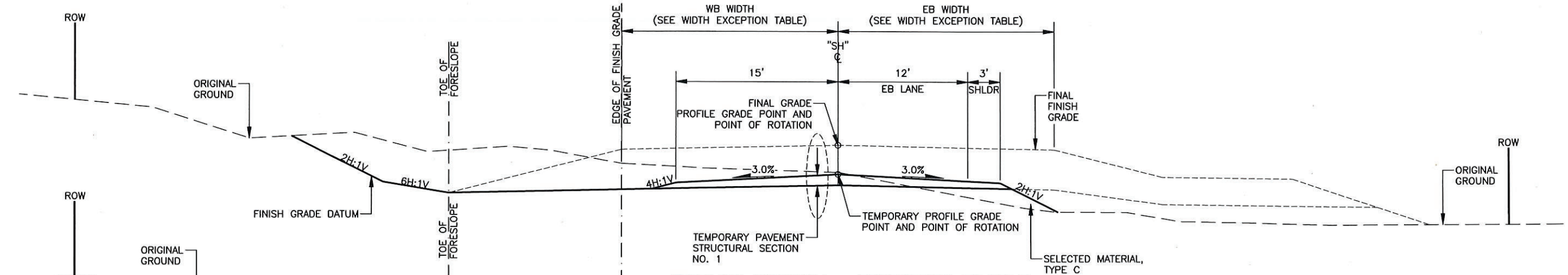
ROCK CUT	OFFSET	FROM STA	TO STA	CATCHMENT WIDTH	DESIGN CUT SLOPE	REMARKS
1	RT	674+00	680+60	25	0.25:1	
2	RT	684+00	686+00	20	0.25:1	
3	RT	688+00	694+50	40	0.50:1	
4	A	741+97.50	753+20	20	0.50:1	40-FOOT TRANSITION
	B	753+60	757+20	35	0.25:1	
	C	757+60	759+00	35	0.18:1	
5	A	779+40	780+40	30	0.25:1	20-FOOT TRANSITION
	B	780+60	782+60	20	0.25:1	
6	A	784+20	785+00	20	0.25:1	40-FOOT TRANSITION
	B	785+40	788+00	30	0.25:1	
7	RT	790+60	791+80	30	0.18:1	
8	RT	811+80	816+60	20	0.25:1	
9	RT	822+00	832+20	20	0.25:1	

NOTES:  
 1) ALLOWABLE OFFSET BENCHES (SEE NOTE 3 THIS SHEET) ARE REFLECTED IN PLANS (CUT LIMITS) AND IN SUPPLEMENTAL CROSS SECTIONS.  
 2) ADDITIONAL MATERIAL SOURCES LOCATED AT STATIONS 674+00 TO 710+00 (282,000 CY) AND 776+00 TO 797+00 (200,000 CY) IN SITU.  
 3) ADDITIONAL MATERIAL FOR EMBANKMENT CONSTRUCTION MAY BE OBTAINED FROM DEBRIS FLOW SITES AT STATIONS 948+00 TO 978+00 (91,100 CY) AND 1178+00 TO 1181+00 (67,300 CY). REFER TO SECTION 203 FOR REQUIREMENTS.



STATE OF ALASKA  
 DEPARTMENT OF TRANSPORTATION  
 AND PUBLIC FACILITIES  
**HAINES HIGHWAY RECONSTRUCTION**  
 MILEPOST 12.2 TO 20  
**TYPICAL SECTIONS**

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 CHECKED BY: [ ]  
 DRAFTED BY: [ ]  
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 TIME: [ ]  
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TEMPORARY PAVEMENT STRUCTURAL SECTION NO. 1

WB WIDTH (SEE WIDTH EXCEPTION TABLE) EB WIDTH (SEE WIDTH EXCEPTION TABLE)

15' EB LANE 12' 3' SHLDR

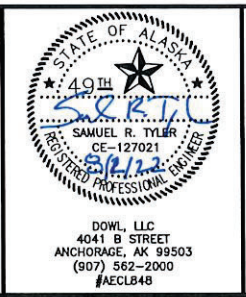
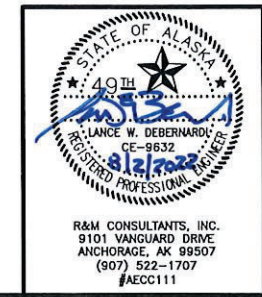
FINAL GRADE PROFILE GRADE POINT AND POINT OF ROTATION

TEMPORARY PROFILE GRADE POINT AND POINT OF ROTATION

SELECTED MATERIAL, TYPE C

WB WIDTH	STATION FROM	STATION TO	REMARKS	EB WIDTH	STATION FROM	STATION TO	REMARKS
20'	"SH" 1259+50.00	"SH" 1372+48.25		32'	"SH" 1259+50.00	"SH" 1408+29.12	
32'	"SH" 1380+29.13	"SH" 1420+78.54		20'	"SH" 1417+01.48	"SH" 1420+78.60	
40'	"SH" 1425+98.66	"SH" 1433+39.15		28'	"SH" 1425+98.75	"SH" 1433+39.06	
32'	"SH" 1438+59.15	"SH" 1537+74.00		20'	"SH" 1438+59.06	"SH" 1659+00.00	
20'	"SH" 1545+54.00	"SH" 1574+36.00		20'	"SH" 2006+45.69	"SH" 2015+54.00	
32'	"SH" 1582+16.00	"SH" 1659+00.00		32'	"SH" 2017+34.00	"SH" 2021+44.00	
32'	"SH" 2006+45.69	"SH" 2010+54.00		20'	"SH" 2022+30.00	"SH" 2026+23.76	
48'	"SH" 2020+94.00	"SH" 2028+00.00		32'	"SH" 2027+02.80	"SH" 2028+00.00	

NOTE:  
 WIDTH EXCEPTION TABLE PROVIDES FULL BUILD ROAD WIDTH TO ESTABLISH EXCAVATION LIMITS AND SLOPE CATCH POINTS FOR GRUBBING EXTENTS.



STATE OF ALASKA  
 DEPARTMENT OF TRANSPORTATION  
 AND PUBLIC FACILITIES

STERLING HIGHWAY MP 45-60;  
 SUNRISE TO SKILAK RD  
 STAGES 3 & 4 EWP

TYPICAL SECTION

DESIGNED BY: LKLVOS/ADRK  
 CHECKED BY: KEK/SAP/ARRH  
 DRAFTED BY: LKLVOS/ADRK  
 XREFS: XR-53610-Border-Det01  
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 LAYOUT: B3  
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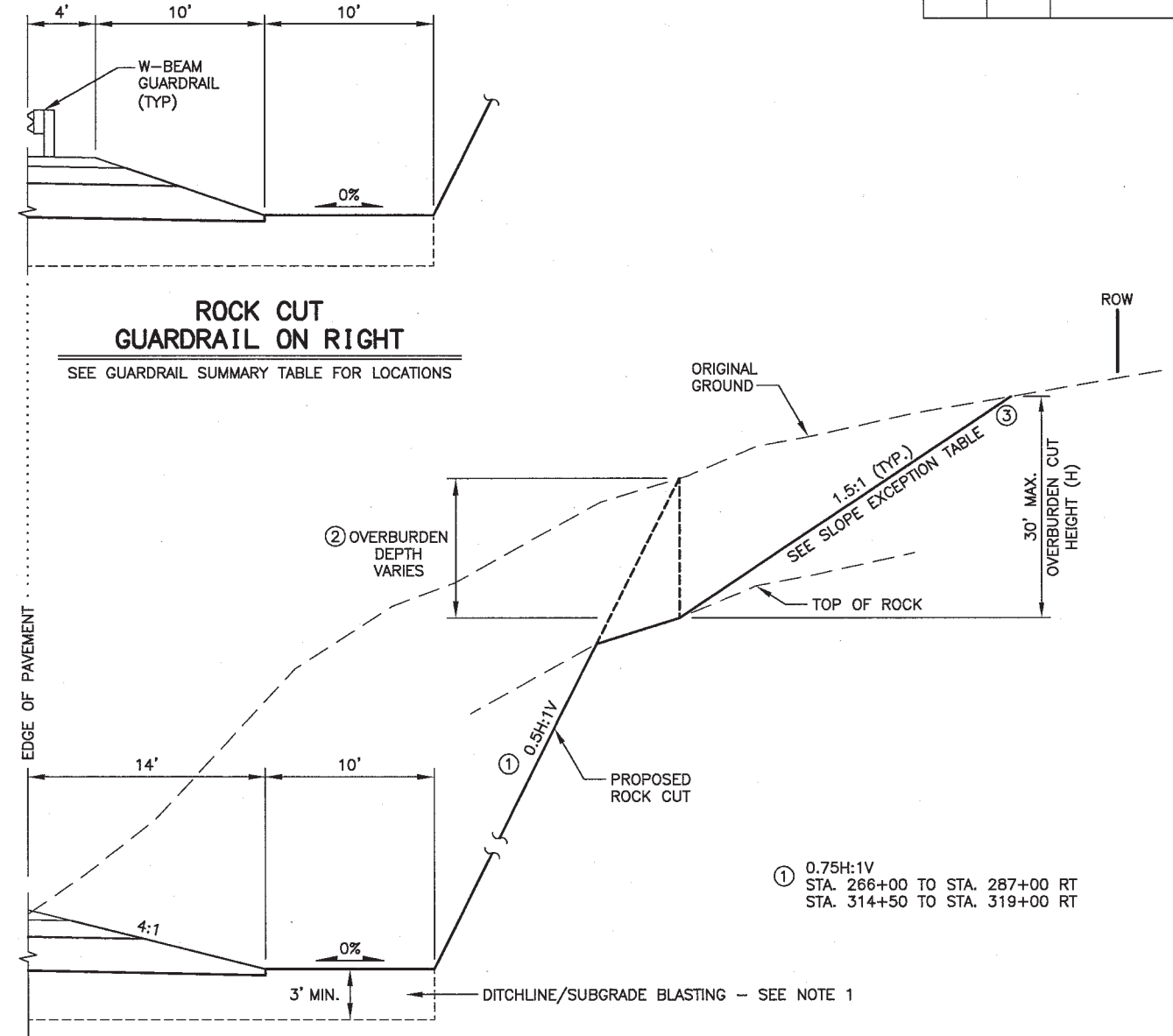
REVISIONS		
NO.	DATE	DESCRIPTION

STATE	PROJECT DESIGNATION	YEAR	SHEET NO.	TOTAL SHEETS
ALASKA	0311032/Z536100000	2021	B3	B5

③

OVERBURDEN CUT HEIGHT (H)	SLOPE	COMMENTS
<30'	1.5:1	SEE NOTE 3
IF H >30' AT 1.5:1	1:1	SEE NOTE 4
IF H >30' AT 1:1	0.75:1	SEE NOTE 4

STATION TO STATION	COMMENTS
162+00 TO 162+65	SEE NOTE 4
166+00 TO 178+50	SEE NOTE 4
180+00 TO 181+75	SEE NOTE 6
182+70 TO 187+75	SEE NOTE 4
191+50 TO 194+00	SEE NOTE 6
194+50 TO 195+25	SEE NOTE 6
196+75 TO 202+50	SEE NOTE 6
247+00 TO 250+50	SEE NOTE 6
251+75 TO 254+75	SEE NOTE 4
259+00 TO 259+50	SEE NOTE 4
262+25 TO 265+50	SEE NOTE 6
266+50 TO 267+75	SEE NOTE 6
271+25 TO 274+50	SEE NOTE 6
274+85 TO 278+00	SEE NOTE 4
284+65 TO 287+00	SEE NOTE 4
315+50 TO 317+65	SEE NOTE 6
319+25 TO 320+85	SEE NOTE 6
321+40 TO 325+25	SEE NOTE 4
326+00 TO 327+35	SEE NOTE 6
327+75 TO 333+20	SEE NOTE 4
334+50 TO 335+25	SEE NOTE 6
338+00 TO 340+00	SEE NOTE 6
345+50 TO 352+85	SEE NOTE 6
359+75 TO 362+75	SEE NOTE 4
363+50 TO 366+00	SEE NOTE 6
369+75 TO 371+25	SEE NOTE 4
376+00 TO 377+75	SEE NOTE 6
380+25 TO 381+25	SEE NOTE 4
383+00 TO 383+75	SEE NOTE 4
386+50 TO 393+75	SEE NOTE 6



**ROCK CUT GUARDRAIL ON RIGHT**  
SEE GUARDRAIL SUMMARY TABLE FOR LOCATIONS

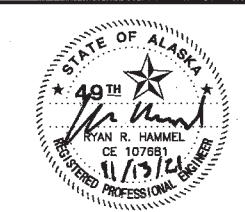
② **ROCK CUT**  
SEE ROCK CUT LOCATIONS AND OVERBURDEN DEPTH TABLE. SEE NOTE 2.

**NOTES:**

1. WIDTH OF DITCHLINE/SUBGRADE BLASTING IS MEASURED FROM THE OUTSIDE EDGE OF FLAT BOTTOM DITCH, TOWARDS THE CENTERLINE.
2. ROCK CUT LOCATIONS AND OVERBURDEN DEPTHS ARE ESTIMATED AND SHALL BE FIELD VERIFIED VIA EXPLORATION PER THE SPECIFICATIONS.
3. ON 1.5:1 SLOPES, INSTALL HIGH PERFORMANCE TURF REINFORCEMENT MAT (HPTRM).
4. ON 1:1 AND 0.75:1 SLOPES, INSTALL HPTRM AND WIRE MESH.
5. SEE STABILIZATION, OVERBURDEN WIRE MESH - PINNED SUMMARY TABLE FOR LOCATIONS.
6. NO OVERBURDEN SLOPE PROTECTION REQUIRED IN AREAS WITH 2:1 SLOPES.
7. AS APPROVED BY THE ENGINEER, IF ROCK IS ENCOUNTERED DURING CONSTRUCTION, ROCK SHALL BE EXCAVATED TO FINISHED GRADE AND NO SLOPE STABILIZATION SHALL BE REQUIRED.

②

STATION TO STATION	OFFSET	DEPTH (FT)
160+00 TO 180+00	RT	3 TO 5
180+00 TO 182+50	RT	3
182+50 TO 183+50	RT	5
183+50 TO 185+00	RT	8
185+00 TO 191+00	RT	8
191+00 TO 196+50	RT	6
196+50 TO 199+00	RT	3
199+00 TO 202+00	RT	7
202+00 TO 206+00	RT	3
220+00 TO 225+00	RT	-
245+00 TO 247+00	RT	-
247+00 TO 263+00	RT	5
263+00 TO 266+00	RT	10
266+00 TO 270+00	RT	5
270+00 TO 278+50	RT	12
279+00 TO 284+00	RT	6
284+00 TO 287+00	RT	4
314+00 TO 317+00	RT	> 5
317+00 TO 319+00	RT	2
319+00 TO 323+00	RT	3
323+00 TO 324+75	RT	12
324+75 TO 328+00	RT	11
328+00 TO 336+50	RT	6
336+50 TO 353+00	RT	5
353+00 TO 360+25	RT	9
360+25 TO 366+00	RT	6
366+00 TO 368+50	RT	9
368+50 TO 371+00	RT	5
374+00 TO 378+00	RT	4
378+00 TO 382+00	RT	9
382+00 TO 393+50	RT	5



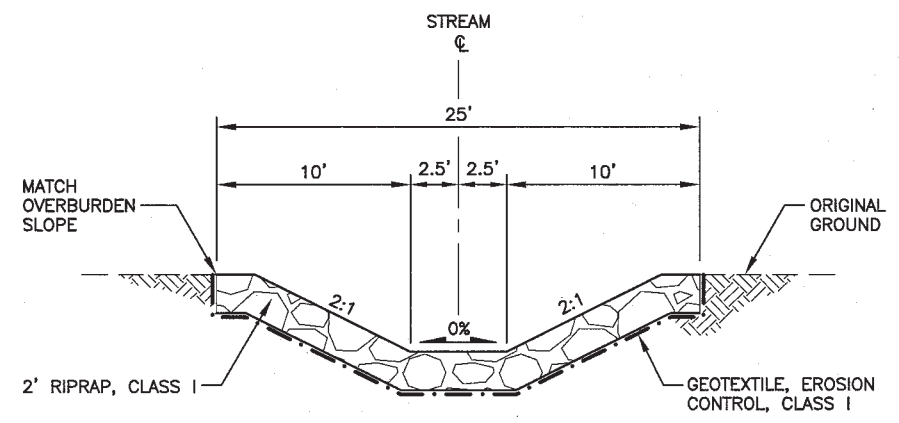
STATE OF ALASKA DOT&PF  
4111 AVIATION AVENUE  
ANCHORAGE, AK 99502  
(907) 269-0590

STATE OF ALASKA  
DEPARTMENT OF TRANSPORTATION  
AND PUBLIC FACILITIES  
**SEWARD HIGHWAY  
MP 17-22.5 REHABILITATION**

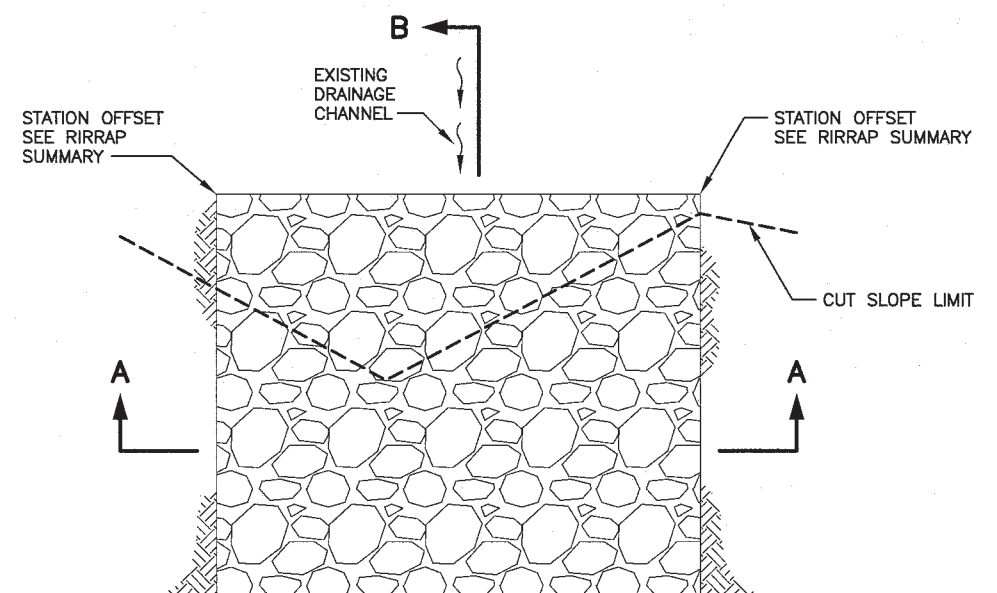
TYPICAL SECTIONS

REVISIONS		
NO.	DATE	DESCRIPTION

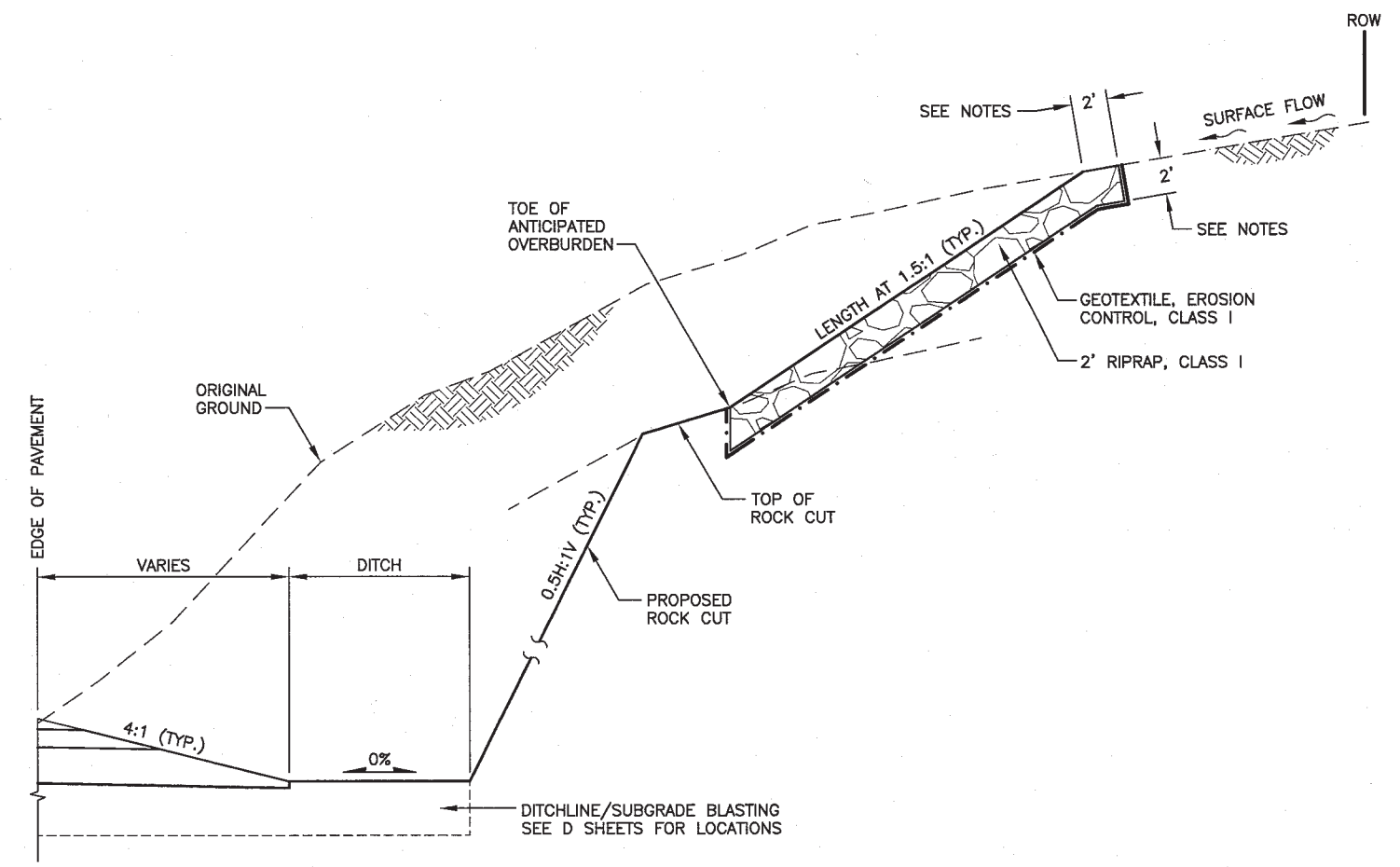
STATE	PROJECT DESIGNATION	YEAR	SHEET NO.	TOTAL SHEETS
ALASKA	0311032/Z536100000	2021	E8	E45



**SECTION A-A**



**PLAN**  
**ROCK GROTTO DETAIL**  
SEE RIRRAP SUMMARY



**SECTION B-B**

**NOTES:**

1. LOCATIONS TO BE FIELD ADJUSTED TO MATCH NEW STREAM LOCATIONS AS APPROVED BY THE ENGINEER. KEY IN RIPRAP AT THE TOE OF GROTTO.
2. WHERE BEDROCK IS ENCOUNTERED, NO RIPRAP IS NECESSARY. STABILIZE SLOPE AS DIRECTED BY THE ENGINEER.
3. SLOPES MAY VARY. SEE TYPICAL SECTIONS AND EXCEPTION TABLES.
4. WHERE OVERBURDEN SLOPES ARE 1:1 OR GREATER, INSTALL WIRE MESH PER PLAN, SPECIFICATION, AND MANUFACTURER'S RECOMMENDATIONS.
5. ADJUST WIDTH AT NEW STREAM LOCATIONS AS APPROVED BY THE ENGINEER.
6. EXTEND RIPRAP AND EROSION CONTROL GEOTEXTILE ON SATURATED SLOPES ADJACENT TO ROCK GROTTOS AS DIRECTED BY THE ENGINEER.

DRAWING LOCATION: w:\Projects\seward hwy mp 17-22.5 rehabilitation - 53610\Civ3D\16\Plansee\53610\_E08\_Rock Grotto Details.dwg  
 DATE TIME: 11/9/2021 8:08 AM  
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 SCALE: 1" = 5'  
 DESIGNED BY: KCS/ZDK  
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 DRAFTED BY: ZDK/VJS



STATE OF ALASKA  
DEPARTMENT OF TRANSPORTATION  
AND PUBLIC FACILITIES

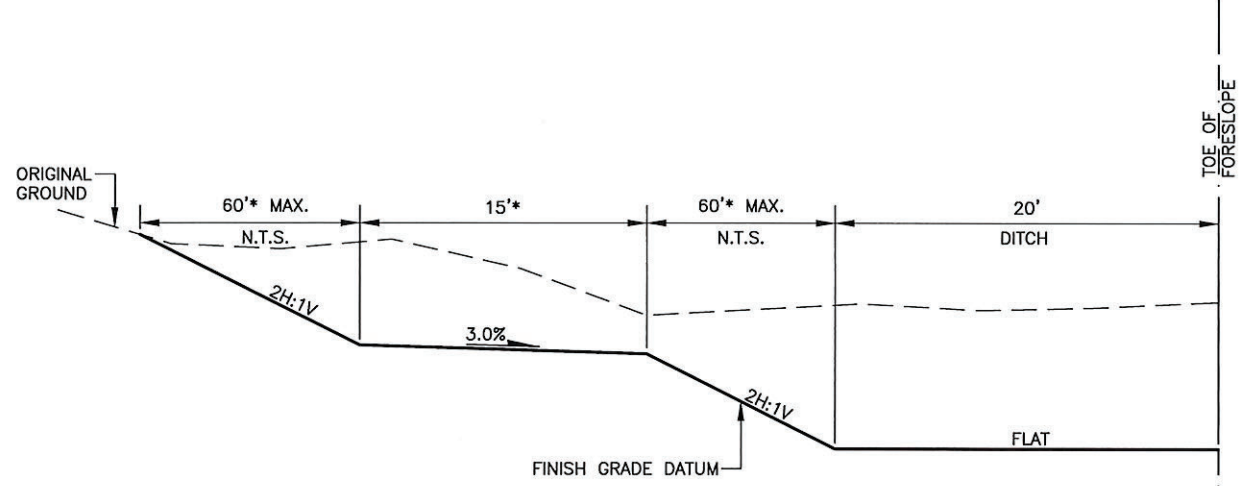
**SEWARD HIGHWAY  
MP 17-22.5 REHABILITATION**

**ROCK GROTTO DETAILS**

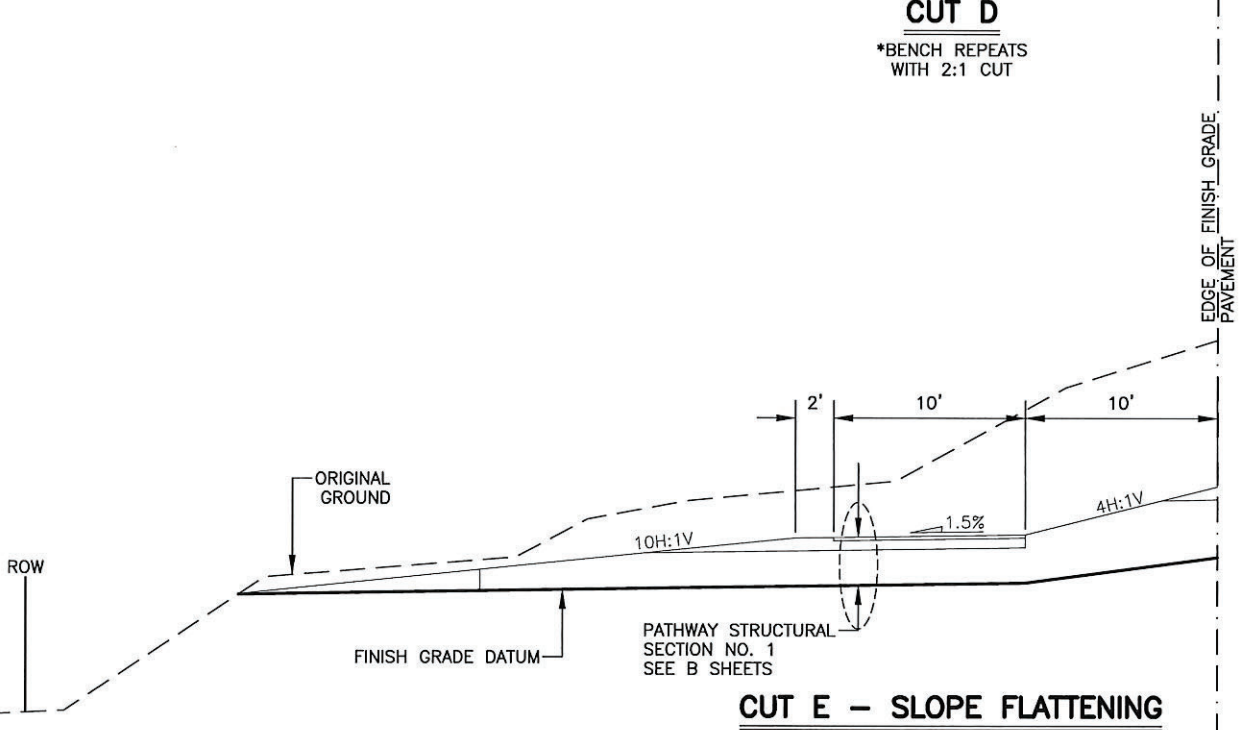
STATE OF ALASKA DOT&P  
4111 AVIATION AVENUE  
ANCHORAGE, AK 99502  
(907) 269-0590

NO.	DATE	REVISION	STATE	PROJECT DESIGNATION	YEAR	SHEET NO.	TOTAL SHEETS
			ALASKA	0A33032/CFHWY00895	2022	EWP	
						BT3	BT9

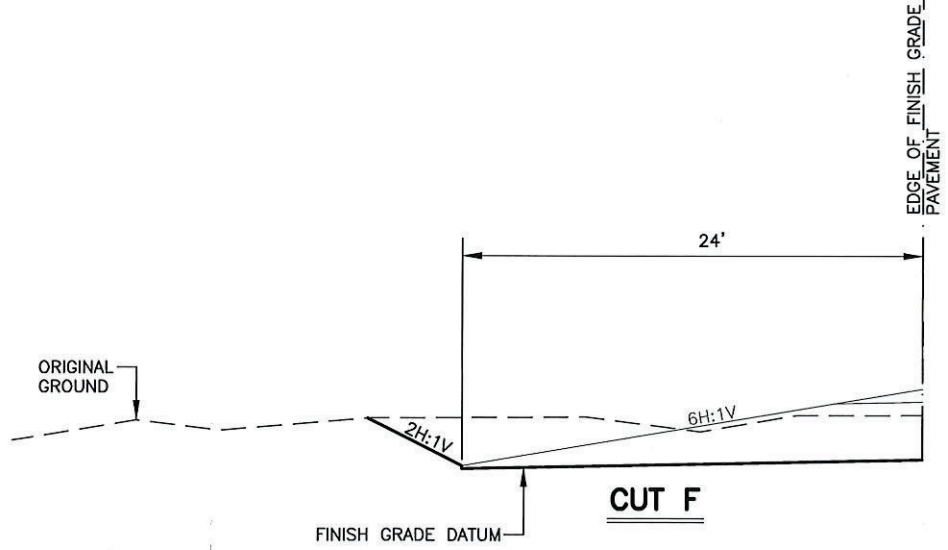
DESIGNED BY: \_\_\_\_\_  
 CHECKED BY: \_\_\_\_\_  
 DRAFTED BY: \_\_\_\_\_  
 SCALE: 1" = 5'  
 TIME: 1:36 PM  
 DATE: 6/17/2022  
 DRAWING LOCATION: C:\DOWL\_PW\0392097\14000\_BT01\_TYP-EWP.DWG



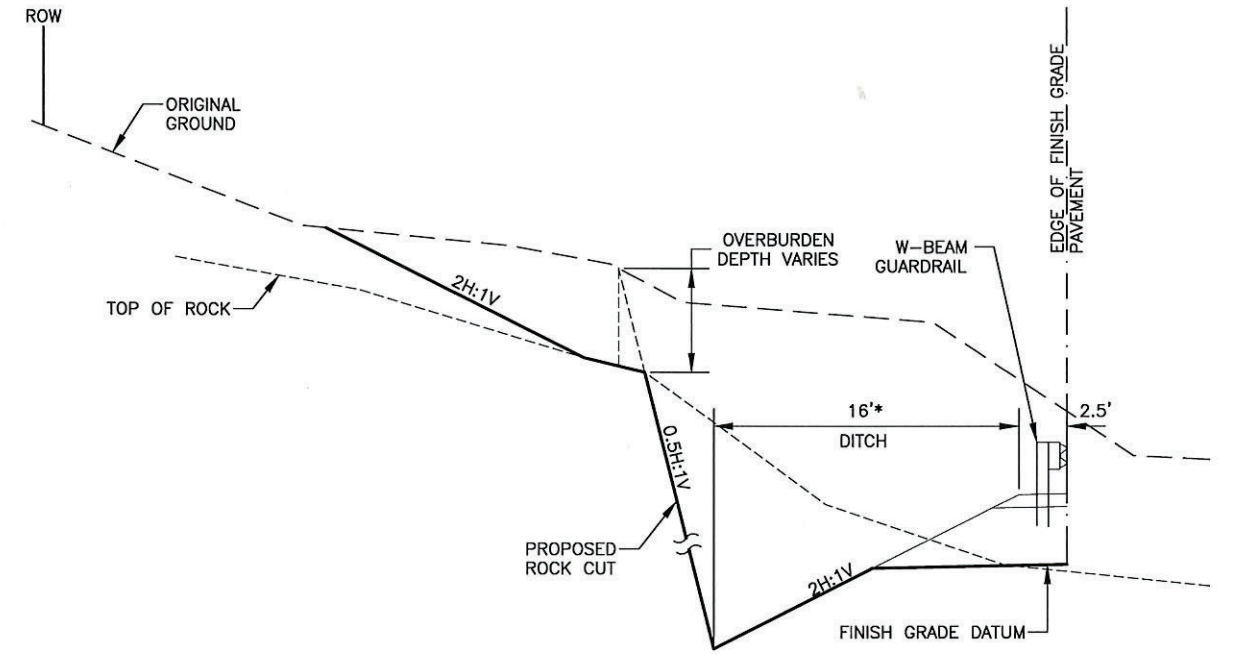
**CUT D**  
 \*BENCH REPEATS WITH 2:1 CUT



**CUT E - SLOPE FLATTENING**

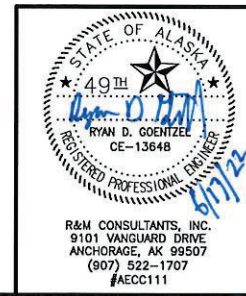


**CUT F**



**CUT G**

\*WIDTH VARIES. SEE SHEET F38 FOR DITCH ELEVATIONS AND OFFSETS



STATE OF ALASKA  
 DEPARTMENT OF TRANSPORTATION  
 AND PUBLIC FACILITIES  
**STERLING HIGHWAY MP 45-60;  
 SUNRISE TO SKILAK RD  
 STAGES 3 & 4 EWP**  
 TYPICAL SECTION

R&M CONSULTANTS, INC.  
 9101 VANGUARD DRIVE  
 ANCHORAGE, AK 99507  
 (907) 522-1707  
 #AEC111

DOWL, LLC  
 4041 B STREET  
 ANCHORAGE, AK 99503  
 (907) 562-2000  
 #AEC1648



HAINES BOROUGH, ALASKA  
P.O. BOX 1209  
HAINES, AK 99827  
(907) 766-6400 FAX (907) 766-2716

Glacier Construction Inc., dba Southeast Road Builders  
[rschnabel@colaska.com](mailto:rschnabel@colaska.com)

November 2<sup>nd</sup>, 2023

Re: Conditional Use Permit #23-87, Resource Extraction | October 23<sup>rd</sup>, 2023 Planning Commission Meeting | Site A: C-LTR-04-0090/0700/0010, Site B: C-LTR-04-1000/2940/0900/0800 | Waterfront Industrial Zone

Thank you for submitting a conditional use permit to perform resource extraction activity at the above listed location. Your application has been approved by the Planning Commission per plans submitted and the conditions listed below under the definition "Resource Extraction" which is a Conditional Use in the Waterfront Industrial Zone per Haines Borough Code (HBC) 18.70.040.

If you wish to appeal the Planning Commission's decision on this application, you must file an appeal in writing with the Borough Clerk within ten business days of the date of this letter.

**EXPIRATION: November 2<sup>nd</sup>, 2028**

This permit is valid for five years.

**CONDITIONS:**

1. Provide design and engineering for resource extraction in Hazard Areas. Provide a copy of plans to the Borough prior to working:
  - a. Within the stream's one percent floodway,
  - b. On slopes greater than 30 percent.
2. Submit a reclamation plan, developed and sealed by a professional engineer, for Planning Commission review that addresses the final conditions of site, including:
  - a. Relation to adjoining land forms and drainage features,
  - b. Relation of reclaimed site to planned or established uses of the surrounding area,
  - c. Demonstration that the final land form will have a viable land use compatible with land use trends in the surrounding area,
  - d. Relation of reclaimed site to initial site conditions including land use, vegetation, soils, geology and hydrology;
  - e. Work to maintain the existing waterfront view shed.
3. Contact the United States Fish & Wildlife Service approval for all work within 660-feet of an eagles nest; or to perform blasting operations within ½ mile of an eagles nest. Email: [ak\\_fisheries@fws.gov](mailto:ak_fisheries@fws.gov)
4. Provide a copy of State approval for legal access to Site A before beginning any work at this location. Coordinate access, traffic plans, and roadway maintenance during resource extraction with the State of Alaska's Department of Transportation & Public Facilities Southcoast Region Right-of-Way office. Contact Michael Schuler, email: [michael.schuler@alaska.gov](mailto:michael.schuler@alaska.gov).



5. Provide for the control of runoff during and after construction. All roads and parking areas shall be designed to alleviate or avoid runoff into public streets or adjoining lots and to protect rivers, lakes and streams from pollution. Developers may be required to provide for the conservation of natural features such as drainage basins and watersheds, and provide for land stability.
6. No significant negative impacts on the surrounding properties are allowed. Including excessive noise, fumes or odors, glare, smoke, light, vibration, dust, litter, or interference in any radio or television receivers off the premises, or cause significant line voltage fluctuation off the premises or be unsightly or become a nuisance as defined in HBC 8.12.020(I).
7. This permit does not relieve the owner or authorized representative to comply with the provisions of federal, state or local regulations applicable to the activity.
8. Coordinate with the Alaska Marine Highway System for blasting within 2 hours of ferry arrivals and departures.
9. Provide a copy of all plans and Storm Water Pollution Prevention Plans to the Borough before implementation of the project.

Per the requirements of Haines Borough Code 18.30.010 (I), this permit is consistent with the comprehensive plan, its uses are harmonious with other activities allowed in the zone, and the development will not disrupt the character of the neighborhood.

Please do not hesitate to contact our office with any questions, comments, or concerns,



Andrew Conrad, Planner  
Planning & Zoning, Assessment & Planning Department  
(office) 907-766-6412 | [planner@haines.ak.us](mailto:planner@haines.ak.us)

Ec: [dlaframboise@colaska.com](mailto:dlaframboise@colaska.com)  
[TJMASON@COLASKA.COM](mailto:TJMASON@COLASKA.COM)

Attachments:

1. Permit Application, Site Plan



# Haines Borough

Planning and Zoning  
 103 Third Ave. S., Haines, Alaska, 99827. Box 1209  
 (907) 766-6401 \* Fax: (907) 766-2716

## APPLICATION FOR CONDITIONAL USE PERMIT

Permit#: 23-87

Date: \_\_\_\_\_

Use this form for approval by the Planning Commission. **\$150 non-refundable application fee**

<b>I. Property Owner/Agent</b>		<b>Owner's Contractor(If Any)</b>	
Name: Glacier Construction Inc. dba Southeast Road Builders		Name:	
Mailing Address: HC 60 Box 4800, Haines Hwy Haines, AK 99827		Haines Borough Business License #:	
Contact Phone: (907) 766-2833		Alaska Business License #:	
Fax: (907) 766-2832 rschnabel@colaska.com		Contractor's License #:	
E-mail: dlaframboise@colaska.com		Mailing Address:	
		Contact Phone:	
		Fax:	
		E-mail:	
<b>II. Property Information</b>			
Size of Property: Approx. 27 Acres total; Site A = 5.2 Acres, Site B = 21 Acres			
Property Tax #: SITE A: C-LTR-04-0090, C-LTR-04-0700, and C-LTR-04-0010 SITE B: C-LTR-04-1000, C-LTR-04-2940, C-LTR-04-0900, and C-LTR-04-0800			
Street Address: See attached Site Maps; Approx. MP 4 Lutak Road			
Legal Description: Lot (s) _____ Block _____ Subdivision _____			
<b>OR</b>			
Parcel/Tract _____ Section _____ Township _____ Range _____			
[Attach additional page if necessary.] See attached Site Maps			
Zoning: <input type="checkbox"/> Waterfront <input type="checkbox"/> Single Residential <input type="checkbox"/> Rural Residential <input type="checkbox"/> Significant Structures Area <input type="checkbox"/> Rural Mixed Use <input type="checkbox"/> Multiple Residential <input type="checkbox"/> Heavy Industrial <input checked="" type="checkbox"/> Waterfront Industrial <input type="checkbox"/> Commercial <input type="checkbox"/> Industrial Light Commercial <input type="checkbox"/> Recreational <input type="checkbox"/> Mud Bay Zoning District <input type="checkbox"/> Lutak Zoning District <input type="checkbox"/> General Use			
<b>III. Description of Work</b>			
<b>Type of Application</b> (Check all that apply) <input type="checkbox"/> Residential <input type="checkbox"/> Commercial  _____ sq. ft.  _____ seating capacity if eating/drinking establishment <input checked="" type="checkbox"/> Industrial <input type="checkbox"/> Church <input type="checkbox"/> Other _____	<b>Project Description</b> (Check all that apply) <input type="checkbox"/> Single Family Dwelling <input type="checkbox"/> Change of Use <input type="checkbox"/> Multi-Family Dwelling Total # of Units _____ <input type="checkbox"/> Cabin <input type="checkbox"/> Addition <input type="checkbox"/> Accessory Structure <input checked="" type="checkbox"/> Other <u>Resource Extraction</u> _____	<b>Water Supply</b> Existing or Proposed <input checked="" type="checkbox"/> None <input type="checkbox"/> Community well <input type="checkbox"/> Private well <input type="checkbox"/> Borough Water System <input type="checkbox"/> Other _____	<b>Sewage Disposal</b> Existing or Proposed <input checked="" type="checkbox"/> None <input type="checkbox"/> Septic Tank <input type="checkbox"/> Holding Tank <input type="checkbox"/> Borough Sewer System <input type="checkbox"/> Pit Privy <input type="checkbox"/> Other _____

Per HBC 13.08.100 and 18.60.010, If a property on which a use is proposed is within 200 feet of an existing, adequate public water and/or sewer system, the developer shall be required to connect to the public systems. Failure to connect will result in a minor offense subject to penalties.

Valuation of Work: \$100,000

Current use of adjacent properties: See attached for more information; Zoned Waterfront Industrial Use, Vacant State Land, Inactive Timber Mill Site, Ferry Terminal, AML Dock, Fuel Terminal

Attach the following documents to the permit application:

Site plan (see Attachment A) showing lot lines, bearings and distances, buildings, setbacks, streets, etc.

PREAPPLICATION (Required)

Pre-application Conference Date: 8/10/2023

Prior to submission of an application, the developer shall meet with the manager for the purpose of discussing the site, the proposed development and the conditional use permit procedure. The manager shall discuss these matters with the developer with special attention to policies and approval criteria that may pose problems or constraints on the site or the proposed development activity and policies or approval criteria that may create opportunities for the developer.

APPLICATION

Please provide a written narrative explaining how your project will meet the following requirements. You may use the space provided on this form or attach your answers. A variance may only be granted if the Planning Commission finds that these six standards are met.

1. The use is so located on the site as to avoid undue noise and other nuisances and dangers.

Describe what safeguards are being provided (i.e. setbacks or buffers) to meet the condition.

Referenced Sections:

Section V. Site Conditions, Paragraph D, G  
Section VI. Methods

2. Explain how the development of the use is such that the value of the adjoining property will not be significantly impaired.

Referenced Sections:

Section II. Site Features & Zoning  
Section V. Site Conditions, Paragraphs G

3. Explain how the size and scale of the use is such that existing public services and facilities are adequate to serve the proposed use.

Referenced Sections:

Section V. Site Conditions, Paragraph B, C

4. Describe how or why the specific development scheme of the use is consistent and in harmony with the comprehensive plan and surrounding land uses.

**Referenced Sections:**

**Section II. Site Features & Zoning**  
**Section VIII. Comprehensive Plan**

5. Explain how the granting of the conditional use will not be harmful to the public safety, health or welfare.

**Referenced Sections:**

**Section V. Site Conditions, Paragraph A, B, F**

6. Describe the safeguards that will be provided so that the use will not significantly cause erosion, ground or surface water contamination or significant adverse alteration of fish habitat on any parcel adjacent to state-identified anadromous streams.

**Referenced Sections:**

**Section V. Site Conditions, Paragraph E, F**  
**Section VII. Reclamation Plan**


**NOTICE**

Per HBC 18.50.040, Comments received from property owners impacted by the proposed development will be considered and given their due weight. Additionally, the Planning Commission may impose one or more of the following conditions:

1. Development Schedule. The conditions may place a reasonable time limit on construction activity associated with the development, or any portion thereof, to minimize construction-related disruption to traffic and neighbors, to ensure that lots are not sold prior to substantial completion of required public improvements, or to implement other requirements.
2. Use. The conditions may restrict the use of the development to specific uses indicated in the approval.
3. Owner's Association. The conditions may require that if a developer, homeowner or merchant association is necessary or desirable to hold or maintain common property, that it be created prior to occupancy.
4. Dedications. The conditions may require conveyances of title, licenses, easements or other property interests to the public, to public utilities, or to the homeowners association. The conditions may require construction of public utilities or improvements to public standards and then dedication of public facilities to serve the development and the public.
5. Construction Guarantees. The conditions may require the posting of a bond or other surety or collateral (which may provide for partial releases) to ensure satisfactory completion of all improvements required by the commission.
6. Commitment Letter. The conditions may require a letter from a utility company or public agency legally committing it to serve the development if such service is required by the commission.
7. Covenants. The conditions may require the recording of covenants or other instruments satisfactory to the borough as necessary to ensure permit compliance by future owners or occupants.
8. Design. The conditions may require the adoption of design standards specific to the use and site.

IV. CERTIFICATION

I hereby certify that I am the owner or duly authorized owner's agent, that I have read this application and that all information is correct. I further certify that I have read, understand and will comply with all of the provisions and permit requirements outlined hereon. I also certify that the site plan submitted is a complete and accurate plan showing any and all existing and proposed structures on the subject property and that the use will comply with all required conditions and specifications, will be located where proposed and when developed, will be operated according to the plan as submitted. All contract work on this project will be done by a contractor holding valid licenses issued by the State of Alaska and the Haines Borough. **I am aware that if I begin construction prior to receiving permit approval, I will be assessed a \$250.00 "After-the-Fact" fee.**

  
 Roger Schnabel, Area Manager  
 Owner or Agent

8/24/2023  
 Date

PROVISIONS: The applicant is advised that issuance of this permit will not relieve responsibility of the owner or owner's agents to comply with the provisions of all laws and ordinances, including federal, state and local jurisdictions, which regulate construction and performance of construction, or with any private deed restrictions.

**Office Use Only Below This Line**

Non-Refundable Application Fee \$ <u>150.00</u>		Information/Documentation			
Payment Method: <u>Credit Card</u>		Req'd	Rec'd		
Receipt #: <u>053247</u>		<input type="checkbox"/>	<input type="checkbox"/> State Fire Marshal		
Received By: <u>TOLSON</u>		<input type="checkbox"/>	<input type="checkbox"/> State DEC		
Date: <u>8.23.2023</u>		<input type="checkbox"/>	<input type="checkbox"/> Variance/Conditional Use Permit		
		<input type="checkbox"/>	<input type="checkbox"/> Sign Permit		
Zoning	Bldg. Height	Lot Coverage %	Const. Type	Occupancy	# Stories
If Application is Complete: <input type="checkbox"/> Yes <input type="checkbox"/> No					
Notified Via: _____			Notified By: _____		
Date: _____					
If yes,			If no,		
Approved By: _____ <small>Planning Commission Chairman</small>			Denied By: _____ <small>Planning Commission Chairman</small>		
Permit ID #: _____			Date: _____		
Permit Effective Date: _____			Reason: _____		
Approval Special Requirements: This application meets all applicable Borough policies and a permit is issued, conditional on the <b>substantial completion of construction within two</b> years and the following special requirements:					

Notice of Right to Appeal: All decisions of the Borough Officials are appealable per HBC 18.30.050

**ATTACHMENT A**

**SITE PLAN REQUIREMENTS**

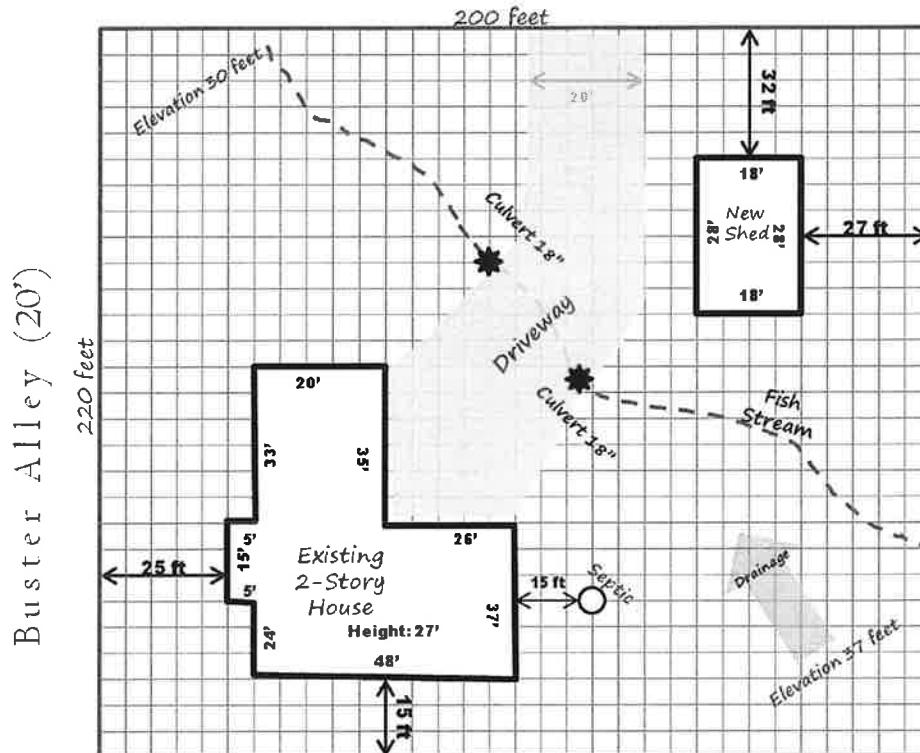
1. Drawing showing dimensions of all buildings, including elevations, of lot on which activity/use/construction is planned.
2. Existing streets, alleys, sidewalks, driveways, easements, including widths.
3. Existing buildings/structures on the property, their location, dimension and proximity to lot lines or other structures. (Measured from closest point on structure to other lot lines, structures, etc.)
4. Proposed construction—including location, dimensions, and proximity to lot lines or other structures. (Measured from closest point on structure to other lot lines, structures, etc.)
5. Existing and proposed non-building improvements, including surface water drainage plan, driveway placement, culvert(s), off street parking (location and dimensions), on-site water and/or wastewater handling systems.
6. Shore lines, steep slopes, or other evidence of natural hazards.
7. If zero lot line construction proposed, show plan for handling snowdrop onto adjoining properties.

**It is strongly recommended that an as-built survey be performed prior to submittal of the application.**

EXAMPLE SITE PLAN

*John Doe Property Tax ID X-XXX-XX-XXXX*

Ripinsky Street (60')



## APPROVAL CRITERIA

See HBC 18.60.010 for more information.

- A. **Plans.** The proposal is substantially consistent with the borough comprehensive plan and other applicable borough-adopted plans.
- B. **Reviewing Parties.** Due deference has been given to the comments and recommendations of reviewing parties.
- C. **Fire Safety and Emergency Access.** As determined by the State Fire Marshal or the borough fire chief.
- D. **Access.** All lots on which development is planned are required to have legal road access completed to borough standards.
- E. **Traffic.** The proposed use shall not overload the existing street system with traffic or result in unsafe streets or dangers to pedestrians.
- F. **Public Maintenance.** The proposed use shall not significantly increase the impact on the surrounding area from glaciation or drifting snow and shall not create significantly increased difficulty for snow removal or street maintenance.
- G. **Foundation.** All buildings intended for residential or commercial use shall be placed on a permanent foundation.
- H. **Parking.** See parking requirements in HBC 18.80.040.
- I. **Utilities.** If property on which a use is proposed is within 200 feet of an existing, adequate public water and/or sewer system, the developer shall be required to connect to the public systems. All regulations of the State Department of Environmental Conservation pertaining to water extraction and wastewater disposal, as well as the requirements of HBC 13.04.080(G) pertaining to on-site wastewater disposal, shall apply.
- J. **Drainage.** The applicant for a proposed use shall provide for the control of runoff during and after construction. All roads and parking areas shall be designed to alleviate or avoid runoff into public streets or adjoining lots and to protect rivers, lakes and streams from pollution. Developers may be required to provide for the conservation of natural features such as drainage basins and watersheds, and provide for land stability.
- K. **Walkways, Sidewalks and Bike Paths.** Easements for pedestrian access or bicycle paths may be required where shown by the borough to be necessary to provide reasonable circulation or access to streams, lakes, tidewater, schools, playgrounds, transportation facilities or other public facilities.
- L. **Construction Guarantees.** The borough may require the posting of a bond or other surety approved by the assembly to ensure that all required and necessary improvements are constructed as approved. The surety may provide for partial releases upon acceptance of the improvement by the borough.
- M. **Peak Use.** The peak use characteristics are the same as surrounding uses or other uses allowed in the zone.
- N. **Off-Site Impacts.** The proposed use shall not have significant negative impacts on the surrounding properties, including excessive noise, fumes or odors, glare, smoke, light, vibration, dust, litter, or interference in any radio or television receivers off the premises, or cause significant line voltage fluctuation off the premises or be unsightly or become a nuisance as defined in HBC 8.12.020(I). Buffering may be required to alleviate impacts between residential and nonresidential uses. The owner of the property upon which the buffering is constructed is responsible for the maintenance of the buffering in a condition that will meet the intent of this criteria.
- O. **Habitat.** A reclamation or landscaping plan may be required as a condition of approval of any use within 100 feet of a state-identified anadromous stream. The purpose of the reclamation or landscaping plan includes the control of dust, soil erosion, water runoff and siltation which otherwise would be generated on the lot and affect the surrounding area.
- P. **Anadromous Fish Stream Setbacks.** All development along state-identified anadromous fish streams will be consistent with the Haines coastal zone management program. Unless approved by variance, no development shall occur within 25 feet of the banks of anadromous fish streams, designated as such by the Alaska Department of Fish and Game. Variances from this requirement may be granted by the commission based upon the unique conditions of individual properties, the proposed development, and the recommendations of a qualified fisheries biologist.
- Q. **Open Space and Facilities.** The developer may be required to dedicate land for open space, drainage, utilities, access, parks or playgrounds. Any dedication required by the commission must be based on a written finding that the area is necessary for public use or safety and the dedication is in compliance with adopted municipal plans and policies.
- R. **Historic Resources.** The proposed use shall not adversely impact identified historic resources prior to the assessment of that resource by the borough or state. Uses located within the significant structures area must comply with the specific approval standards of this chapter. See also HBC 18.60.020 (G) and HBC 18.70.050, Historic Building Districts.
- S. **National Flood Plain Regulations.** All permits shall be reviewed for compliance with HBC 18.120, Flood Plain Regulations.
- T. **Hazard Areas.** Development which is not designed and engineered to mitigate the risk of loss of life or property is prohibited in the following hazard areas: (1) The one percent floodway of all rivers and streams; (2) Avalanche outfall areas; (3) Within 500 feet of a major fault; (4) Slopes greater than 30 percent; (5) Within 300 feet of a wildfire chute; (6) Rock and mudslide areas.
- U. **Waterfront.** The following requirements apply in all waterfront zones:
  - (1) For residential use, setbacks shall be the same as those required in the residential zone. All other uses shall be required to set back 10 feet from lot lines adjacent to every street and alley and five feet from all other lot lines; (2) Public access to the waters of Portage Cove is required to be included in all permits for development on land adjacent to Portage Cove.

## **SPECIAL APPROVAL CRITERIA MAY APPLY**

See HBC 18.60.020 for more information.



## **OPERATIONS PLAN**

### **Lutak Road Property**

### **Conditional Use Permit Application**

Prepared for:

Haines Borough  
103 Third Ave. S  
PO Box 1209  
Haines, AK

**August 2023**



## I. SITE DESCRIPTION

The proposed project consists of a total of approximately 27 acres of land located 4 miles North of downtown Haines along Lutak Road. Site Maps can be found in Appendix A.

Site A, totaling 5.2 acres, is entirely located on the uplands side of Lutak road and consists of parcels C-LTR-04-0090, C-LTR-04-0700, and C-LTR-04-0010. Site B, totaling 21 acres, is located on the uplands and lowlands side, divided by Lutak Road and consists of parcels C-LTR-04-1000, C-LTR-04-2940, C-LTR-04-0900, and C-LTR-04-0800. The proposed parcels are in ownership of Glacier Construction dba. Southeast Road Builders.

## II. SITE FEATURES & ZONING

The proposed parcels are zoned Waterfront Industrial Use. Site A is comprised of undeveloped parcels made up of dense Spruce Forest. Adjacent parcels are vacant lots owned by the State of Alaska, zoned Waterfront Industrial, and Heavy Industrial Use. Site B is comprised of a developed pit site and provides existing access to the Lutak Inlet via boat ramp. Adjacent parcels consist of a timber mill site owned by Chilkoot Lumber Company to the West and vacant State of Alaska land, all zoned Waterfront Industrial Use.

The proposed development is in alignment with the use of adjoining properties. The site is located near the Alaska Marine Lines dock, timber mill site, and ferry terminal which is a heavy industrial use area. There is existing truck traffic to and from the AML yard and to the stockpile site located on Site B.

## III. EXISTING PERMITTING & USE

The existing sites are currently being developed under Site Development Permits #23-33 and #23-42, issued on May 23<sup>rd</sup>, 2023, and Land Use Permit #23-71, issued on August 14, 2023. Existing permitted development consists of clearing, grubbing, and grading of the sites. Permitted activity on Site B also consists of bulk material storage and aggregate transloading.

The existing sites are permitted with a ADEC MSGP SWPPP Permit # AKR06AB42.

Initial site development, including clearing, grubbing, and grading of the site began on Site B in June 2023 and is nearly complete. Clearing, grubbing, and grading of Site A is anticipated to begin in Fall 2023. Southeast Roadbuilders began using Site B for bulk material storage and aggregate transloading in August 2023. The proposed resource extraction is anticipated to begin in Fall 2023, or as soon as all applicable permits are approved. These sites are potential future sources of materials for local improvement projects beginning in Spring of 2024, therefore timing of development is critical.

## IV. PROPOSED USE

Southeast Road Builders is proposing to use the referenced parcels as a material source and is pursuing a conditional use permit with the Haines Borough to perform resource extraction.

Initial exploration of Site B reveals that the soil primarily consists of coarse grained gravel and sand. Proposed use includes mobilization of a wash plant and crusher unit to process material onsite, reducing truck traffic from the site to the existing processing facilities at 4.5 Mile Haines Highway. A staging area on the North side of Lutak Road has been developed to stockpile and process materials. This area will be used to stage equipment, process, and stockpile materials. The area to the South of Lutak Road has been cleared, grubbed, and scaled to provide access. Southeast Road Builders is proposing to extract material from this site for use on local State and Borough projects.

Initial site investigation of Site A reveals bedrock to be present below the surface proposing a potential source for rock excavation. Southeast Road Builders is proposing to use this site as a rock source for local improvement projects to provide fill and riprap materials. Rock excavation activities may include drilling, blasting, and crushing operations onsite.

## V. SITE CONDITIONS

A. ACCESS. The parcels that make up Site B are currently accessible via existing access points from previous landowners. Site A has no current access from Lutak Road. Legal access to these parcels is being developed in coordination with the Alaska Department of Transportation (AKDOT&PF). Coordination with the AKDOT&PF will be ongoing throughout the duration of development to ensure compliance with all permits and guidelines. The number of access points will be limited to ensure safety of the travelling public and ensure adequate sight distance for trucks to navigate the roadway. Access will be limited to the public to ensure public safety. Adequate access for fire and emergency vehicles will be maintained at all times.

B. TRAFFIC. Use of these sites will limit truck traffic from Southeast Road Builders current material source at 4.5-mile Haines Highway to the proposed site. This will significantly limit truck traffic through the Haines townsite. The safety of the public and impact on the existing two-lane paved roadway has not been significantly effected by the truck traffic from adjacent operations or material stockpiling operations that have previously taken place. Trucking operations are not anticipated to significantly differ from existing use.

C. MAINTENANCE. Southeast Road Builders proposes to use street sweepers and water trucks to control and limit dust or debris that may impact public health and safety. The site will have seasonal use limiting any impact for snow removal or winter conditions.

D. LIGHTING & UTILITIES. No permanent lighting is proposed for this development. There are no existing public sanitary sewer or water services onsite. Water will be provided by water truck from a source approved by the ADEC.

E. DRAINAGE. Stormwater control is in compliance with the current ADEC MSGP Permit. The site will be graded to control runoff and prevent sediment from leaving the site. The proposed use includes the installation of culverts to provide adequate drainage through the site and maintain existing drainage ditches. A SWPPP will be maintained throughout the duration of the project. There are no state-identified anadromous streams located on the site.

F. HAZARD AREAS. Proposed work within the one percent floodway includes the installation of culvert pipes to improve the drainage onsite and mitigate the risk of impact on streams and drainage facilities. This will allow for the control of runoff and prevent washouts from any severe weather. Southeast Road Builders is working in cooperation with the

Department of Fish and Game to ensure the protection of fish habitat throughout the duration of development. The DF&G has surveyed the existing streams onsite and has identified them as non-anadromous streams.

The proposed development is within areas that contain steep slopes greater than 30 percent. Once the site development is complete, the area will be stabilized in accordance with the ADEC SWPPP. To mitigate the risk of slope failures, rock benches will be created, and overburden will be sloped back at a 2:1 slope and stabilized with vegetation or rock.

G. NOISE. A natural buffer of 25' will be maintained between the proposed development and the adjacent roadway and properties. The proposed development is in alignment with adjacent property use. The nearest residential dwelling is approximately a mile from the site. Any blasting operations will be completed during the regular hours of operation. Adequate notice of drilling and blasting operations will be given to the public, FAA, and nearby landowners.

## VI. METHODS

The proposed hours of operation for the site will be from 6:00 AM to 6:00 PM. Materials transloading activities may differ outside of normal hours of operation but will not impact residents as all work will be done onsite.

No hazardous material or fuel will be stored onsite. Southeast Road Builders has a service oiler that will mobilize to the site to fuel and grease equipment as needed.

No explosives will be stored onsite, except when they are immediately necessary for blasting operations.

## VII. RECLAMATION PLAN

Throughout the duration of construction, the site will be reclaimed as necessary. Exposed rock faces will be benched with standard 30'-40' lifts. Floors will be graded to promote adequate drainage. Final slopes will be seeded, or rock lined for final stabilization as needed.

A final reclamation plan will be developed as the project progresses.

## VIII. COMPREHENSIVE PLAN

The proposed development is in alignment with the following goals that the Borough has outlined in the current Comprehensive Plan:

A. 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.

There is currently no active rock source to provide riprap material for local improvement projects. Development of this site would provide the opportunity to build on local resources and reduce the need to depend on outside sources for material. The site is currently being used to stockpile material for use at the Greens Creek mine and future use could allow for the extraction and use of this material for the Greens Creek mine and local State and Borough projects. The proposed development would also provide additional employment opportunities for local residents and workers.

*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.*

The proposed use would allow for increased transfer of goods and resources in and out of Haines. The location of the site is optimal for stockpiling of material for transshipment and is located in the vicinity of future proposed local development projects that would benefit from its use by reducing costs and limiting truck traffic through the townsite.

*C. Goal 5. Guide infrastructure and land development to provide an adequate supply of land for commercial and industrial development, varies residential living, and diverse recreational opportunities.*

The development of this site could facilitate future use for transportation of goods and resources in and out of Haines as well as provide a resource for material for improvement to local projects such as the Lutak Dock Replacement project and roadway improvements along Lutak Road. There are no nearby sources of material adequate to provide for the resources that these projects require.

*D. Goal 10. Support responsible development of renewable and non-renewable resources within Haines Borough.*

The proposed development is in compliance with environmental regulations and contains no anadromous streams onsite, mitigating the impact to fishery habitat. Development of this non-renewable resource would create economic opportunity to extract resources in an area that would otherwise rely on outside sources.

**SITE A - PARCELS**  
C-LTR-04-0090  
C-LTR-04-0700  
C-LTR-04-0010

# SITE PLAN

Haines Ferry Terminal



**C-LTR-04-0090**  
**Lot 9, Section 10**  
**T30S, R59E, CRM**

*Lutak Rd.*

**C-LTR-04-0700**  
**SW1/4, SE1/4, SE1/4, SW1/4**  
**T30S, R59E, CRM**

**C-LTR-04-0010**  
**Lot 10, Section 10**  
**T30S, R59E, CRM**

100 ft

# ArcGIS Web Map

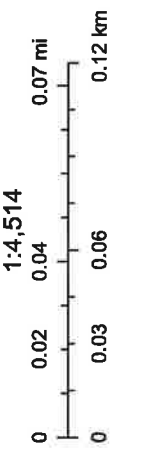


SITE A - PARCELS  
C-LTR-04-0090  
C-LTR-04-0700  
C-LTR-04-0010

PROJECT LIMITS

8/22/2023, 8:22:18 AM

- Contours - contour25ts
- Parcels



SITE A - PARCELS  
C-LTR-04-0090  
C-LTR-04-0700  
C-LTR-04-0010

PROPOSED ACCESS ROAD

MIN. 25' BUFFER

AREA TO BE  
CLEARED/GRUBBED THIS FALL  
PROPOSED FOR RESOURCE  
EXTRACTION

500 ft

Haines Ferry Terminal

Lutak Rd Lutak Rd

Lutak Rd

Lutak Rd

Lutak Rd

SITE B - PARCELS  
C-LTR-04-0010  
C-LTR-04-2940  
C-LTR-04-0900  
C-LTR-04-0800

# SITE PLAN



**C-LTR-04-0800**  
Parcel 1  
Lot 3, Sec 10

(C-LTR-04-0900)

**C-LTR-04-2940**  
Parcel 2  
Lot 2, USS 3704

**C-LTR-04-1000**  
Parcel 3  
Portion, USS 178

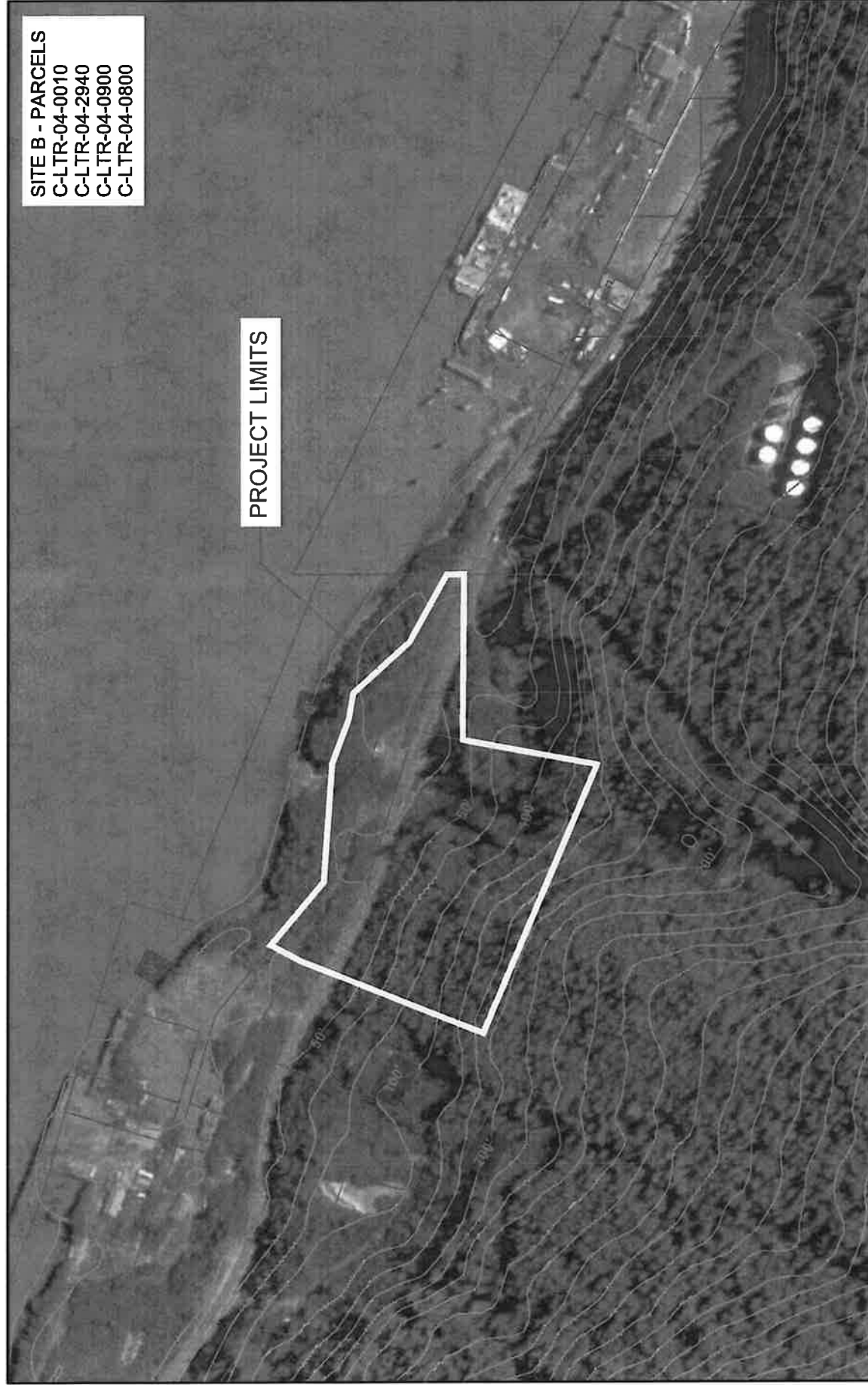
*Lutvik Rd.*

*Creek  
(Not Anadromous)*

100 ft



# ArcGIS Web Map



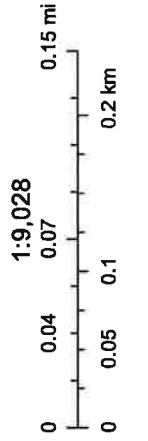
SITE B - PARCELS  
C-LTR-04-0010  
C-LTR-04-2940  
C-LTR-04-0900  
C-LTR-04-0800

PROJECT LIMITS

8/2/2023, 7:16:17 AM

— Contours - contour25'ts

□ Parcels



SITE B - PARCELS  
C-LTR-04-0010  
C-LTR-04-2940  
C-LTR-04-0900  
C-LTR-04-0800

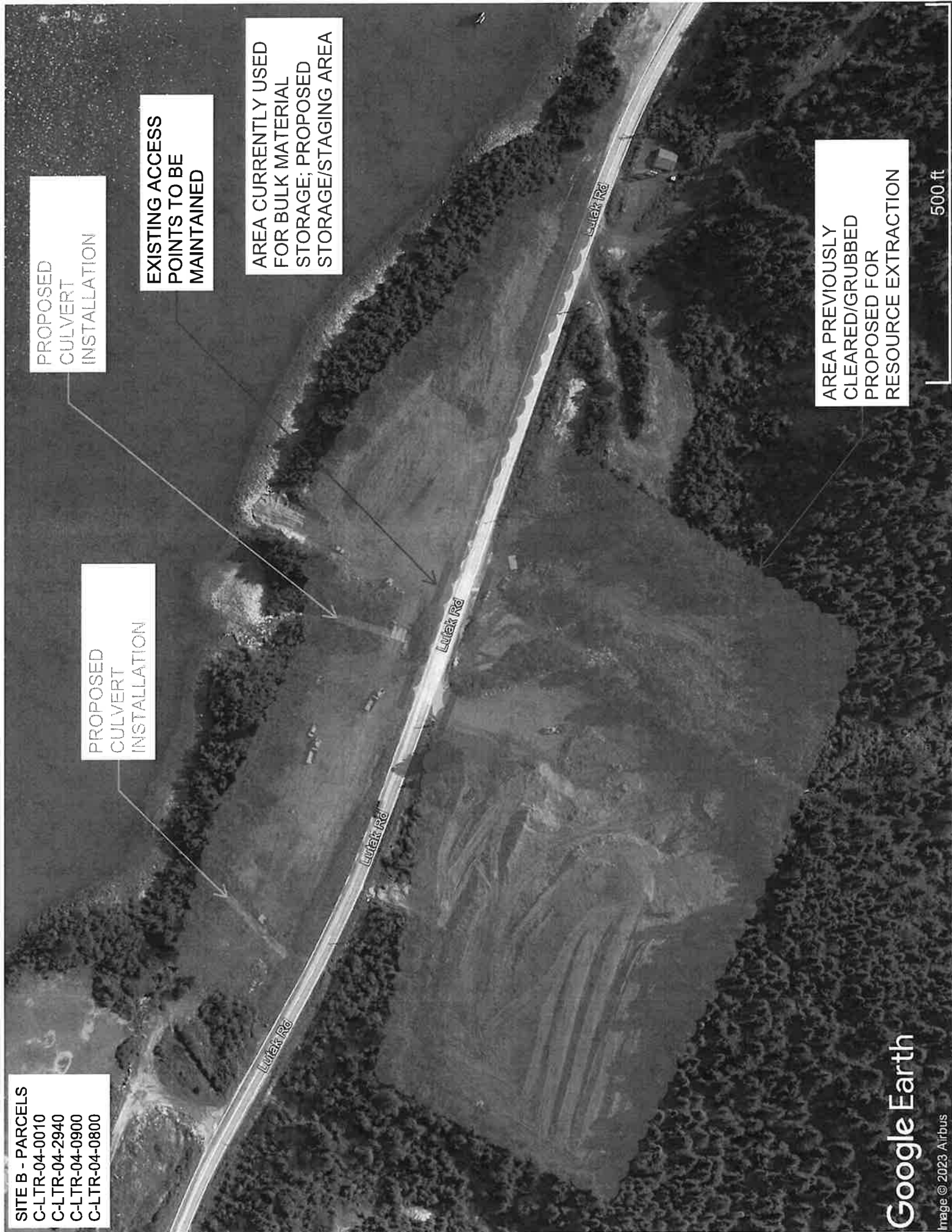
PROPOSED  
CULVERT  
INSTALLATION

PROPOSED  
CULVERT  
INSTALLATION

EXISTING ACCESS  
POINTS TO BE  
MAINTAINED

AREA CURRENTLY USED  
FOR BULK MATERIAL  
STORAGE; PROPOSED  
STORAGE/STAGING AREA

AREA PREVIOUSLY  
CLEARED/GRUBBED  
PROPOSED FOR  
RESOURCE EXTRACTION



Haines Borough  
Planning Commission Meeting  
October 23, 2023  
MINUTES

Approved

- 1. CALL TO ORDER/PLEDGE TO THE FLAG/ROLL CALL:** Chair **Ferrin** called the meeting to order at 6:30 pm in the assembly chambers and on zoom, and led the pledge to the flag.

**Present:** Zack **Ferrin**/Chair, Diana **Lapham**/Vice Chair, Don **Turner Jr.**, Justin **Mitman**, Richard **Clement**, Travis **Eckhoff**, and Scott **Hansen**.

**Staff Present:** Annette **Kreitzer**/Borough Manager, Kiersten **Long**/Deputy Clerk, Alekka **Fullerton**/Clerk, Douglas **Olerud**/Mayor, and Andrew **Conrad**/Planner.

**Visitors Present:** TJ **Mason** with Southeast Road Builders, Gerson **Cohen**, Riley **Hall**, Patty **Brown**, Andy **Hedden**, Rachel **Saitzyk**, Derek **Poinsette**, Tom **Morphet**, and others.

- 2. APPROVAL OF AGENDA & CONSENT AGENDA:** The following Items were on the published consent agenda indicated by an asterisk (\*)  
3 – Approve Minutes from 8-10-23 Regular Planning Commission Meeting

**Motion:** **LAPHAM** moved to “approve the agenda and the consent agenda” and the motion carried unanimously.

**\*3. APPROVAL OF MINUTES:**

*Note: The Minutes were approved by approval of the consent agenda: “Approve minutes from 8-10-23 Regular Planning Commission Meeting.”*

**4. PUBLIC COMMENTS:**

**Brown** – Thank you to the outgoing commissioners

**5. CHAIRMANS REPORT: None**

**6. ASSEMBLY LIAISON REPORT: None**

**7. SUBCOMMITTEE REPORTS: None**

**8. COMMISSION COMMENTS:**

**Turner** – Response to a written public comment received

**9. STAFF REPORT: Conrad**

**10. PUBLIC HEARINGS:**

- A. Conditional Use Permit 23-88 Medium Commercial in a Heavy Industrial Zone – Andy Hedden – C-WES-0A-0200 – Heavy Industrial Zone.**

**Ferrin and Mitman** disclosed they were members of the Ugly’s but have no financial interest.

Commissioners discussed HBC 18.50.040(A) 1-8 Conditional Use Criteria for CUP 23-59

**1) The use is so located on the site as to avoid undue noise and other nuisances and dangers;**

After discussion, the commission unanimously adopted the Manager’s recommendation for criteria #1 since the proposed use is consistent with the zoning and the adjoining property uses.

**2) The development of the use is such that the value of the adjoining property will not be significantly impaired;**

After discussion, the commission unanimously adopted the Manager’s recommendation for criteria #2 since there is no change in use of the area since it is zoned heavy industrial.

**10A Conditional Use Permit 23-88 Medium Commercial in a Heavy Industrial Zone –  
Andy Hedden – C-WES-0A-0200 – Heavy Industrial Zone (continued)**

Discussion of HBC 18.50.040(A) 1-8 Conditional Use Criteria for CUP 23-88- *Continued*

**3) The size and scale of the use is such that existing public services and facilities are adequate to serve the proposed use;**

After discussion, the commission unanimously adopted the Manager's recommendation for criteria #3 since the proposed use will not significantly increase public services.

**4) The specific development scheme of the use is consistent and in harmony with the comprehensive plan and surrounding land uses;**

After discussion, the commission unanimously adopted the Manager's recommendation for criteria #4 since the use is consistent with the zoning and the applicant is a tour operator which is consistent with comp plan section 5.8.5 Tourism.

**5) The granting of the conditional use will not be harmful to the public safety, health or welfare;**

After discussion, the commission unanimously adopted the Manager's recommendation for criteria #5 since the use will not harm public safety, health or welfare.

**6) The use will not significantly cause erosion, ground or surface water contamination or significant adverse alteration of fish habitat on any parcel adjacent to state – identified anadromous streams;**

After discussion, the commission unanimously adopted the Manager's recommendation for criteria #6 since there will be no additional erosion, applicant stated they are not using chemicals.

**7) The use will comply with all required condition and specifications if located where proposed and developed, and operated according to the plan as submitted and approved.**

After discussion, the commission unanimously adopted the Manager's recommendation for criteria #7.

**8) Comments received from property owners impacted by the proposed development have been considered and given their due weight;**

After discussion, the commission unanimously adopted the Manager's recommendation for criteria #8 since there were no comments received from the public.

**Motion:** LAPHAM moved to "approve conditional use permit 23-88 Medium Commercial activity in a Heavy Industrial Zone with the borough's recommendations attached" and the motion carried unanimously.

**B. Conditional Use Permit 23-87 Resource Extraction – Glacier Construction Inc.  
dba Southeast Road Builders –**

**Site A: C-LTR-04-00900, C-LTR-04-0700, C-LTR-04-0010**

**Site B: C-LTR-04-1000, C-LTR-04-2940, C-LTR-04-0900, C-LTR-04-0800**

**Presentation by TJ Mason from Southeast Road Builders.**

**Public Comments:**

**Cohen** – believes that the permit must be denied since there are several sites that have different functions; could have significant impact on public safety and welfare.

**B. Conditional Use Permit 23-87 Resource Extraction – Glacier Construction Inc.  
dba Southeast Road Builders –**

**Site A: C-LTR-04-00900, C-LTR-04-0700, C-LTR-04-0010**

**Site B: C-LTR-04-1000, C-LTR-04-2940, C-LTR-04-0900, C-LTR-04-0800 – Continued**

**Public Comments-** *Continued*

**Saitzyk** – Concerned about failed area from 2020 storm event – we need more data about the area; wondering about mitigation regarding reclamation. Manager’s report was thoughtful and thorough.

**Brown** – Industrial use in an industrial zone. Concerned about stability of slope, local need for rock, restrictions on public use during blasting- two sites so should be two permits.

**Morphet** – giant boulder came off that slope about 7 years ago.

**Planner** – no restriction on permits being limited to one parcel.

Commissioner discussed HBC 18.50.040(A) 1-8 Conditional Use Criteria for CUP 23-87

**1) The use is so located on the site as to avoid undue noise and other nuisances and dangers;**

After discussion, the commission adopted the Manager’s recommendation for criteria #1 since this is a heavy industrial area so the use is consistent, development of the site may improve the rock fall hazards that occur right now. By blasting down to bed rock and the cuts move back away from the road the safer it will be. Truck traffic from 4.5 mile to the site is a use by right.

**2) The development of the use is such that the value of the adjoining property will not be significantly impaired;**

After discussion, the commission unanimously agreed with the Manager’s recommendation for criteria #2 since the adjoining properties have similar uses it will not impair the value.

**3) The size and scale of the use is such that existing public services and facilities are adequate to serve the proposed use;**

After discussion, the commission unanimously agreed with the Manager’s recommendation for criteria #3 since there are no borough utilities.

**4) The specific development scheme of the use is consistent and in harmony with the comprehensive plan and surrounding land uses;**

After discussion, the commission unanimously agreed with the Manager’s recommendation for criteria #4 since the use is harmonious with the surrounding land uses and is consistent with the comprehensive plan section 7.2.1 and 7.3.5.

**5) The granting of the conditional use will not be harmful to the public safety, health or welfare;**

After discussion, the commission agreed with the Manager’s recommendation for criteria #5 since the blasting concerns are covered by OCHS and ATF. Traffic will be about the same since the source is so close to the shipping area, and blasting the mountain should improve public safety and welfare.

**B. Conditional Use Permit 23-87 Resource Extraction – Glacier Construction Inc.  
dba Southeast Road Builders –**

**Site A: C-LTR-04-00900, C-LTR-04-0700, C-LTR-04-0010**

**Site B: C-LTR-04-1000, C-LTR-04-2940, C-LTR-04-0900, C-LTR-04-0800 – Continued**

Discussion of HBC 18.50.040(A) 1-8 Conditional Use Criteria for CUP 23-59- Continued

**6) The use will not significantly cause erosion, ground or surface water contamination or significant adverse alteration of fish habitat on any parcel adjacent to state – identified anadromous streams;**

After discussion, the commission unanimously agreed with the Manager's recommendation for criteria #6 since the applicant provides erosion protection with the state and federal permits. Site A has no problem with runoff, and the more site B gets pushed back the safer it will be.

**7) The use will comply with all required condition and specifications if located where proposed and developed, and operated according to the plan as submitted and approved.**

After discussion, the commission unanimously agreed with the Manager's recommendation for criteria #7 since the development is achievable with the existing plan.

**8) Comments received from property owners impacted by the proposed development have been considered and given their due weight;**

After discussion, the commission unanimously agreed with the Manager's recommendation for criteria #8 all public comments have been considered and answers have been provided by the

Planner corrected a clerical error in the manager's recommendation re general approval criteria D paragraph 3 in the recommendation should indicate site A not site B.

**Motion: LAPHAM** moved to "approve conditional use permit #23-87 Resource Extraction with the following conditions:

- a) The applicant needs to coordinate (align) with the Alaska Marine Highway System for blasting within 2 hours of ferry arrival/departure;
- b) The applicant shall provide a copy of all plans and SWPPP (Storm Water Pollution Prevention Plan) to the Borough before implementation of the project;
- c) Adopt Borough recommendations 1-7

**Primary Amendment: Turner** moved to "amend the permit time to 5 years" and the motion carried unanimously.

**Primary Amendment: Eckhoff** moved to "Amend recommendation #2 – to submit a reclamation plan developed and sealed by a professional engineer," and the motion carried 6-1 with **Mitman** opposed.

and the motion, as amended, carried 6-1 with **Mitman** opposed.

**10C. Resolution 23-09-1064**

A Resolution of the Haines Borough Assembly placing a Moratorium on New Heliports Located within 10 miles of an Existing Heliport in the Haines Borough.

**Public Comment:** **Hall** spoke regarding this agenda item. Maybe criteria should not be distance from each other but distance from homes.

**Motion:** **Lapham** moved to "Support Resolution 23-09-1064 and the conversation which followed" and the motion carried 6-1 with **Clement** opposed

**11. UNFINISHED BUSINESS:** None

**12. NEW BUSINESS:** None

**13. PUBLIC COMMENTS:**

**Poinsette, Saitzyk, Olerud** all thanked the planning commission for their service.

**14. ANNOUNCEMENTS / COMMISSION COMMENTS:**

Goodbye comments: **Mitman, Lapham, Turner, Clement, Hansen, Eckhoff, Ferrin**

**15. CORRESPONDENCE:** None

**16. SET MEETING DATE: 11/9/23 at 6:30 in the Assembly Chambers and on Zoom**

**17. ADJOURNMENT: 8:43 p.m.**

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ATTEST:

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Alekka Fullerton, MMC, Borough Clerk



# Haines Borough

# 10B

Planning and Zoning

103 Third Ave. S., Haines, Alaska, 99827. Box 1209

(907) 766-6401 \* Fax: (907) 766-2716

## APPLICATION FOR CONDITIONAL USE PERMIT

Permit#: 23-87

Date: \_\_\_\_\_

Use this form for approval by the Planning Commission. **\$150 non-refundable application fee**

<b>I. Property Owner/Agent</b>		<b>Owner's Contractor(If Any)</b>	
Name: Glacier Construction Inc. dba Southeast Road Builders		Name:	
Mailing Address: HC 60 Box 4800, Haines Hwy Haines, AK 99827		Haines Borough Business License #:	
Contact Phone: (907) 766-2833		Alaska Business License #:	
Fax: (907) 766-2832 rschnabel@colaska.com		Contractor's License #:	
E-mail: dlaframboise@colaska.com		Mailing Address:	
		Contact Phone:	
		Fax:	
		E-mail:	
<b>II. Property Information</b>			
Size of Property: Approx. 27 Acres total; Site A = 5.2 Acres, Site B = 21 Acres			
Property Tax #: SITE A: C-LTR-04-0090, C-LTR-04-0700, and C-LTR-04-0010 SITE B: C-LTR-04-1000, C-LTR-04-2940, C-LTR-04-0900, and C-LTR-04-0800			
Street Address: See attached Site Maps; Approx. MP 4 Lutak Road			
Legal Description: Lot (s) _____ Block _____ Subdivision _____			
<b>OR</b>			
Parcel/Tract _____ Section _____ Township _____ Range _____			
[Attach additional page if necessary.] See attached Site Maps			
Zoning: <input type="checkbox"/> Waterfront <input type="checkbox"/> Single Residential <input type="checkbox"/> Rural Residential <input type="checkbox"/> Significant Structures Area <input type="checkbox"/> Rural Mixed Use <input type="checkbox"/> Multiple Residential <input type="checkbox"/> Heavy Industrial <input checked="" type="checkbox"/> Waterfront Industrial <input type="checkbox"/> Commercial <input type="checkbox"/> Industrial Light Commercial <input type="checkbox"/> Recreational <input type="checkbox"/> Mud Bay Zoning District <input type="checkbox"/> Lutak Zoning District <input type="checkbox"/> General Use			
<b>III. Description of Work</b>			
<b>Type of Application</b> (Check all that apply) <input type="checkbox"/> Residential <input type="checkbox"/> Commercial  _____ sq. ft.  _____ seating capacity if eating/drinking establishment <input checked="" type="checkbox"/> Industrial <input type="checkbox"/> Church <input type="checkbox"/> Other _____	<b>Project Description</b> (Check all that apply) <input type="checkbox"/> Single Family Dwelling <input type="checkbox"/> Change of Use <input type="checkbox"/> Multi-Family Dwelling Total # of Units _____ <input type="checkbox"/> Cabin <input type="checkbox"/> Addition <input type="checkbox"/> Accessory Structure <input checked="" type="checkbox"/> Other <u>Resource Extraction</u> _____	<b>Water Supply</b> Existing or Proposed <input checked="" type="checkbox"/> None <input type="checkbox"/> Community well <input type="checkbox"/> Private well <input type="checkbox"/> Borough Water System <input type="checkbox"/> Other _____	<b>Sewage Disposal</b> Existing or Proposed <input checked="" type="checkbox"/> None <input type="checkbox"/> Septic Tank <input type="checkbox"/> Holding Tank <input type="checkbox"/> Borough Sewer System <input type="checkbox"/> Pit Privy <input type="checkbox"/> Other _____



Per HBC 13.08.100 and 18.60.010, If a property on which a use is proposed is within 200 feet of an existing, adequate public water and/or sewer system, the developer shall be required to connect to the public systems. Failure to connect will result in a minor offense subject to penalties.

Valuation of Work: \$100,000

Current use of adjacent properties: See attached for more information; Zoned Waterfront Industrial Use, Vacant State Land, Inactive Timber Mill Site, Ferry Terminal, AML Dock, Fuel Terminal

Attach the following documents to the permit application:

Site plan (see Attachment A) showing lot lines, bearings and distances, buildings, setbacks, streets, etc.

PREAPPLICATION (Required)

Pre-application Conference Date: 8/10/2023

Prior to submission of an application, the developer shall meet with the manager for the purpose of discussing the site, the proposed development and the conditional use permit procedure. The manager shall discuss these matters with the developer with special attention to policies and approval criteria that may pose problems or constraints on the site or the proposed development activity and policies or approval criteria that may create opportunities for the developer.

APPLICATION

Please provide a written narrative explaining how your project will meet the following requirements. You may use the space provided on this form or attach your answers. A variance may only be granted if the Planning Commission finds that these six standards are met.

1. The use is so located on the site as to avoid undue noise and other nuisances and dangers.

Describe what safeguards are being provided (i.e. setbacks or buffers) to meet the condition.

Referenced Sections:

Section V. Site Conditions, Paragraph D, G  
Section VI. Methods

2. Explain how the development of the use is such that the value of the adjoining property will not be significantly impaired.

Referenced Sections:

Section II. Site Features & Zoning  
Section V. Site Conditions, Paragraphs G

3. Explain how the size and scale of the use is such that existing public services and facilities are adequate to serve the proposed use.

Referenced Sections:

Section V. Site Conditions, Paragraph B, C

4. Describe how or why the specific development scheme of the use is consistent and in harmony with the comprehensive plan and surrounding land uses.

**Referenced Sections:**

**Section II. Site Features & Zoning**  
**Section VIII. Comprehensive Plan**

5. Explain how the granting of the conditional use will not be harmful to the public safety, health or welfare.

**Referenced Sections:**

**Section V. Site Conditions, Paragraph A, B, F**

6. Describe the safeguards that will be provided so that the use will not significantly cause erosion, ground or surface water contamination or significant adverse alteration of fish habitat on any parcel adjacent to state-identified anadromous streams.

**Referenced Sections:**

**Section V. Site Conditions, Paragraph E, F**  
**Section VII. Reclamation Plan**

**NOTICE**

Per HBC 18.50.040, Comments received from property owners impacted by the proposed development will be considered and given their due weight. Additionally, the Planning Commission may impose one or more of the following conditions:

1. Development Schedule. The conditions may place a reasonable time limit on construction activity associated with the development, or any portion thereof, to minimize construction-related disruption to traffic and neighbors, to ensure that lots are not sold prior to substantial completion of required public improvements, or to implement other requirements.
2. Use. The conditions may restrict the use of the development to specific uses indicated in the approval.
3. Owner's Association. The conditions may require that if a developer, homeowner or merchant association is necessary or desirable to hold or maintain common property, that it be created prior to occupancy.
4. Dedications. The conditions may require conveyances of title, licenses, easements or other property interests to the public, to public utilities, or to the homeowners association. The conditions may require construction of public utilities or improvements to public standards and then dedication of public facilities to serve the development and the public.
5. Construction Guarantees. The conditions may require the posting of a bond or other surety or collateral (which may provide for partial releases) to ensure satisfactory completion of all improvements required by the commission.
6. Commitment Letter. The conditions may require a letter from a utility company or public agency legally committing it to serve the development if such service is required by the commission.
7. Covenants. The conditions may require the recording of covenants or other instruments satisfactory to the borough as necessary to ensure permit compliance by future owners or occupants.
8. Design. The conditions may require the adoption of design standards specific to the use and site.



## ATTACHMENT A

### SITE PLAN REQUIREMENTS

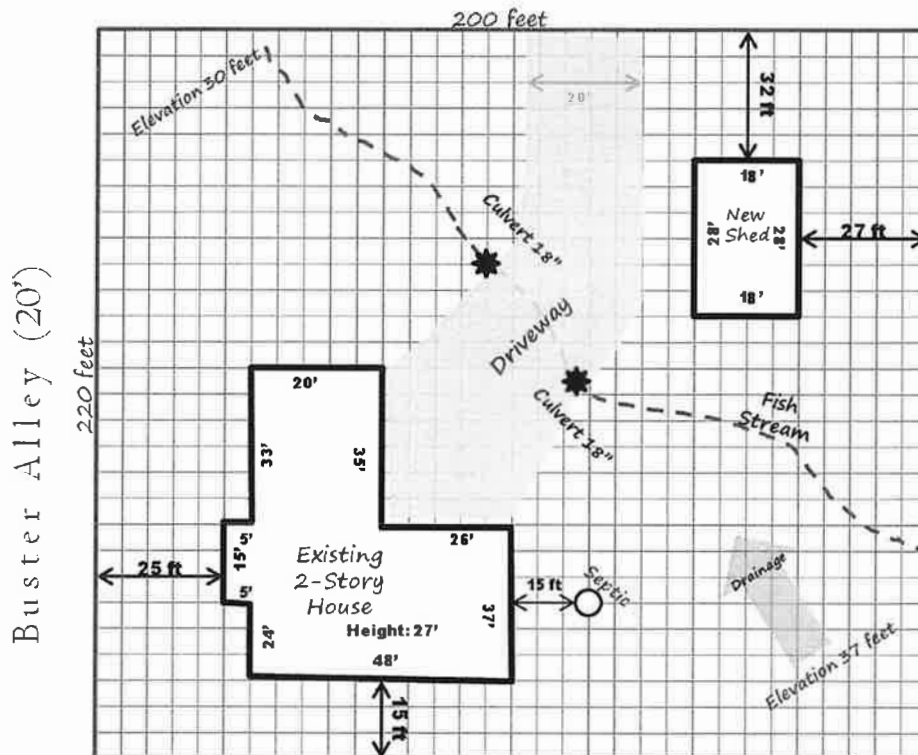
1. Drawing showing dimensions of all buildings, including elevations, of lot on which activity/use/construction is planned.
2. Existing streets, alleys, sidewalks, driveways, easements, including widths.
3. Existing buildings/structures on the property, their location, dimension and proximity to lot lines or other structures. (Measured from closest point on structure to other lot lines, structures, etc.)
4. Proposed construction—including location, dimensions, and proximity to lot lines or other structures. (Measured from closest point on structure to other lot lines, structures, etc.)
5. Existing and proposed non-building improvements, including surface water drainage plan, driveway placement, culvert(s), off street parking (location and dimensions), on-site water and/or wastewater handling systems.
6. Shore lines, steep slopes, or other evidence of natural hazards.
7. If zero lot line construction proposed, show plan for handling snowdrop onto adjoining properties.

**It is strongly recommended that an as-built survey be performed prior to submittal of the application.**

#### EXAMPLE SITE PLAN

*John Doe Property Tax ID X-XXX-XX-XXXX*

Ripinsky Street (60')



## APPROVAL CRITERIA

See HBC 18.60.010 for more information.

- A. **Plans.** The proposal is substantially consistent with the borough comprehensive plan and other applicable borough-adopted plans.
- B. **Reviewing Parties.** Due deference has been given to the comments and recommendations of reviewing parties.
- C. **Fire Safety and Emergency Access.** As determined by the State Fire Marshal or the borough fire chief.
- D. **Access.** All lots on which development is planned are required to have legal road access completed to borough standards.
- E. **Traffic.** The proposed use shall not overload the existing street system with traffic or result in unsafe streets or dangers to pedestrians.
- F. **Public Maintenance.** The proposed use shall not significantly increase the impact on the surrounding area from glaciation or drifting snow and shall not create significantly increased difficulty for snow removal or street maintenance.
- G. **Foundation.** All buildings intended for residential or commercial use shall be placed on a permanent foundation.
- H. **Parking.** See parking requirements in HBC 18.80.040.
- I. **Utilities.** If property on which a use is proposed is within 200 feet of an existing, adequate public water and/or sewer system, the developer shall be required to connect to the public systems. All regulations of the State Department of Environmental Conservation pertaining to water extraction and wastewater disposal, as well as the requirements of HBC 13.04.080(G) pertaining to on-site wastewater disposal, shall apply.
- J. **Drainage.** The applicant for a proposed use shall provide for the control of runoff during and after construction. All roads and parking areas shall be designed to alleviate or avoid runoff into public streets or adjoining lots and to protect rivers, lakes and streams from pollution. Developers may be required to provide for the conservation of natural features such as drainage basins and watersheds, and provide for land stability.
- K. **Walkways, Sidewalks and Bike Paths.** Easements for pedestrian access or bicycle paths may be required where shown by the borough to be necessary to provide reasonable circulation or access to streams, lakes, tidewater, schools, playgrounds, transportation facilities or other public facilities.
- L. **Construction Guarantees.** The borough may require the posting of a bond or other surety approved by the assembly to ensure that all required and necessary improvements are constructed as approved. The surety may provide for partial releases upon acceptance of the improvement by the borough.
- M. **Peak Use.** The peak use characteristics are the same as surrounding uses or other uses allowed in the zone.
- N. **Off-Site Impacts.** The proposed use shall not have significant negative impacts on the surrounding properties, including excessive noise, fumes or odors, glare, smoke, light, vibration, dust, litter, or interference in any radio or television receivers off the premises, or cause significant line voltage fluctuation off the premises or be unsightly or become a nuisance as defined in HBC 8.12.020(I). Buffering may be required to alleviate impacts between residential and nonresidential uses. The owner of the property upon which the buffering is constructed is responsible for the maintenance of the buffering in a condition that will meet the intent of this criteria.
- O. **Habitat.** A reclamation or landscaping plan may be required as a condition of approval of any use within 100 feet of a state-identified anadromous stream. The purpose of the reclamation or landscaping plan includes the control of dust, soil erosion, water runoff and siltation which otherwise would be generated on the lot and affect the surrounding area.
- P. **Anadromous Fish Stream Setbacks.** All development along state-identified anadromous fish streams will be consistent with the Haines coastal zone management program. Unless approved by variance, no development shall occur within 25 feet of the banks of anadromous fish streams, designated as such by the Alaska Department of Fish and Game. Variances from this requirement may be granted by the commission based upon the unique conditions of individual properties, the proposed development, and the recommendations of a qualified fisheries biologist.
- Q. **Open Space and Facilities.** The developer may be required to dedicate land for open space, drainage, utilities, access, parks or playgrounds. Any dedication required by the commission must be based on a written finding that the area is necessary for public use or safety and the dedication is in compliance with adopted municipal plans and policies.
- R. **Historic Resources.** The proposed use shall not adversely impact identified historic resources prior to the assessment of that resource by the borough or state. Uses located within the significant structures area must comply with the specific approval standards of this chapter. See also HBC 18.60.020 (G) and HBC 18.70.050, Historic Building Districts.
- S. **National Flood Plain Regulations.** All permits shall be reviewed for compliance with HBC 18.120, Flood Plain Regulations.
- T. **Hazard Areas.** Development which is not designed and engineered to mitigate the risk of loss of life or property is prohibited in the following hazard areas: (1) The one percent floodway of all rivers and streams; (2) Avalanche outfall areas; (3) Within 500 feet of a major fault; (4) Slopes greater than 30 percent; (5) Within 300 feet of a wildfire chute; (6) Rock and mudslide areas.
- U. **Waterfront.** The following requirements apply in all waterfront zones:
  - (1) For residential use, setbacks shall be the same as those required in the residential zone. All other uses shall be required to set back 10 feet from lot lines adjacent to every street and alley and five feet from all other lot lines; (2) Public access to the waters of Portage Cove is required to be included in all permits for development on land adjacent to Portage Cove.

## **SPECIAL APPROVAL CRITERIA MAY APPLY**

See HBC 18.60.020 for more information.



## **OPERATIONS PLAN**

### **Lutak Road Property**

### **Conditional Use Permit Application**

Prepared for:

Haines Borough  
103 Third Ave. S  
PO Box 1209  
Haines, AK

**August 2023**

## I. SITE DESCRIPTION

The proposed project consists of a total of approximately 27 acres of land located 4 miles North of downtown Haines along Lutak Road. Site Maps can be found in Appendix A.

Site A, totaling 5.2 acres, is entirely located on the uplands side of Lutak road and consists of parcels C-LTR-04-0090, C-LTR-04-0700, and C-LTR-04-0010. Site B, totaling 21 acres, is located on the uplands and lowlands side, divided by Lutak Road and consists of parcels C-LTR-04-1000, C-LTR-04-2940, C-LTR-04-0900, and C-LTR-04-0800. The proposed parcels are in ownership of Glacier Construction dba. Southeast Road Builders.

## II. SITE FEATURES & ZONING

The proposed parcels are zoned Waterfront Industrial Use. Site A is comprised of undeveloped parcels made up of dense Spruce Forest. Adjacent parcels are vacant lots owned by the State of Alaska, zoned Waterfront Industrial, and Heavy Industrial Use. Site B is comprised of a developed pit site and provides existing access to the Lutak Inlet via boat ramp. Adjacent parcels consist of a timber mill site owned by Chilkoot Lumber Company to the West and vacant State of Alaska land, all zoned Waterfront Industrial Use.

The proposed development is in alignment with the use of adjoining properties. The site is located near the Alaska Marine Lines dock, timber mill site, and ferry terminal which is a heavy industrial use area. There is existing truck traffic to and from the AML yard and to the stockpile site located on Site B.

## III. EXISTING PERMITTING & USE

The existing sites are currently being developed under Site Development Permits #23-33 and #23-42, issued on May 23<sup>rd</sup>, 2023, and Land Use Permit #23-71, issued on August 14, 2023. Existing permitted development consists of clearing, grubbing, and grading of the sites. Permitted activity on Site B also consists of bulk material storage and aggregate transloading.

The existing sites are permitted with a ADEC MSGP SWPPP Permit # AKR06AB42.

Initial site development, including clearing, grubbing, and grading of the site began on Site B in June 2023 and is nearly complete. Clearing, grubbing, and grading of Site A is anticipated to begin in Fall 2023. Southeast Roadbuilders began using Site B for bulk material storage and aggregate transloading in August 2023. The proposed resource extraction is anticipated to begin in Fall 2023, or as soon as all applicable permits are approved. These sites are potential future sources of materials for local improvement projects beginning in Spring of 2024, therefore timing of development is critical.

## IV. PROPOSED USE

Southeast Road Builders is proposing to use the referenced parcels as a material source and is pursuing a conditional use permit with the Haines Borough to perform resource extraction.

Initial exploration of Site B reveals that the soil primarily consists of course grained gravel and sand. Proposed use includes mobilization of a wash plant and crusher unit to process material onsite, reducing truck traffic from the site to the existing processing facilities at 4.5 Mile Haines Highway. A staging area on the North side of Lutak Road has been developed to stockpile and process materials. This area will be used to stage equipment, process, and stockpile materials. The area to the South of Lutak Road has been cleared, grubbed, and scaled to provide access. Southeast Road Builders is proposing to extract material from this site for use on local State and Borough projects.

Initial site investigation of Site A reveals bedrock to be present below the surface proposing a potential source for rock excavation. Southeast Road Builders is proposing to use this site as a rock source for local improvement projects to provide fill and riprap materials. Rock excavation activities may include drilling, blasting, and crushing operations onsite.

## V. SITE CONDITIONS

A. ACCESS. The parcels that make up Site B are currently accessible via existing access points from previous landowners. Site A has no current access from Lutak Road. Legal access to these parcels is being development in coordination with the Alaska Department of Transportation (AKDOT&PF). Coordination with the AKDOT&PF will be ongoing throughout the duration of development to ensure compliance with all permits and guidelines. The number of access points will be limited to ensure safety of the travelling public and ensure adequate sight distance for trucks to navigate the roadway. Access will be limited to the public to ensure public safety. Adequate access for fire and emergency vehicles will be maintained at all times.

B. TRAFFIC. Use of these sites will limit truck traffic from Southeast Road Builders current material source at 4.5-mile Haines Highway to the proposed site. This will significantly limit truck traffic through the Haines townsite. The safety of the public and impact on the existing two-lane paved roadway has not been significant effected by the truck traffic from adjacent operations or material stockpiling operations that have previously taken place. Trucking operations are not anticipated to significantly differ from existing use.

C. MAINTENANCE. Southeast Road Builders proposes to use street sweepers and water trucks to control and limit dust or debris that may impact public health and safety. The site will have seasonal use limiting any impact for snow removal or winter conditions.

D. LIGHTING & UTILITIES. No permanent lighting is proposed for this development. There are no existing public sanitary sewer or water services onsite. Water will be provided by water truck from a source approved by the ADEC.

E. DRAINAGE. Stormwater control is in compliance with the current ADEC MSGP Permit. The site will be graded to control runoff and prevent sediment from leaving the site. The proposed use includes the installation of culverts to provide adequate drainage through the site and maintain existing drainage ditches. A SWPPP will be maintained throughout the duration of the project. There are no state-identified anadromous streams located on the site.

F. HAZARD AREAS. Proposed work within the one percent floodway includes the installation of culvert pipes to improve the drainage onsite and mitigate the risk of impact on streams and drainage facilities. This will allow for the control of runoff and prevent washouts from any severe weather. Southeast Road Builders is working in cooperation with the



Department of Fish and Game to ensure the protection of fish habitat throughout the duration of development. The DF&G has surveyed the existing streams onsite and has identified them as non-anadromous streams.

The proposed development is within areas that contain steep slopes greater than 30 percent. Once the site development is complete, the area will be stabilized in accordance with the ADEC SWPPP. To mitigate the risk of slope failures, rock benches will be created, and overburden will be sloped back at a 2:1 slope and stabilized with vegetation or rock.

G. NOISE. A natural buffer of 25' will be maintained between the proposed development and the adjacent roadway and properties. The proposed development is in alignment with adjacent property use. The nearest residential dwelling is approximately a mile from the site. Any blasting operations will be completed during the regular hours of operation. Adequate notice of drilling and blasting operations will be given to the public, FAA, and nearby landowners.

## VI. METHODS

The proposed hours of operation for the site will be from 6:00 AM to 6:00 PM. Materials transloading activities may differ outside of normal hours of operation but will not impact residents as all work will be done onsite.

No hazardous material or fuel will be stored onsite. Southeast Road Builders has a service oiler that will mobilize to the site to fuel and grease equipment as needed.

No explosives will be stored onsite, except when they are immediately necessary for blasting operations.

## VII. RECLAMATION PLAN

Throughout the duration of construction, the site will be reclaimed as necessary. Exposed rock faces will be benched with standard 30'-40' lifts. Floors will be graded to promote adequate drainage. Final slopes will be seeded, or rock lined for final stabilization as needed.

A final reclamation plan will be developed as the project progresses.

## VIII. COMPREHENSIVE PLAN

The proposed development is in alignment with the following goals that the Borough has outlined in the current Comprehensive Plan:

A. 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.

There is currently no active rock source to provide riprap material for local improvement projects. Development of this site would provide the opportunity to build on local resources and reduce the need to depend on outside sources for material. The site is currently being used to stockpile material for use at the Greens Creek mine and future use could allow for the extraction and use of this material for the Greens Creek mine and local State and Borough projects. The proposed development would also provide additional employment opportunities for local residents and workers.

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.

The proposed use would allow for increased transfer of goods and resources in and out of Haines. The location of the site is optimal for stockpiling of material for transshipment and is located in the vicinity of future proposed local development projects that would benefit from its use by reducing costs and limiting truck traffic through the townsite.

C. Goal 5. Guide infrastructure and land development to provide an adequate supply of land for commercial and industrial development, varies residential living, and diverse recreational opportunities.

The development of this site could facilitate future use for transportation of goods and resources in and out of Haines as well as provide a resource for material for improvement to local projects such as the Lutak Dock Replacement project and roadway improvements along Lutak Road. There are no nearby sources of material adequate to provide for the resources that these projects require.

D. Goal 10. Support responsible development of renewable and non-renewable resources within Haines Borough.

The proposed development is in compliance with environmental regulations and contains no anadromous streams onsite, mitigating the impact to fishery habitat. Development of this non-renewable resource would create economic opportunity to extract resources in an area that would otherwise rely on outside sources.

**SITE A - PARCELS**  
C-LTR-04-0090  
C-LTR-04-0700  
C-LTR-04-0010

# SITE PLAN

Haines Ferry Terminal



**C-LTR-04-0090**  
**Lot 9, Section 10**  
**T30S, R59E, CRM**

*Lutak Rd.*

**C-LTR-04-0700**  
**SW1/4, SE1/4, SE1/4, SW1/4**  
**T30S, R59E, CRM**

**C-LTR-04-0010**  
**Lot 10, Section 10**  
**T30S, R59E, CRM**

100 ft

# ArcGIS Web Map



SITE A - PARCELS  
C-LTR-04-0090  
C-LTR-04-0700  
C-LTR-04-0010

PROPOSED ACCESS ROAD

MIN. 25' BUFFER

AREA TO BE  
CLEARED/GRUBBED THIS FALL  
PROPOSED FOR RESOURCE  
EXTRACTION

500 ft

Haines Ferry Terminal

Lutak Rd Lutak Rd

Lutak Rd

Lutak Rd

Lutak Rd

SITE B - PARCELS  
C-LTR-04-0010  
C-LTR-04-2940  
C-LTR-04-0900  
C-LTR-04-0800

# SITE PLAN



(C-LTR-04-0900)

**C-LTR-04-0800**  
Parcel 1  
Lot 3, Sec 10

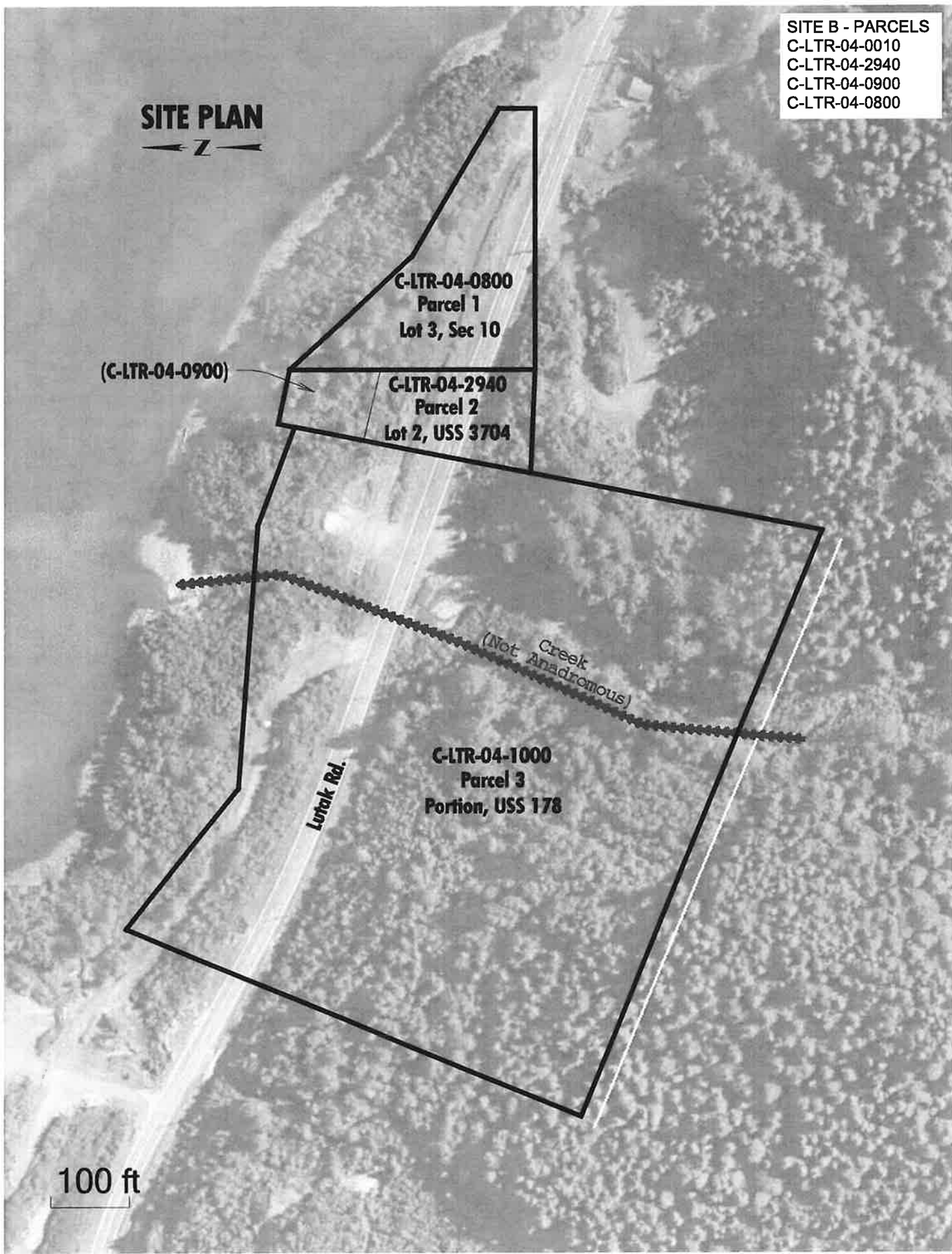
**C-LTR-04-2940**  
Parcel 2  
Lot 2, USS 3704

**C-LTR-04-1000**  
Parcel 3  
Portion, USS 178

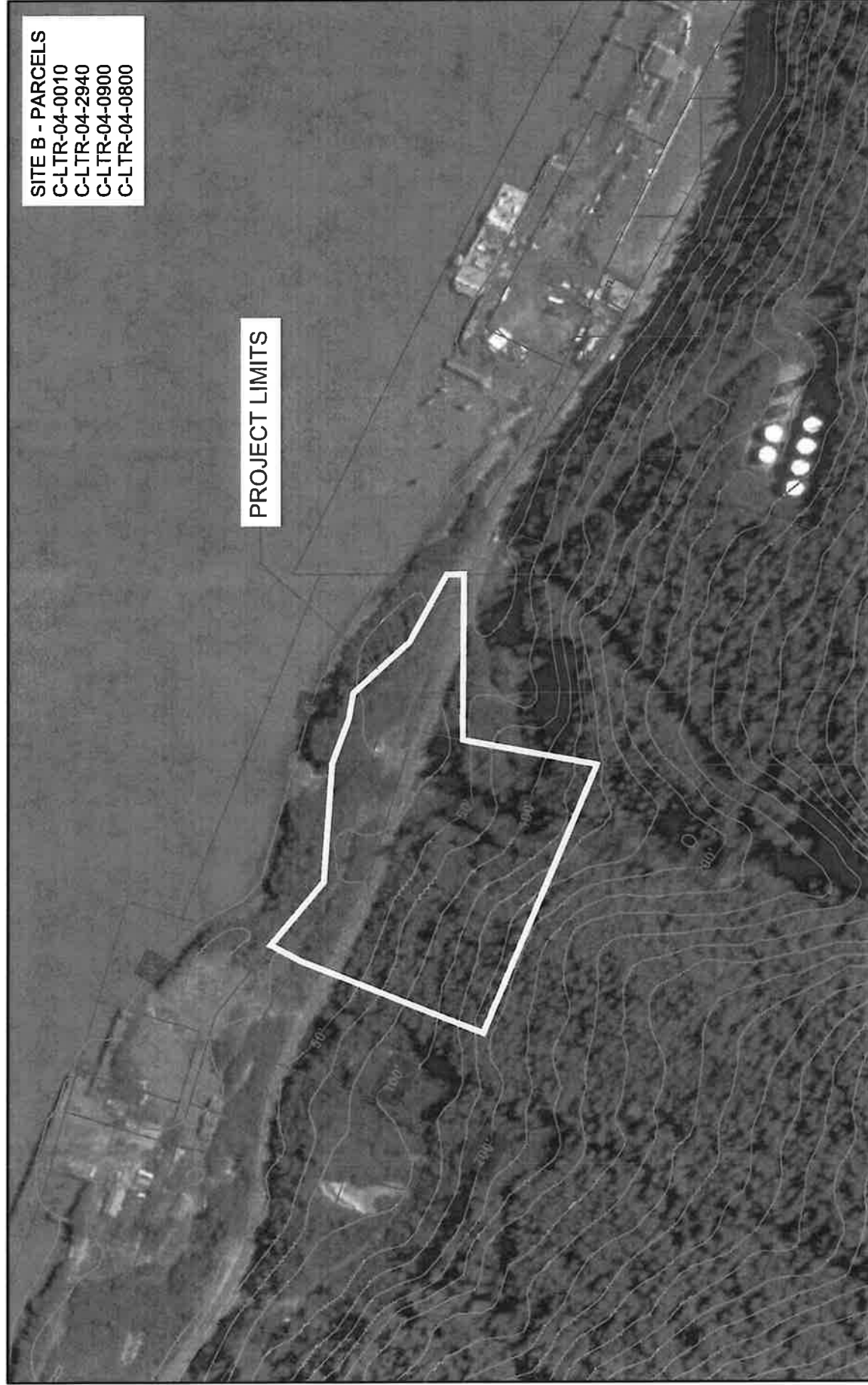
*Lutvik Rd.*

*Creek  
(Not Anadromous)*

100 ft



# ArcGIS Web Map



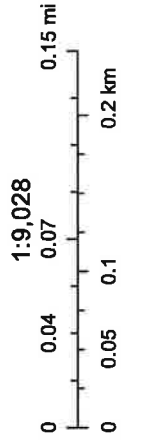
SITE B - PARCELS  
C-LTR-04-0010  
C-LTR-04-2940  
C-LTR-04-0900  
C-LTR-04-0800

PROJECT LIMITS

8/2/2023, 7:16:17 AM

— Contours - contour25'ts

▭ Parcels



SITE B - PARCELS  
C-LTR-04-0010  
C-LTR-04-2940  
C-LTR-04-0900  
C-LTR-04-0800

PROPOSED  
CULVERT  
INSTALLATION

PROPOSED  
CULVERT  
INSTALLATION

EXISTING ACCESS  
POINTS TO BE  
MAINTAINED

AREA CURRENTLY USED  
FOR BULK MATERIAL  
STORAGE; PROPOSED  
STORAGE/STAGING AREA

AREA PREVIOUSLY  
CLEARED/GRUBBED  
PROPOSED FOR  
RESOURCE EXTRACTION





**HAINES BOROUGH, ALASKA**  
**P.O. BOX 1209, HAINES, ALASKA 99827**  
Annette Kreitzer, Borough Manager  
907.766.6404 akreitzer@haines.ak.us

**MEMO**

TO: Haines Borough Planning Commission

DATE: October 06, 2023

RE: Conditional Use Permit – Resource Extraction | Waterfront Industrial Zone | CUP 23-87 | Site A: C-LTR-04-0090/0700/0010, Site B: C-LTR-04-1000/2940/0900/0800 | Glacier Construction Inc. dba Southeast Road Builders

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This memo serves as my recommendation per HBC 18.50.030 (D)3 for approval of this CUP to the Commission with the conditions listed below. A pre-application meeting was held on 8/10/2023.

This conditional use permit application is for resource extraction in the Waterfront Industrial Zone.

The intent of this zone is:

Provide for and protect productive, marine-related heavy industries, including wharfage, natural resource export, milling and major seafood processing. Areas zoned as waterfront industrial should be located so that adjacent nonindustrial areas are buffered from the external effects common to heavy industry including noise, dust, vibration, glare, pollution, heavy traffic and unsightly uses or activities. The area is served by, or intended to have, the necessary level of public utilities and an adequate transportation system as deemed appropriate for the planned use.

Resource Extraction is defined as a:

Heavy industrial use involving the removal of rock, gravel, sand, clay, topsoil, peat, timber, petroleum, natural gas, coal, metal ore, or any other mineral, and other operations having similar characteristics.

BOROUGH RECCOMENDATION:

Approve Conditional Use Permit 23-87, with the following conditions:

- 1) Provide design and engineering for resource extraction in Hazard Areas. Provide a copy of plans to the Borough prior to working:
  - a. Within the stream's one percent floodway,
  - b. On slopes greater than 30 percent.
- 2) Submit a reclamation plan for Planning Commission review that addresses the final conditions of site, including:
  - a. Relation to adjoining land forms and drainage features,
  - b. Relation of reclaimed site to planned or established uses of the surrounding area,
  - c. Demonstration that the final land form will have a viable land use compatible with land use trends in the surrounding area,
  - d. Relation of reclaimed site to initial site conditions including land use, vegetation, soils, geology and hydrology;
  - e. Work to maintain the existing waterfront view shed.
- 3) Contact the United States Fish & Wildlife Service approval for all work within 660-feet of an eagles nest; or to perform blasting operations within ½ mile of an eagles nest. Email: [ak\\_fisheries@fws.gov](mailto:ak_fisheries@fws.gov)
- 4) Provide a copy of State approval for legal access to Site A before beginning any work at this location. Coordinate access, traffic plans, and roadway maintenance during resource extraction with the State of Alaska's Department of Transportation & Public Facilities Southcoast Region Right-of-Way office. Contact Michael Schuler, email: [michael.schuler@alaska.gov](mailto:michael.schuler@alaska.gov).
- 5) Provide for the control of runoff during and after construction. All roads and parking areas shall be designed to alleviate or avoid runoff into public streets or adjoining lots and to protect rivers, lakes and streams from pollution. Developers may be required to provide for the conservation of natural features such as drainage basins and watersheds, and provide for land stability.

- 6) No significant negative impacts on the surrounding properties are allowed. Including excessive noise, fumes or odors, glare, smoke, light, vibration, dust, litter, or interference in any radio or television receivers off the premises, or cause significant line voltage fluctuation off the premises or be unsightly or become a nuisance as defined in HBC 8.12.020(I).
- 7) This permit does not relieve the owner or authorized representative to comply with the provisions of federal, state or local regulations applicable to the activity.

BOROUGH REVIEW, per HBC 18.50.040(A)

The following code sections must be met in order for a Conditional Use Permit to be approved by the Planning Commission:

1. The use is so located on the site as to avoid undue noise and other nuisances and dangers;

**BOROUGH RESPONSE:**

**3,500 Feet from nearest documented Eagle Nest. Applicant to notify USFWS if eagle nest is located as required**

**(<https://www.fws.gov/story/do-i-need-eagle-take-permit>)**

**Applicant has proposed a natural buffer of 25-feet between the roadway and adjacent parcels.**

**Site A is buffered from the Waterfront Zone by approximately 54 acres of industrial parcels.**

**Site B is buffered from the Lutak Planning District by approximately 41 acres of industrial parcels.**

**Proposed schedule of 6am-6pm is appropriate and consistent with industrial use of this area. Existing land uses by Alaska Marine Lines and the Alaska Marine Highway System regularly have traffic operating outside these hours.**

2. The development of the use is such that the value of the adjoining property will not be significantly impaired;

**BOROUGH RESPONSE:**

**No comments from property owners within 500-ft were received.**

**This permit is consistent with local zoning and adjoining properties are not expected to be significantly impaired.**

3. The size and scale of the use is such that existing public services and facilities are adequate to serve the proposed use;

**BOROUGH RESPONSE:**

**Existing utilities are sufficient for proposed activities.**

4. The specific development scheme of the use is consistent and in harmony with the comprehensive plan and surrounding land uses;

**BOROUGH RESPONSE:**

**In addition to supporting the comprehensive plan's economic development goals listed by the applicant, this permit is consistent with the future growth and development plans referenced below.**

**Section 7.2.1 Haines Borough's Ten Future Growth Land Designations:**

**#4 – Industrial**

**#5 - Waterfront Development**

**#10 Resource Development**

**Proposed use is consistent with land use activities prioritized in this section, including rock quarries, and the processing, shipping, and storing of goods.**

**Section 7.3.5 Resource-Based Development Opportunity:**

**This section includes an objective to comply with environmental regulations, ensuring fisheries resource and riparian zone protection, providing protection of salmon habitat and Bald Eagle Preserve resources, maintaining scenic view sheds, and buffering operations from adjacent land uses and activities.**

- **This land use provides buffers from adjacent zones.**

**-continued-**

- **The applicant is actively working with Alaska Department of Environmental Conservation and Alaska Department of Fish & Game for compliance with water quality and fish habitat regulations.**
- **Design Conditions, HBC 18.50.040(B): The borough recommends prioritizing maintenance of the scenic view shed of Haines waterfront in the reclamation plan.**

5. The granting of the conditional use will not be harmful to the public safety, health or welfare;

**BOROUGH RESPONSE:**

**Land use activities are consistent with this zone and provide adequate buffers for proposed industrial activities.**

**The State Department of Transportation & Public Facilities has reviewed truck traffic related to aggregate transloading at this site. If needed, the State will require additional permitting if truck traffic exceeds 100 loads per hour.**

**Hazard Areas, defined as steep slopes greater than 30 percent (HBC 18.60.10(T)), are present on-site. Design and engineering to mitigate the risk of loss of life or property is required.**

6. The use will not significantly cause erosion, ground or surface water contamination or significant adverse alteration of fish habitat on any parcel adjacent to state-identified anadromous streams;

**BOROUGH RESPONSE:**

**The steam on-site in non-anadromous. The applicant is actively working with Alaska Department of Environmental Conservation and Alaska Department of Fish & Game for compliance with water quality and fish habitat regulations.**

**State permitting and design and engineering requirements for steep slopes will provide safeguards against erosion related issues.**

7. The use will comply with all required conditions and specifications if located where proposed and developed, and operated according to the plan as submitted and approved;

**BOROUGH RESPONSE:**

**Submitted site plans and operations plan, together with applicable codes and relevant permit conditions are sufficient to ensure compliance with all local, state, and federal regulations, and the comprehensive plan.**

8. Comments received from property owners impacted by the proposed development have been considered and given their due weight.

**BOROUGH RESPONSE:**

**No public comment received to-date.**

Conditional Use Permits may be granted if all the following general approval criteria and applicable specific approval criteria of HBC 18.60.020 are complied with.

GENERAL APPROVAL CRITERIA REVIEW, per HBC 18.60.010

A. Plans. The proposal is substantially consistent with the borough comprehensive plan and other applicable borough-adopted plans.

**BOROUGH RESPONSE:**

**See #4 above.**

B. Reviewing Parties. Due deference has been given to the comments and recommendations of reviewing parties.

**BOROUGH RESPONSE:**

**Notifications were sent to all residents within 500' of the parcel. No comments have been received.**

**This application was provided to the State's Department of Transportation & Public Facilities Right of Way office to ensure legal access from Lutak Road is acquired.**

**The closest documented eagle nest is 3,500ft from this site.**

**USFWS contact has been provided if an eagle nest is encountered during clearing or blasting work.**

C. Fire Safety and Emergency Access. The proposal shall not pose a fire danger as determined by the State Fire Marshal or the borough fire chief. Adequate access for emergency and police vehicles must be provided.

**BOROUGH RESPONSE:**

**Site plan indicates conformance with density and dimensional requirements for emergency access. No industrial or commercial buildings are proposed.**



D. Access. All lots on which development is planned are required to have legal road access before an application for a development may be considered and physical road access must be completed to borough standards before any work on the development is started.

**BOROUGH RESPONSE:**

**This application was provided to the State’s Department of Transportation & Public Facilities Right of Way office to ensure legal access from Lutak Road.**

**ROW permitting with the State was initiated for Site B under Permit 23-71.**

**Due to roadway characteristics and proximity to the ferry terminal, access to Site B will not be permitted until State approval is provided to the Borough.**

E. Traffic. The proposed use shall not overload the existing street system with traffic or result in unsafe streets or dangers to pedestrians.

**BOROUGH RESPONSE:**

**The majority of proposed work will occur on-site. Proposed activities are not expected to overload Borough streets or result in unsafe situations. The applicant has proposed the use of a street sweeper and water truck to limit affects.**

**This application was provided to the State’s Department of Transportation & Public Facilities Right of Way office to address traffic on Lutak Road.**

F. Public Maintenance. The proposed use shall not significantly increase the impact on the surrounding area from glaciation or drifting snow and shall not create significantly increased difficulty for snow removal or street maintenance.

**BOROUGH RESPONSE:**

**This application was provided to the State’s Department of Transportation & Public Facilities Right of Way office to address public maintenance on Lutak Road. Winter work is not proposed.**

G. Foundation. All buildings intended for residential or commercial use shall be placed on a permanent foundation. This section does not apply to accessory buildings such as tool sheds, wood sheds, etc., of 120 square feet or less in area, or temporary uses.

**BOROUGH RESPONSE:**

**Does not apply.**

H. Parking. Parking, loading areas and snow storage sites for the proposed development shall be adequate, safe and properly designed. The developer may be required to install acceptable lighting at pedestrian or vehicular access points.

**BOROUGH RESPONSE:**

**No parking, loading, or snow storage issues are expected.**

I. Utilities. The proposed use shall be adequately served by public water, sewer, on-site water or sewer systems, electricity, and other utilities prior to being occupied.

All regulations of the State Department of Environmental Conservation pertaining to water extraction and wastewater disposal, as well as the requirements of HBC 13.04.080(G) pertaining to on-site wastewater disposal, shall apply. If exempted from the requirement to connect to public utilities, a developer must provide plans drawn by an engineer licensed in the state of Alaska or a state certified septic system installer prior to permit approval. Upon installation and before closure, the wastewater disposal system must be inspected and approved by an engineer licensed in the state of Alaska or a state certified septic system installer.

When public sanitary sewer and/or water service becomes available, the developer will be required to connect to the public utility within six months.

**BOROUGH RESPONSE: The site is adequately served by public utilities for proposed land use activities.**

J. Drainage. The applicant for a proposed use shall provide for the control of runoff during and after construction. All roads and parking areas shall be designed to alleviate or avoid runoff into public streets or adjoining lots and to protect rivers, lakes and streams from pollution. Developers may be required to provide for the conservation of natural features such as drainage basins and watersheds, and provide for land stability.

**BOROUGH RESPONSE:**

**Include as permit condition. There are no anticipated drainage issues.**

K. Walkways, Sidewalks and Bike Paths. Easements for pedestrian access or bicycle paths may be required where shown by the borough to be necessary to provide reasonable circulation or access to streams, lakes, tidewater, schools, playgrounds, transportation facilities or other public facilities.

**BOROUGH RESPONSE:**

**Does not apply.**

L. Construction Guarantees. The borough may require the posting of a bond or other surety approved by the assembly to ensure that all required and necessary improvements are constructed as approved. The surety may provide for partial releases upon acceptance of the improvement by the borough.

**BOROUGH RESPONSE:**

**Does not apply.**

M. Peak Use. The proposed use shall not result in significantly different peak use characteristics than surrounding uses or other uses allowed in the zone.

**BOROUGH RESPONSE:**

**This permit is consistent with local zoning and adjacent land use activities. No impacts to peak use characteristics are expected.**

N. Off-Site Impacts. The proposed use shall not have significant negative impacts on the surrounding properties, including excessive noise, fumes or odors, glare, smoke, light, vibration, dust, litter, or interference in any radio or television receivers off the premises, or cause significant line voltage fluctuation off the premises or be unsightly or become a nuisance as defined in HBC 8.12.020(I).

**BOROUGH RESPONSE:**

**Include as permit condition. Resource extraction is consistent with local zoning, and no comments have been received from neighboring parcels. There are no anticipated off-site impacts with this use.**

SPECIFIC APPROVAL CRITERIA REVIEW, per HBC 18.60.020

The **BOLD** specific approval criteria apply to this permit and are addressed below:

**A. Resource Extraction.**

- B. Junkyard.
- C. Animal Husbandry.
- D. Home Occupation.
- E. Bed and Breakfast (B&B).
- F. Kennel.
- G. Historic Buildings.
- H. Temporary Residence.
- I. Mobile Home Parks/Recreational Vehicle (RV) Parks.
- J. Planned Unit Development.
- K. Large Developments.
- L. Underground Utilities.
- M. Nonconforming Uses, Buildings, Lots.
- N. Cemetery.
- O. Commercial Marijuana Facilities.
- P. Communications Equipment.

## A. Resource Extraction

1. Permitting. A permit for natural resource extraction may be issued with such reasonable conditions as necessary to limit or minimize the adverse impact of the permitted extraction. The permitted use must meet all other pertinent requirements of this title and address the following concerns:

- a. Limits of operational areas;  
**BOROUGH RESPONSE:**
  - **25-foot buffers against property lines,**
  - **Site is buffered from adjacent zones by other industrial parcels,**
  - **Design and engineering required for Hazard Areas.**
- b. Days and hours of operation;  
**BOROUGH RESPONSE:**  
**Seasonally, 6am – 6pm**
- c. Traffic patterns;  
**BOROUGH RESPONSE:**  
**Access, traffic, and public maintenance along Lutak Road will be coordinated with the State.**
- d. Fencing and screening;  
**BOROUGH RESPONSE:**  
**No fencing proposed.**
- e. Control of dust and noise;  
**BOROUGH RESPONSE:**  
**Proposed activities are consistent with the noise and dust expected during industrial activities. The applicant has proposed the use of a street sweeper and water truck to limit impacts.**
- f. Phasing of operations and reclamation steps;  
**BOROUGH RESPONSE:**  
**Reclamation is phased throughout construction and will be engineered in Hazard Area.**

g. Final condition of site including:

- (1) Relation to adjoining land forms and drainage features,
- (2) Relation of reclaimed site to planned or established uses of the surrounding area,
- (3) Demonstration that the final land form will have a viable land use compatible with land use trends in the surrounding area,
- (4) Relation of reclaimed site to initial site conditions including land use, vegetation, soils, geology and hydrology;

**BOROUGH RESPONSE:**

**Reclaimed land is likely to have future industrial use consistent with local zoning.**

**To ensure compliance with these specific approval criteria, and in an effort to meet goals of the Comprehensive Plan regarding maintenance of existing view sheds, a detailed reclamation plan will be submitted and reviewed by the Planning Commission.**

h. Methods to minimize potential conflict with other existing uses within the neighborhoods adjacent to the development and traffic corridors used by the development.

**BOROUGH RESPONSE:**

**Applicant is required to coordinate access and traffic safety plans along Lutak Road with the State.**

**Proposed use is consistent with existing trucking along this corridor.**

COMMISSIONER RESPONSE FORMS

Per HBC 18.50.040, the Commission may adopt the Manager’s recommendation on each requirement unless it finds, by a preponderance of the evidence, that the Manager’s recommendation was in error and states its reasoning for such finding with particularity. In addition, for good cause, the Commission may alter the conditions on approval or requirements for guarantees recommended by the Manager. If the Commission wishes to propose other conditions, examples can be found in HBC 18.50.040(B).

The Commission is encouraged to reconsider conditions after the public hearing once all public comments have been received.

If the commission finds that the development implements all relevant requirements of this title, it shall issue a conditional use permit and the conditions and requirements shall be part of the approved permit. If the development does not implement all relevant requirements, or the commission otherwise determines the development is not in compliance with this title, the commission shall deny the permit and note with particularity its reasons for the decision.

- 1. The use is so located on the site as to avoid undue noise and other nuisances and dangers.

**COMMISSIONER RESPONSE:**

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- 2. The development of the use is such that the value of the adjoining property will not be significantly impaired.

**COMMISSIONER RESPONSE:**

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3. The size and scale of the use is such that existing public services and facilities are adequate to serve the proposed use;

**COMMISSIONER RESPONSE:**

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4. The specific development scheme of the use is consistent and in harmony with the comprehensive plan and surrounding land uses;

**COMMISSIONER RESPONSE:**

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5. The granting of the conditional use will not be harmful to the public safety, health or welfare;

**COMMISSIONER RESPONSE:**

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6. The use will not significantly cause erosion, ground or surface water contamination or significant adverse alteration of fish habitat on any parcel adjacent to state-identified anadromous streams;

**COMMISSIONER RESPONSE:**

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7. The use will comply with all required conditions and specifications if located where proposed and developed, and operated according to the plan as submitted and approved;

**COMMISSIONER RESPONSE:**

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8. Comments received from property owners impacted by the proposed development have been considered and given their due weight.

**COMMISSIONER RESPONSE:**

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In accordance with HBC 18.30.010(F) The commission may place conditions upon issuance of any approval which are necessary or desirable to ensure that a rule, policy, standard or intent will be implemented in a manner consistent with Title 18, the comprehensive plan and any rule, policy or standard implementing them.

Altered or additional Conditions, see HBC 18.50.040(B) below for definitions:

**DEVELOPMENT SCHEDULE:**

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**USE:**

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**OWNER’S ASSOCIATION:**

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**DEDICATIONS:**

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**CONSTRUCTION GUARANTEES:**

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**COMMITMENT LETTER:**

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**COVENANTS:**

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**DESIGN:**

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## **CODE REFERENCES**

HBC 18.70.030(A)(3)

I/W – Waterfront Industrial Zone. The intent of the waterfront industrial zone is to provide for and protect productive, marine-related heavy industries, including wharfage, natural resource export, milling and major seafood processing. Areas zoned as waterfront industrial should be located so that adjacent nonindustrial areas are buffered from the external effects common to heavy industry including noise, dust, vibration, glare, pollution, heavy traffic and unsightly uses or activities. The area is served by, or intended to have, the necessary level of public utilities and an adequate transportation system as deemed appropriate for the planned use.

18.20.020 Definitions – Regulatory.

“Resource extraction” means a heavy industrial use involving the removal of rock, gravel, sand, clay, topsoil, peat, timber, petroleum, natural gas, coal, metal ore, or any other mineral, and other operations having similar characteristics. Resource extraction does not include: (1) the removal of material from within the legal boundaries of the property of origin which are incidental to the construction, alteration or repair of a building (or the grading and landscaping incidental thereto); or (2) within the subdivision of origin of a platted public or private access road and utilities or public facility providing essential services.

“Industrial, heavy” means a use that has potential for significant negative impact on adjoining uses. This category includes uses that incorporate buildings that are large, tall, or unsightly; uses that generate offensive odors, noise, dust, smoke, fumes, vibration or glare; uses that involve large amounts of exterior storage; and uses that, because of their scale or characteristics, create nuisances or hazards such as heavy truck or other vehicle traffic, or other intense activity. These uses include airports, landing strips, and heliports; truck or ship terminals and docks; concrete batching plants; asphalt or concrete mixing plants; resource extraction;

bulk material or machinery storage; petroleum refineries and trans-shipment facilities; grain elevators; meat packing plants or fish processing facilities; mills; resource recycling facilities; commercial flammable or hazardous material storage; sanitary landfills and solid waste storage/transshipment facilities; large scale sewage treatment facilities and manufacturing plants.

#### HBC 18.30.010(F) Conditions.

The assembly, commission, or manager may place conditions upon issuance of any approval which are necessary or desirable to ensure that a rule, policy, standard or intent will be implemented in a manner consistent with this title, the comprehensive plan and any rule, policy or standard implementing them.

#### HBC 18.50.040 Decision.

B. The commission may alter the manager's proposed permit conditions, impose its own, or both. Conditions may include one or more of the following:

1. Development Schedule. The conditions may place a reasonable time limit on construction activity associated with the development, or any portion thereof, to minimize construction-related disruption to traffic and neighbors, to ensure that lots are not sold prior to substantial completion of required public improvements, or to implement other requirements.
2. Use. The conditions may restrict the use of the development to specific uses indicated in the approval.
3. Owner's Association. The conditions may require that if a developer, homeowner or merchant association is necessary or desirable to hold or maintain common property, that it be created prior to occupancy.

4. Dedications. The conditions may require conveyances of title, licenses, easements or other property interests to the public, to public utilities, or to the homeowners association. The conditions may require construction of public utilities or improvements to public standards and then dedication of public facilities to serve the development and the public.

5. Construction Guarantees. The conditions may require the posting of a bond or other surety or collateral (which may provide for partial releases) to ensure satisfactory completion of all improvements required by the commission.

6. Commitment Letter. The conditions may require a letter from a utility company or public agency legally committing it to serve the development if such service is required by the commission.

7. Covenants. The conditions may require the recording of covenants or other instruments satisfactory to the borough as necessary to ensure permit compliance by future owners or occupants.

8. Design. The conditions may require the adoption of design standards specific to the use and site.



# 7B

**Agenda Bill No.:** 23-1339  
**Assembly Meeting Date:** 12/12/23

Business Item Description:	Attachments:
Subject: FY24 Budget Amendment #3	1. Ordinance 23-11-663 2. Agnew:Beck extension proposal
Originator: Borough Manager	
Originating Department: Administration	
Date Submitted: 11/22/23	

**Full Title/Motion:**  
 No motion necessary since this ordinance is already scheduled for it's second public hearing.

**Administrative Recommendation:**  
 This resolution is recommended by the Borough Manager.

**Fiscal Impact:**

Expenditure Required	Amount Budgeted	Appropriation Required	Projected Impact to Future Operating Budgets
\$ As attached	\$	\$ As attached	N/A

**Comprehensive Plan Consistency Review:**  
 Comp Plan Goals/Objectives: \_\_\_\_\_  
 Consistent:  Yes  No

**Summary Statement:**  
 Proposed FY 24 Budget Amendment #3 attached.

**Referral:**  
 Referred to: \_\_\_\_\_ Referral Date: \_\_\_\_\_  
 Recommendation: \_\_\_\_\_ Meeting Date: \_\_\_\_\_

**Assembly Action:**  
 Meeting Date(s): 11/28/23 Public Hearing Date(s): 12/12/23,  
 Postponed to Date: \_\_\_\_\_

**AN ORDINANCE OF THE HAINES BOROUGH, PROVIDING FOR THE ADDITION OR AMENDMENT OF SPECIFIC LINE ITEMS TO THE FY24 BUDGET.**

BE IT ENACTED BY THE HAINES BOROUGH ASSEMBLY:

Section 1. Classification. This ordinance is a non-code ordinance.

Section 2. Effective Date. This ordinance shall become effective immediately upon adoption.

Section 3. Appropriation. This appropriation is hereby authorized as part of the budget for the fiscal year July 1, 2023 through June 30, 2024.

Section 4. Purpose. To provide for the addition or amendment of specific line items to the FY24 budget as follows:

**(1) To appropriate \$36,500 from the Harbor Enterprise fund to replace the water line at the small boat harbor.**

		Current Budget	Proposed Budget	Fund Balance Increase / (Decrease)*
92-50-00-7392	Project Expense – Harbor Water line	\$0	\$36,500	(\$36,500)

**(2) To appropriate an additional \$25,000 of Capital Improvement Project sales tax funds for purchase and delivery of a new police patrol vehicle. \$60,000 was already appropriated in the adopted FY24 budget. This amendment would make a total appropriation of \$85,000 which would include all costs including the vehicle, equipment, graphics, and delivery to Haines.**

		Current Budget	Proposed Budget	Fund Balance Increase / (Decrease)*
50-01-00-7392	Project Expenditures	\$60,000	\$85,000	(\$25,000)

**(3) To appropriate \$5,000 of Economic Development & Tourism Promotion sales tax funds for expenses which went to support the annual Bald Eagle Festival in 2023.**

		Current Budget	Proposed Budget	Fund Balance Increase / (Decrease)*
23-02-00-7392	Events & projects	\$10,000	\$15,000	(\$5,000)

**(4) To appropriate \$800 of Economic Development & Tourism Promotion sales tax funds to purchase bilingual Tlingit-English street sign for the Chilkoot Subdivision.**

		Current Budget	Proposed Budget	Fund Balance Increase / (Decrease)*
23-03-00-7230	Material & Equipment	\$0	\$800	(\$800)



Haines Borough  
Ordinance No. 23-11-663  
Page 2 of 2

**(5) To appropriate an additional \$63,097 of Economic Development & Tourism Promotion sales tax funds to fund additional work on the Comprehensive Plan. The original contract amount was \$99,621 but \$28,063 of this amount was spent in the previous fiscal year. The Manager is recommending a contract amendment of \$63,097 and there is currently \$80,000 in the FY24 budget for this purpose.**

		Current Budget	Proposed Budget	Fund Balance Increase / (Decrease)*
23-03-00-7312	Professional Services	\$0	\$63,097	(\$63,097)

\* A positive amount in this column is favorable. A negative amount is unfavorable.

ADOPTED BY A DULY CONSTITUTED QUORUM OF THE HAINES BOROUGH ASSEMBLY THIS 8th DAY OF JANUARY, 2024.

ATTEST:

\_\_\_\_\_  
Thomas C. Morphet, Mayor

\_\_\_\_\_  
Aleka Fullerton, Borough Clerk

Date Introduced: 11/28/23  
Date of First Public Hearing: 12/12/23  
Date of Second Public Hearing: 01/08/24



## Proposed Revised Schedule, Budget Amendment & Rationale

Submitted to Borough Manager, Annette Kreitzer: November 26, 2023

### Overall Rationale for Proposed Amendment

Since the Haines Borough Comprehensive Plan Revision project started in May 2023, the Consulting Team has conducted three multi-day community visits (June, July, September 2023), over 30 interviews, a communitywide survey, and numerous other stakeholder engagements, including development and regular updates to a project website. This investment of robust engagement, beyond what was originally scoped leading up to plan development, was decided collectively with Borough staff in response to high levels of community interest and involvement in the comprehensive planning process. This has necessitated more frequent and expansive in-person community engagement with residents, business owners, community and Tribal organizations, and Borough leadership and staff, including newly elected Planning Commissioners and Assembly Members in October 2023. This robust investment in project staff time and related resources has led to a thus far successful planning process and initial deliverables, including the communitywide survey (with over 600 responses) and community snapshot (September 2023), a compilation of inputs to date that have resulted in preliminary plan policies. The proposed revised schedule and budget outlined below is necessary to continue beneficial high levels of in-person community engagement through plan development and adoption.

### Revised Schedule

- **Mid-November/December 2023:**
  - Launch comment map tool (week of November 27<sup>th</sup>, open through January 5<sup>th</sup>).
  - Complete stakeholder interviews.
  - Complete relevant documents, reports, studies review. Checkout [Draft Literature Review](#).
- **Early to mid-January 2024:** Review Draft Plan with Core Team.
- **Mid-to late January 2024:** Release Public Review Draft (for 30 to 45-day comment period).
  - **Conduct Community Visit #4** to share/get initial feedback on the draft, including topic-specific work sessions (e.g., land use to review draft future land use maps).
- **Mid-to late February/early March 2024:** Close Public Review Draft Plan comment period.
- **Early to mid-March 2024:** Prepare recommended revisions to finalize the plan based on public comment, share, get confirmation and direction from Core Team.
- **Mid-March/early April 2024:** Finalize the Plan; initiate adoption process.

- **April/early May 2024:** Conduct adoption process.
  - **Conduct Community Visit #5** for Planning Commission work session, public hearing, and related outreach.
  - Work with Borough team to prepare for Assembly work session and hearings.
- **End of May 2024:** Contract concludes.

**Revised Budget & Rationale**

• <b>Summary:</b>	
➤ <b>Current Budget Total:</b>	<b>\$93,030</b>
➤ <b>Proposed Amendment Total:</b>	<b>\$78,130</b>
<hr style="border: 0.5px solid black;"/>	
➤ <b>Proposed Revised Budget Total:</b>	<b>\$171,160</b>

<b>Haines Comprehensive Plan Revision</b> <b>Agnew::Beck Consulting, Proposed Budget Amendment &amp; Rationale</b> <i>Submitted to Borough Manager, Annette Kreitzer: 11/26/23</i> <i>For Remaining Tasks &amp; Extended Timeline through May 2024</i>		<b>CURRENT</b> <b>BUDGET by</b> <b>TASK &amp;</b> <b>TOTAL</b>	<b>PROPOSED</b> <b>AMENDMENT</b> <b>by TASK &amp;</b> <b>TOTAL</b>	<b>NEW</b> <b>BUDGET by</b> <b>TASK &amp;</b> <b>TOTAL</b>	<b>RATIONALE</b>
<b>TASK</b>					
<b>1. Project Kickoff and Ongoing Project Management</b>					To conduct weekly Core Team meetings; bi-weekly Consulting Project Team meetings; and, project invoicing/progress reporting.
		\$11,700	\$7,400	\$19,100	
<b>2. Background Research and Analysis</b>					N/A
		\$18,680	\$0	\$18,680	
<b>3. Community and Stakeholder Engagement</b>					To prepare, conduct, and document: a) two community visits (approximately 4 days/visit and 3 Consultant Team Member participation); b) up to 10 additional interviews; and, c) continued project website updates, e-updates, and other community outreach for the draft and final plan.
		\$30,950	\$29,450	\$60,400	
<b>4. Draft and Final Plan</b>					To develop the complete Public Review Draft Plan; to revise and finalize the Draft Plan based on community, Borough leadership and staff, and other stakeholder input; and, to conduct and document Planning Commission, Assembly, and adoption process work sessions and hearings on the Final Plan.
		\$31,700	\$35,280	\$66,980	
<b>Travel &amp; Expenses</b>		\$0	\$6,000	\$6,000	For travel, lodging, per diem, and related supplies to conduct to two additional community site visits.
<b>TOTAL</b>		\$93,030	\$78,130	\$171,160	



# 11A1

Agenda Bill No.: 23-1340

Assembly Meeting Date: 12/12/23

Business Item Description:	Attachments:
Subject: Purchase of Loader Bucket	1. Resolution 23-12-1081 2. Quote for loader bucket 3. FY24 Adopted CIP List
Originator: Borough Manager	
Originating Department: Public Works	
Date Submitted: 11/30/23	

Full Title/Motion:
Motion: Adopt Resolution 23-12-1081

Administrative Recommendation:

Fiscal Impact:			
Expenditure Required	Amount Budgeted	Appropriation Required	Projected Impact to Future Operating Budgets
\$ 42,755	\$ 42,800	\$ None	

Comprehensive Plan Consistency Review:	
Comp Plan Goals/Objectives:	Consistent: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

Summary Statement:
FY24 CIP funds were designated for the purchase of a snow bucket for our loader. The estimate is for \$42,755 and the amount budgeted is \$42,800. No additional funds are needed.

Referral:
Referred to: _____ Referral Date: _____
Recommendation: _____ Meeting Date: _____

Assembly Action:
Meeting Date(s): 12/12/23
Public Hearing Date(s): _____ Postponed to Date: _____

HAINES BOROUGH, ALASKA  
RESOLUTION No. 23-12-1081

Draft

**A Resolution of the Haines Borough Assembly authorizing the Borough Manager to execute a purchase order for a Caterpillar Snow Bucket for an amount not to exceed \$42,755.**

**WHEREAS**, the Haines Borough has budgeted \$42,800 in the FY24 Capital Improvements Project fund for the purchase of a Loader bucket; and

**WHEREAS**, NC Machinery has provided a quote of \$42,755 for the purchase of a Caterpillar Bucket; and

**WHEREAS**, the budgeted funds are sufficient to purchase the loader bucket; and

**WHEREAS**, The machine will have a 12 month warranty with unlimited hours,

**NOW, THEREFORE, BE IT RESOLVED** that the Haines Borough Assembly authorizes the Borough Manager to execute a purchase order for a Caterpillar Snow Bucket for an amount not to exceed \$42,755.

Adopted by a duly-constituted quorum of the Haines Borough Assembly on this 12th day of December, 2023.

Attest:

\_\_\_\_\_  
Thomas Morphet, Mayor

\_\_\_\_\_  
Alekk Fullerton, MMC, Borough Clerk



NC Machinery  
 PO Box 58201  
 Tukwila, WA 98138-1201  
 WA - (425) 251-5800 | AK - (907) 786-7500

**SALES INVOICE**

<b>Invoice Number</b>	<b>Invoice Date</b>	<b>Customer Number</b>
J0199801	11/30/2023	9995603
<b>PO Number</b>		<b>Page</b>
6370		Page 1 of 1
<b>To View &amp; Pay Online Go To:</b>		MyNCMachinery.billtrust.com
<b>Use this Enrollment Code:</b>		XZZ LZV HZZ

**SOLD TO**

HAINES BOROUGH  
 PO BOX 1209  
 HAINES AK 99827-1209

**SHIP TO**

FOB AML HAINES DOCK  
 JVL1427N10 MDP

Document Number	Doc Date	Customer Number	Model	Customer Equipment No.
J01998	08/03/2023	9995603	950BKTSNOW	
Make	Machine ID	Serial Number	Meter Reading	Ship Via
AA	23A1387B	WDV2973501-1	.00	

Quantity	Item	N/R	Description	Stocked	Unit Price	Extended Price
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TAX EXEMPTION LICENSE LOCAL GOV'T

EQUIPMENT SALE  
 CATERPILLAR MODEL 950BKTSNOW  
 BUCKET  
 1 ID NO: 23A1387BT SERIAL NO: WDV2973501-1 42,755.00  
 225-0774

WORK TOOL WARRANTY: 12 MONTHS / UNLIMITED HOURS

WARRANTY DOES NOT COVER TRAVEL, FREIGHT, OVERTIME EXPENSES OR AIRFARE.

TERMS: NET DUE 10 DAYS FROM DATE OF INVOICE

THANK YOU FOR DOING BUSINESS WITH N C MACHINERY CO

Please send your payment to: Harnish Lockbox LB1208, PO Box 35144 Seattle, WA 98124-5144

Please send your remittance to: custdeposits@harnishgrp.com

This Service is subject to all terms and conditions set forth in the NC Machinery Co. Work Authorization, including LIMITED WARRANTY AND RELEASE and EXCLUSION OF LIABILITY set forth on the authorization.

**TERMS: ALL PARTS AND SERVICE INVOICES ARE DUE THE 10TH OF THE MONTH FOLLOWING THE DATE OF PURCHASE.**

Each payment or sum past due shall bear a late payment of 1.5% per month (APR 18%) or an amount not to exceed the highest rate permitted by law.



<b>Pay this Amount</b>	<b>\$42,755.00</b>
<b>Amount Credit</b>	

Please send remittance to Harnish Lockbox LB1208, PO Box 35144 Seattle, WA 98124-5144.

Merchandise cannot be returned for credit without our prior approval and only in accordance with our Parts Return Policy. A copy of the policy is available upon request.



## Capital Improvement Projects (CIP) Six-Year Plan FY24-FY29

Year	Department/Facility	Description	Cost	Funding Source
FY24	Admin Bldg	Project, ADA Concrete Ramp Repair- Admin Building	\$15,000	CIP
FY24	Admin / Library	Project, Backup Generator Installation	\$150,000	CIP
FY24	Chilkat Center	Project, Chilkat Center Fuel Tank Replacement	\$28,400	CIP
FY24	Dispatch	Project, SALI / ALI Upgrade	\$20,000	e911 Surcharge
FY24	Facilities	Maintenance, Deferred	\$25,000	CIP
FY24	Fire HVFD	Sinking Fund, Equipment (SCBA 4 of 20)	\$13,000	CIP
FY24	Harbor	Design, Letnikof Harbor Float	\$100,000	Harbor \$80K/CIP \$20K
FY24	IT	Purchase, Avaya Phone System Controller	\$19,300	ARPA -LATCF
FY24	IT	Server Upgrade	\$26,500	ARPA -LATCF
FY24	IT	UPS Replacement	\$18,300	ARPA -LATCF
FY24	IT	Wireless Upgrade Phase I	\$23,200	ARPA -LATCF
FY24	Library	Sinking Fund, Library Roof Replacement	\$20,000	CIP
FY24	Lutak Dock	Project, Lutak Dock Replacement	\$25,952,000	RAISE/SOA/Enterprise
FY25	Museum	Project, Museum Major Maintenance/Upgrades	\$112,640	CIP
FY24	Parks	Project, Portage Cove Interpretive Trail 1 & 6a	\$896,000	DOT \$815K/ CIP \$81K
FY24	Parks	Project, Sledding Hill Lighting	\$14,000	CIP
FY24	PC Dock	Design, Lightering Float Replacement Conceptual Design	\$30,000	CPV Tax Funds
FY24	PC Dock	Project, Anode Replacement	\$555,000	ARPA \$461,580 /CPV Tax \$93,400
FY24	PC Dock	Project, Fender Refurbishment (minimal replacement)	\$250,000	AK State or CPV Tax Funds
FY24	Police	Purchase, Police Patrol Vehicle	\$60,000	CIP
FY24	Public Safety Bldg	Project, PSB Fuel Tank Replacement	\$48,400	CIP
FY24	Public Works	Purchase, Loader Bucket	\$42,800	CIP
FY24	Public Works	Project, Replace Senior Village Sidewalk	\$50,650	CIP 50% / CIA Request 50%
FY24	Public Works	Project, Replace PC Harbor Sidewalk - Phase I	\$276,700	CIP 50% / CIA Request 50%
FY24	Public Works	Purchase, Roller	\$49,500	CIP
FY24	Public Works	Project, 5th and 6th Ave Drainage Improvements	\$54,000	CIP
FY24	Public Works	Design, East Mathias Ave Realignment	\$25,000	CIP
FY24	Public Works	Project, 2020 Flood Repair FEMA Work	\$9,000,000	FEMA
FY24	School	Project, High School Roof - Phase II & III	\$500,000	SDR Funding from FY23
FY24	School	Project, Jenae's Playground	\$150,000	CIP
FY24	Senior Center	Project, Haines Senior Center Kitchen Floor Replacement	\$20,000	CIP
FY24	Sewer	Project, WWTP Generator Building Repairs	\$125,000	CIP
FY24	Sewer	Project, WWTP Influent Upgrade	\$1,876,000	DEC Loan/Grants
FY24	Water/ Public Work	Project, Main St Valve Repair & Sidewalk Patches	\$40,000	CIP
FY24	Water	Project, Lily Lake WTP Building Improvements	\$140,000	CIP
FY24	Water	Project, Piedad WTP Auxillary Power	\$50,000	CIP
FY24	Water	Project, Soap Suds Alley/Tower Rd Water Services	\$255,700	ARPA -LATCF
FY24	Water	Project, Lily Lake Treatment Plant Upgrade	\$1,400,000	DEC Loan/Grants CIP \$200K



**From:** [Shelly Wade](#)  
**To:** [Shelly Wade](#)  
**Cc:** [Annette Kreitzer](#)  
**Subject:** Haines Comp Plan Revision: Dec 2023 - THE INTERACTIVE COMMENT MAP is HERE!  
**Date:** Monday, December 4, 2023 5:48:05 PM  
**Attachments:** [image001.png](#)  
[image004.png](#)  
[image005.png](#)

**CAUTION: This email originated from outside of the Haines Borough. Do not click on links or open attachments unless you recognize the sender and know the content is safe.**



### **December 2023 Update: Haines Comprehensive Plan Revision**

Dear Haines Community,

As we develop the Draft Revised Haines Comprehensive Plan, the Project Team continues to gather community feedback and other information that is informing Draft Plan policies.

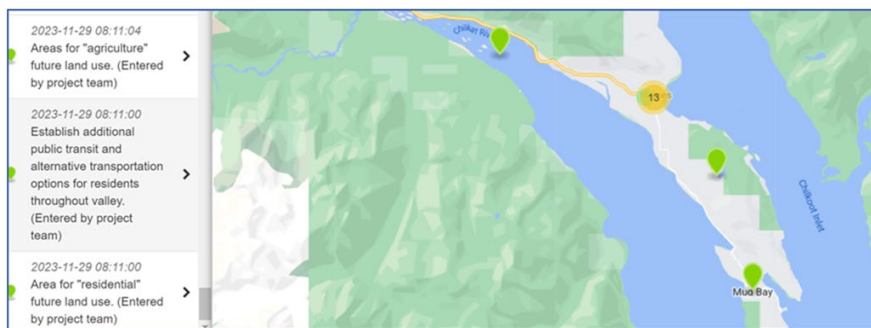
Today, we are excited to announce an additional way you can provide feedback, through an [Interactive Comment Map](#).

#### **Use the Comment Map to:**

1. **Pick a location on a map of the borough to share an issue, opportunity, or something you would like to see happen in that area in the next 10 years.** For example, you can place a marker in an area you think should be designated as agricultural use, where utilities or other services should be improved and/or extended, where new or different housing should be located, where industrial uses should be concentrated, or any other “place-based” comment you’d like to make.
2. Check out other comments and **“thumbs up” ideas or recommendations you support.** 👍

#### **The Comment Map is Easy to Use & We’ve Got You Started!**

1. Instructions on how to use the comment map will pop up when you click on the Comment Map link. If you don’t see the instructions, just click the “About” link at the top and you’re there.
2. Right away, you will notice there are comments labeled “entered by the project team”. The Project Team has input some common themes and recommendations we’ve heard so far (see screenshot). **We need more input from you!**



**IMPORTANT: The Comment Map is open through Friday, January 12<sup>th</sup>, 2024.**

Have a question or comment about the comment map, schedule, or other parts of the planning process? Contact Shelly Wade, Consultant Project Manager, [shelly@agnewbeck.com](mailto:shelly@agnewbeck.com), 907-242-5326 (call or text!). You can also check out [the project website](#) for other ways to share your ideas for the plan.

Thank you for your input so far, everyone. We hope to hear more from you!

Happy Holidays,

Haines Comp Plan Revision Project Team

**COMING SOON:** A revised project schedule with preliminary dates for future community visits and release of the Draft Plan in 2024.





11C3

## **Mayoral Appointments 12/12/23**

### **Chilkat Center Advisory Board**

Reappointment of Lorraine Dudzik to the Chilkat Center Advisory Board with seat terming 11/26. There are still available open seats on this board.

### **Code Review Commission**

Appointment of Gershon Cohen and Katie Emma Begly to the Code Review Commission with seats terming 11/26. There is still one open seat on the commission.

### **Library Advisory Board**

Reappointment of JoAnn Ross Cunningham and James Alborough to the Library Advisory Board with seats terming 11/26. There are still three open seats on the board.

### **Parks and Recreation Advisory Committee**

Appointment of Kathleen Menke, Thom Ely and Shannon Spring to the Parks and Recreation Board with seats terming 11/26. There is still one open seat on the committee.

### **Ports and Harbors Advisory Committee**

Reappointment of Fred Gray and Jake Eckhardt to the Ports and Harbors Advisory Committee with seats terming 11/26. There are still three open seats on the committee.

### **Public Safety Advisory Board**

Appointment of Darwin Feakes, Julie Korsmeyer and Stephanie Pattison to the Public Safety Advisory Board with seats terming 11/26. With this appointment, the board will be full.

### **Historic Dalton Trail RMSA**

Appointment of Erika Merklin to the Historic Dalton Trail RMSA Board representing Subzone 4 with seat terming 11/26. With this appointment, the board is full.



## 2023 Heliski Season-End Report

Prepared per HBC 5.24.040 (F) The borough manager shall compile a season-end report to be submitted to the borough assembly annually in July. The report shall include the number of helicopters used daily by each permitted company as compared to previous years, and it shall include any verified permit infractions along with correspondence and other information documenting reasons for the infractions.

by Borough Manager Annette Kreitzer

### 1. Permits Issued

Four operators were permitted for the 2023 season. One operator was permitted, but chose to not operate.

Operator	Start Day	End Day
Alaska Heli-skiing	February 6	April 22
Alaska Mountain Guides	Did not operate	Did not operate
SEABA	March 3	April 22
Stellar	March 6	April 21

### 2. Skier Day Use

The use of skier days was repealed and replaced with helicopter usage for the 2022 season. However, HBC 05.24.040 (E)1 requires reporting of skier days used during the reporting period. Skier days don't necessarily reflect income or sales tax paid by operators. For instance, a solo skier could pay a premium to have a guide and helicopter for several days and pay more than several people skiing over that same time period.

Operator	Skier Days 2023	Skier Days 2022	Skier Days 2021
Alaska Heli-skiing	502	445	471
Alaska Mountain Guides	0	4*	32
SEABA	279	363	314
Stellar	338	254	0
<b>TOTAL</b>	<b>1119</b>	<b>1066</b>	<b>817</b>

\*AMG only reported number of helicopters after initial report of 4 skier days.

### 3. Helicopter Usage Including Additional Usage (HBC5.24.030(B))

Operator	2023 Helicopter allotted	2022 Helicopter allotted	Add'l Usage 2023
Alaska Heli-skiing	2	2	1
Alaska Mountain Guides	1*	1	0
SEABA	2	2	0
Stellar	2	1	0

\*HBC 5.24.030 Helicopter Usage and Fees: "Each permit holder has the right to use at least one helicopter during the season." Helicopter was not used for Heliskiing in Haines Borough.

4. Season Extension: Per HBC 5.24.040(B), *All activity shall be conducted between the hours of 8:00 a.m. and 6:00 p.m., except that the borough may authorize additional hours for no more than 30 days.*

No operator came close to using 30 days of hours outside of 8 am and 6 pm.

I extended the hours of operation as follows:

**Steller**: March 7 (didn't use); March 26-April 21 Sunrise to one hour before sunset  
During this time period, Steller had 12 take-offs before 8 am on seven separate days; and 10 landings after 6 pm on eight different days.

**SEABA**: March 26-27 approx. 6:30am to 6 pm

March 29 6:30 am

April 3-4 approx. 7:20 am to 6:30 pm

April 11 at 6:20 am – 7 pm

April 20-22 earliest at 5:35 am

**AK Heli**: Additional Usage for film crew on 4/11. Sunrise to one hour before sunset  
March 28 through April 18 (using nine days early lift-off, and six days late landing)

**AMG**: No use

Reasons for these extended hours of operation were mostly weather and safety conditions. Requesters stated that as the sun hit the slopes in the afternoon, it created less stable conditions for skiing. Allowing earlier transport and skiing contributed to a safer environment.

#### 5. Complaints

The one written complaint received was related to the flight paths of helicopters. As the Borough does not have the authority to regulate flight paths of aircraft, it recommends flight paths in the *Heliskiing Flight Rules, GPS Data Collection, Submission and Compliance* Administrative Policy.

a. Received a complaint of helicopter flight path from Mile 18. Although the complaint was fairly general in comment, I took the issue of helicopters flying out of Mile 18 not achieving 1500' quickly as one I could follow up on. In the Heliskiing policy adopted by the Borough: *"From the 18-Mile heliport - Take off and approach should be down river to avoid residences. Routes to skiing areas should go directly across the Chilkat River and into the mountains. Avoid flying parallel to the Chilkat or Klehini Rivers. When flying to and from the Ferebee Glacier area, avoid Chilkoot Lake and Lutak residents."* It is one of the spot checks done on March 24 for Mile 18. The attached map plotting helicopter with tail number N608OR's altitude with two-minute intervals. It is clear from this snapshot that this particular helicopter took a number of minutes to achieve 1500' and it appears did not achieve it as quickly as it likely could have.

#### 6. Spot Checks

Administrative Policy requires a minimum of three spot checks. Based on post-season debriefings, I requested the following spot checks for the following reasons:

- a. March 20 – SEABA and Stellar in same drainage – No Data Retrievable
- b. March 24 – Stellar – verify flight path and height, re: complaint about helicopter flying low over neighborhoods
- c. March 27 – Alaska Heli – selected due to number of clients and areas skied.
- d. March 29– Stellar and SEABA – both at Dickinson Glacier
- e. April 1 – Would have been a 7 helicopter day; 4 operating
- f. April 7 – AK Heli #of clients and Stellar in same area (Tsirku)
- g. April 20 – Stellar and SEABA in same area – No Data Retrievable.

<b>Operator</b>	<b>Date</b>	<b>Results</b>
All Operators	March 20	No data retrievable*
Stellar	March 24	Achieve 1500' in elevation more quickly before traveling across to Mt. Jonathon Ward.
Alaska Heliskiing	March 27	This is the same issue as the 2022 season – landing exactly 500' outside boundary (2) Although the reason stated for landing outside the boundary was for safety, it is believed that it is also for convenience as this is a developed landing spot for helicopters servicing the Constantine Co. \$250 fine per occurrence – total \$500 fine
Alaska Heliskiing	March 27	500' outside boundary - Tsirku \$250 fine per occurrence – total \$500 fine
SEABA, Stellar/Dickinson Glacier	March 29	No anomaly found
SEABA, Stellar, AK Heli (4 helicopter day)	April 1	No anomaly found
Stellar & AK Heli in Tsirku	April 7	No anomaly found
Stellar, SEABA in same area	April 20	No data retrievable*

\*Our GIS Contractor Gary Greenberg advised that the data could have been recorded over – we are not sure why the data from these two dates was unavailable. However, we do have the reports from each operator for these two dates.

### **SEASON SUMMARY:**

I interviewed all four operators. I have compared the actual weekly use reports against email communication and the “Helicopter Days” calendar that I maintain during the season to ensure the information in this report is as accurate as possible. Weather, availability of pilots, helicopter maintenance, and illness all play a part in last minute changes to operational plans. The end-of season report is the opportunity to audit all of this information.

Heliskiing is a sport with some risk. Following the interviews of operators from the 2022 and 2023 seasons, I thought it prudent to provide some information regarding avalanche fatalities by state and in Alaska.

As with last year’s report, there were some concerns regarding safety of operations. As might be expected, each operator has its own sense of what it considers “safe” operations. There were differing views as to the relative avalanche hazards during the season. One suggestion by an operator was to discuss a subscription to InfoEx on behalf of all operators. This year, two of the three companies operating tours were using InfoEx. InfoEx depends on the SWAG (Snow, Weather, Avalanche observation Guidelines) (in the US) to provide common understanding and descriptions of weather and avalanche characteristics. The annual cost of an InfoEx subscription is estimated at between \$600-\$650 (per Stuart Smith, InfoEx Manager). Here is a 6-minute introduction to how operators use InfoEx, with permission of SEABA to use its data: [INFOEX Application](#)

As the attached April 1 and April 7 maps show, operators can get clustered in relatively small areas. It is this proximity which makes communication among operators extremely important. InfoEx is one tool to increase the communication of weather and potential avalanche conditions.

In support of the need for operators to more fully share weather and avalanche information, I've attached data regarding avalanche fatalities in Alaska, although there are fatalities that have occurred in the Haines Borough that are missing from the list. This is to provide an overview of how Alaska compares to other states when it comes to avalanche fatalities. It is meant to facilitate the discussion about the usefulness of InfoEx.

The Borough Commercial Ski Tour Map is scheduled to be reviewed in 2025. There continues to be a lot of discussion about cleaning up the lines on the map, where there appears to be no reason for a line to be just below a ridge where a helicopter could land. The map is likely the result of a number of compromises, but in practice it should reflect appropriate topographical boundaries. There may be technical problems with how the Borough-adopted heliski map is received digitally by other map programs. Following last season and in recognition of digital anomalies, I allowed for deviations of 500 feet from a boundary. However, all of the operators were aware of the boundaries after these conversations following last season.

According to HBC 5.24.040 C - *All activity shall be conducted only in areas identified on the map labeled "Haines Borough Approved Commercial Ski Tour Areas" as provided in HBC 5.24.050.* This includes training as it is an activity in support of a Heliski operation.

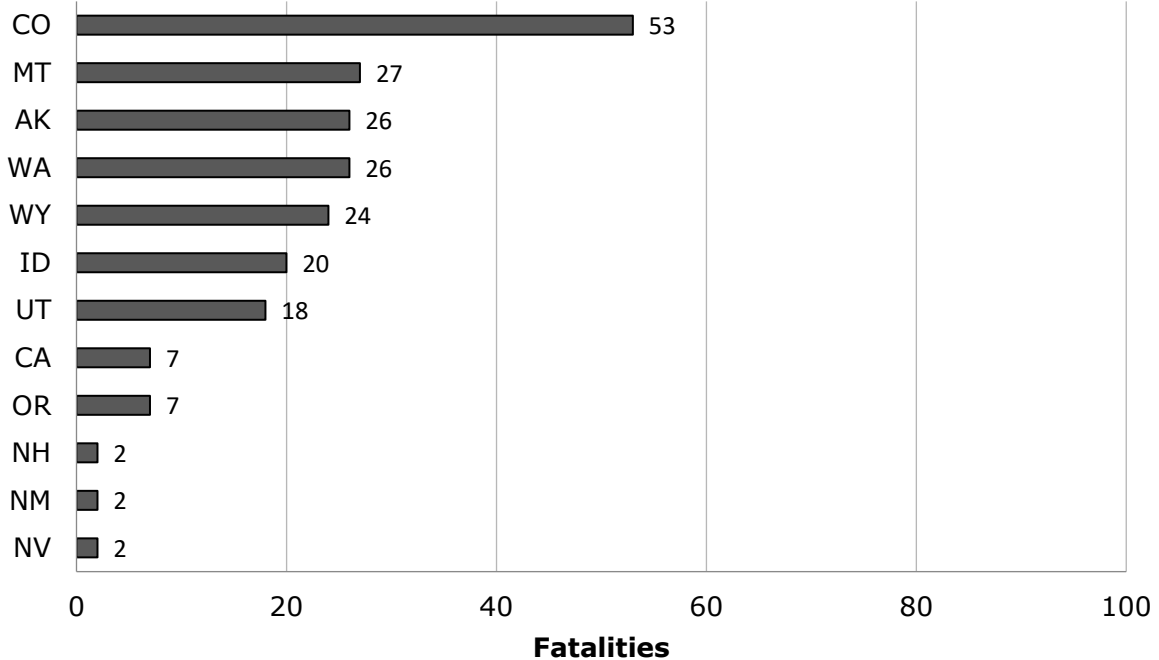
GIS contractor Gary Greenberg thoroughly reviewed the data with Alaska Heliski, and unfortunately I will have to assess fines for four out of bounds landings. There were numerous reasons Alaska Heliski believed it was operating within the bounds of the map, and therefore did not report these infractions on their Weekly Use Reports.

The Bureau of Land Management actively manages its lands for heliskiing, and its lands were removed from the map in March 2022 by the Assembly, the Alaska Mental Health Trust does not allow heliskiing on its property within the Haines Borough.

#### RECOMMENDATIONS FOR 2024 SEASON:

- 1) Require all operators to purchase an InfoEx subscription for the duration of the season February-May, 2024. (Requires Administrative Policy change)
- 2) Require all operators to share all of that information with the exception of ski run data (shareable, if operators choose to share with one another). (May require Administrative Policy change).
- 3) Ensure that all operators are using the same form with the helicopter tail number and number of skier days (still required to be reported). (Requires Borough review of form and ensuring all operators have current form before 2024 season)
- 4) Remove the requirement that names of helicopter pilots be provided. It is too difficult to follow when pilots have to be changed out. The name of the company, color(s) of the helicopters, and tail numbers are sufficient to follow up on complaints. The name of the pilot has not proven to be useful information for the Borough's needs. (Requires Code change)
- 5) Although one operator (AMG) renewed its permit in 2023 for two years, it chose to not operate heliski tours in 2023. The Code guarantees each permittee one helicopter. (Could be Code change to make clear that if a permittee does not operate in a season that the permit automatically is terminated.)
- 6) Require all operators to submit GPS data in .KML format. Allowing operators to use different formats requires extra expense and time for the GIS contractor. (Requires Administrative Policy change)

## US Avalanche Fatalities by State 2012-13 to 2021-22



*Provided by Colorado Avalanche Information Center – obtained from CAIC website 10/1/23. This is not a total count of fatalities in the Haines Borough. There are other fatal accidents not included in this data. The graph appears to have not counted two fatalities. It is for relative comparison only.*

### 2021-2022 Season: 1 FATALITIES IN ALASKA

20220425: Southeast of Thompson Pass, 1 heliskier caught and killed

### 2020-2021 Season: 6 FATALITIES IN ALASKA

20210513: Ruth Glacier, Denali National Park, 2 climbers caught in serac fall, one killed

20210327: Matanuska Glacier, 1 heliskier caught and killed

20210202: Bear Mountain, Chugach State Park, 3 climbers caught and killed

### 2019-2020 Season: 3 FATALITIES IN ALASKA

20200309: Hatcher Pass, 1 backcountry skier caught and killed

20200225: Unalaska Island, 1 snowmobiler caught and killed

20200210: Boulder Creek Drainage, South of Cooper Landing, 1 snowmobiler caught and killed

### 2018-2019 Season: 2 FATALITIES IN ALASKA

20190309: Crescent Lake Kenai Peninsula, 1 snowboarder caught and killed

20190313: Takshanuk Mountain, north of Haines, 1 snowboarder caught and killed



2017-2018 season: 3 FATALITIES IN ALASKA

20180502 Kenai Mountains, 1 snowmachiner killed, Blackstone Glacier  
20180225 Ketchikan, 1 snowboarder killed  
20171122 Hatcher Pass, 1 skier killed

2016-2017 season: 2 FATALITIES IN ALASKA

20170401 North Pole, child killed in roof avalanche  
20170128 Near Cooper Landing, Kenai Peninsula, 1 Snowmobiler killed  
20161229 Turnagain Pass, Lipps. Skier near miss

2015-2016 season: 6 FATALITIES IN ALASKA

20160411 Summit Lake, near Gulkana Glacier, 1 snowmobiler caught, buried and killed  
20160403 Summit Lake, Eastern Alaska Range, Courage Mountain, 1 Snowmobiler killed  
20160227 Glennallen, Chugach Mountains, near Nelchina Glacier, 2 snowmobilers caught, 1 killed  
20160116 Hatcher Pass  
20160102 Willow side of Hatcher Pass snowmachine fatality  
20151129 Summit Lake area full burial survivor  
20151122 Hatcher Pass solo skier fatality  
20151114 Summit Lake area full burial survivor  
20151107 O'Malley Peak near-miss  
20151106 Hatch Peak partial burial near-miss

2014-2015 season: 3 FATALITIES IN ALASKA

20150402 Wrangells skier killed in cornice fall  
20150314 Cantwell snowmachine fatality  
20150101 Thompson Pass near-miss. Full burial survivor  
20141228 Sunburst, Turnagain Pass near-miss. Full burial survivor.  
20141206 Rainbow Ridge area, Alaska Range 1 ski fatality, 1 dog fatality, 1 survivor

2013-2014 season: 1 FATALITY IN ALASKA

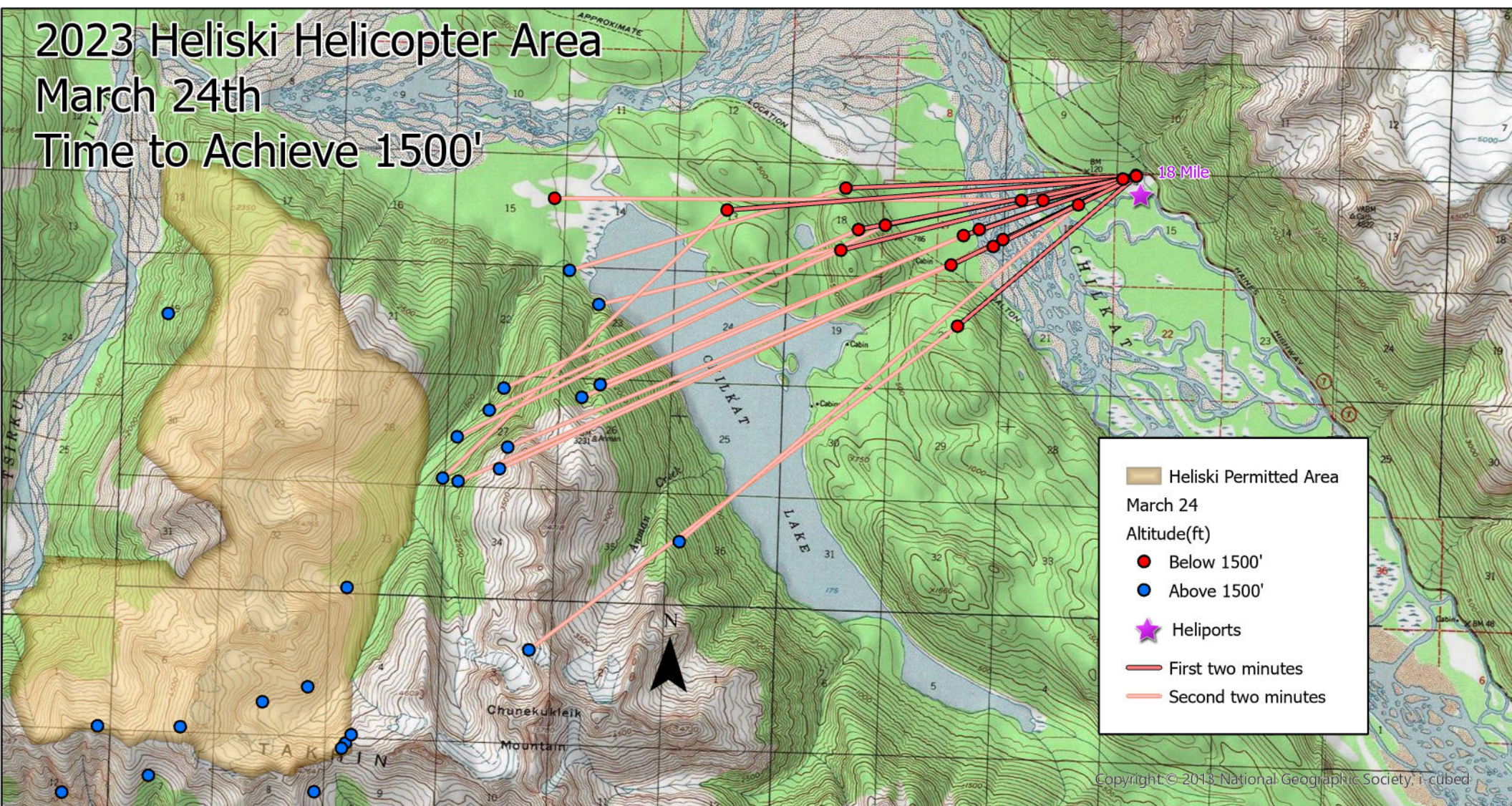
20140315 Haines 1 heli ski fatality  
20140111 Valdez snowmachine near-miss Brown's Creek

2012-2013 season: 1 FATALITY IN ALASKA

20130303 Haines 1 heli ski fatality

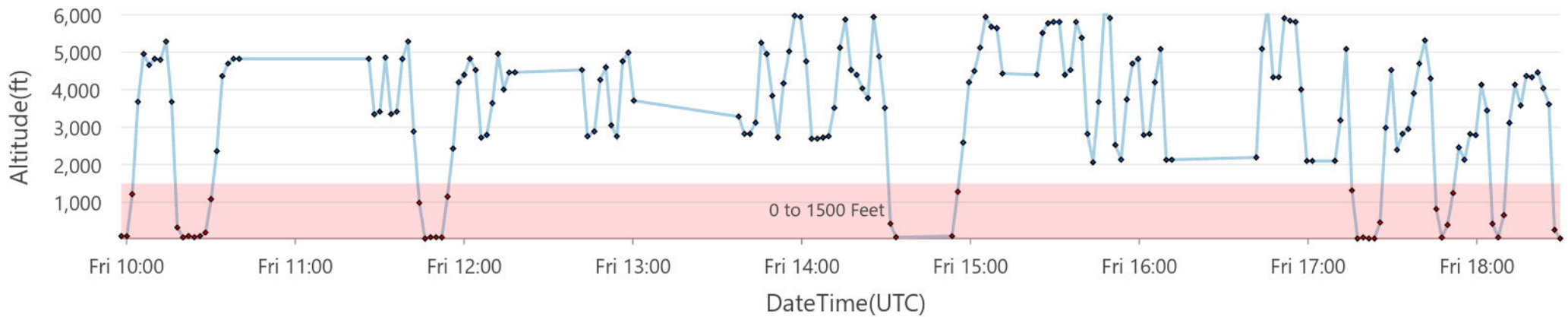
# 2023 Heliski Helicopter Area

March 24th  
Time to Achieve 1500'



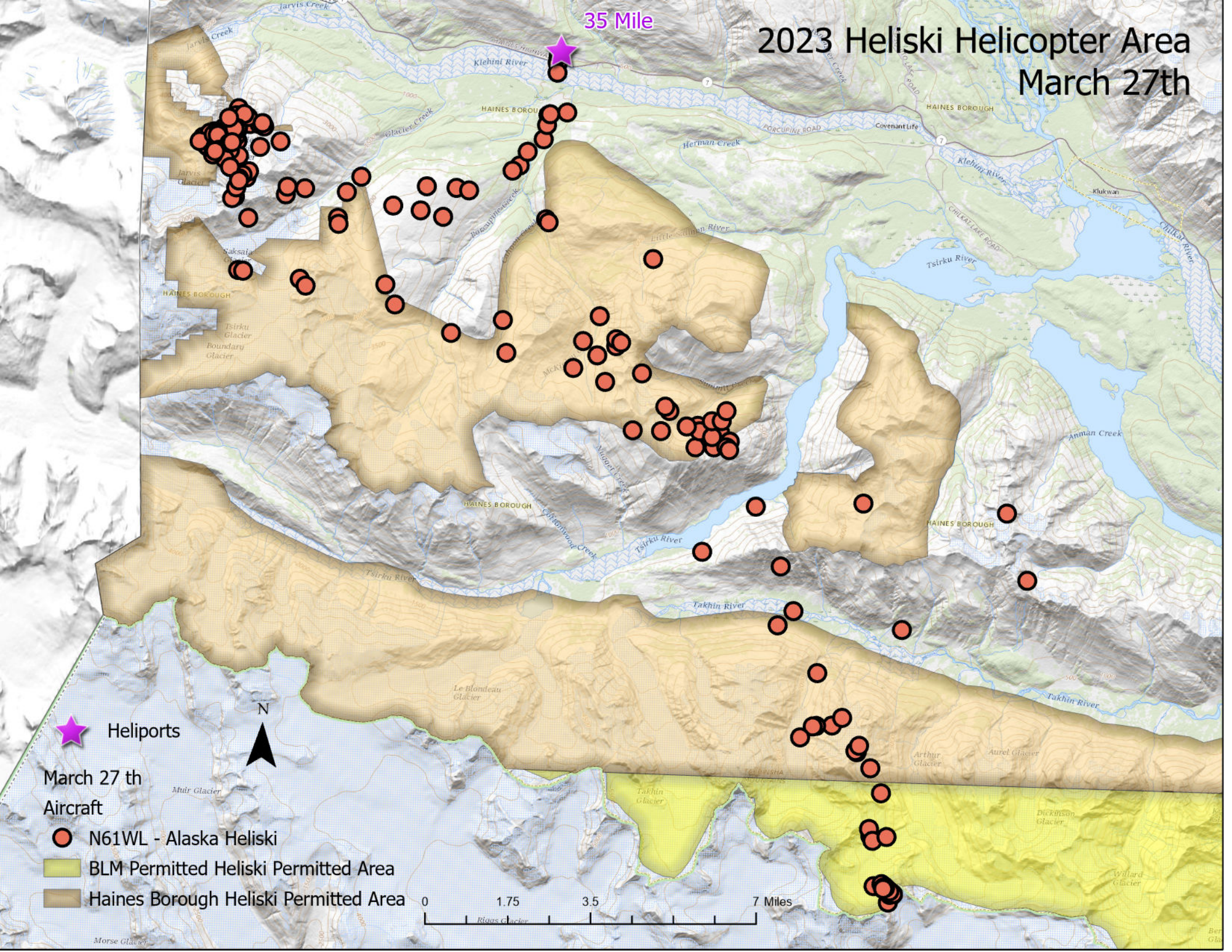
Average time is Approximately 4 minutes

### Altitude(ft) over DateTime(UTC)



# 2023 Heliski Helicopter Area March 27th

35 Mile

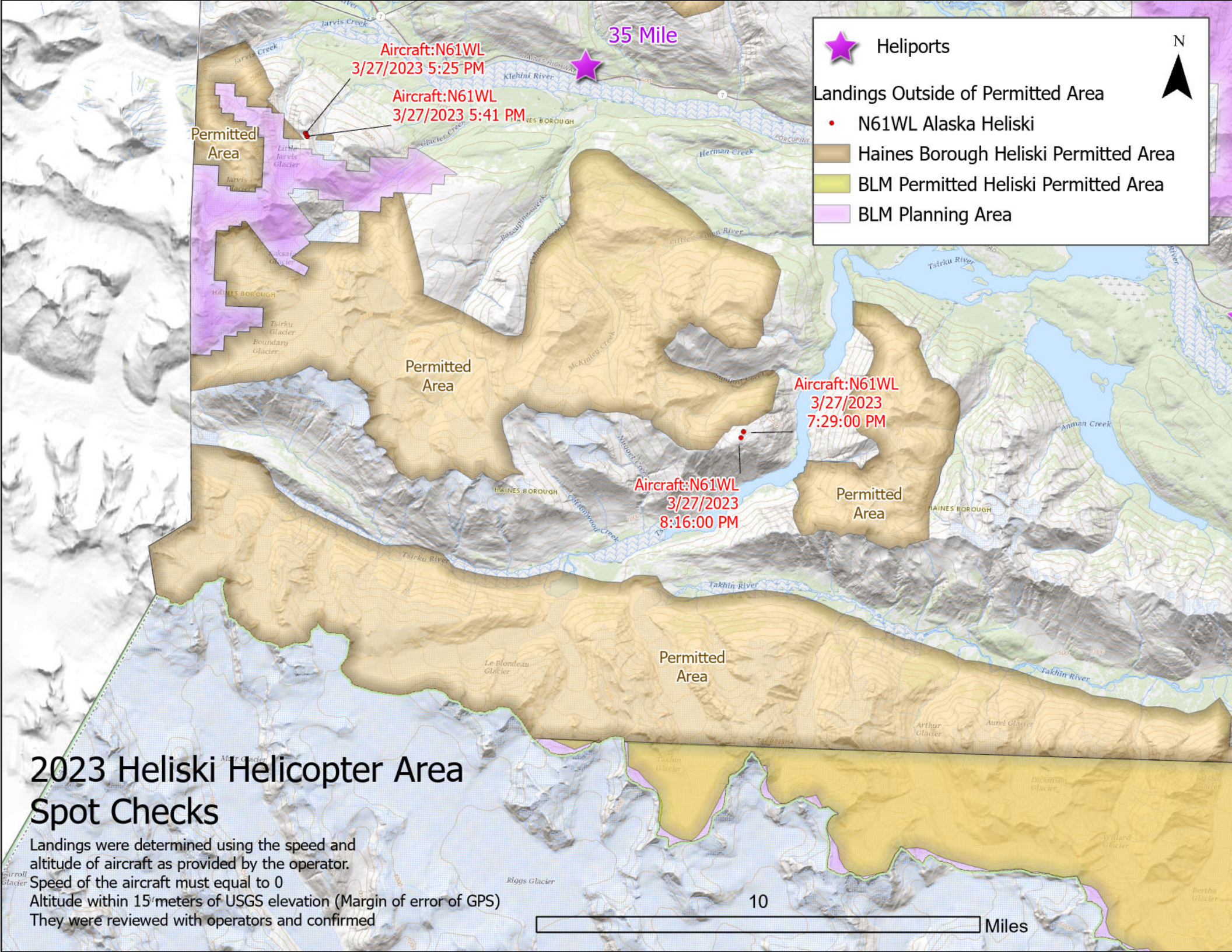


★ Heliports

March 27 th  
Aircraft

- N61WL - Alaska Heliski
- BLM Permitted Heliski Permitted Area
- Haines Borough Heliski Permitted Area





★ Heliports  
 Landings Outside of Permitted Area  
• N61WL Alaska Heliski  
 Haines Borough Heliski Permitted Area  
 BLM Permitted Heliski Permitted Area  
 BLM Planning Area

Aircraft: N61WL  
3/27/2023 5:25 PM

Aircraft: N61WL  
3/27/2023 5:41 PM

35 Mile

Aircraft: N61WL  
3/27/2023  
7:29:00 PM

Aircraft: N61WL  
3/27/2023  
8:16:00 PM

# 2023 Heliski Helicopter Area Spot Checks

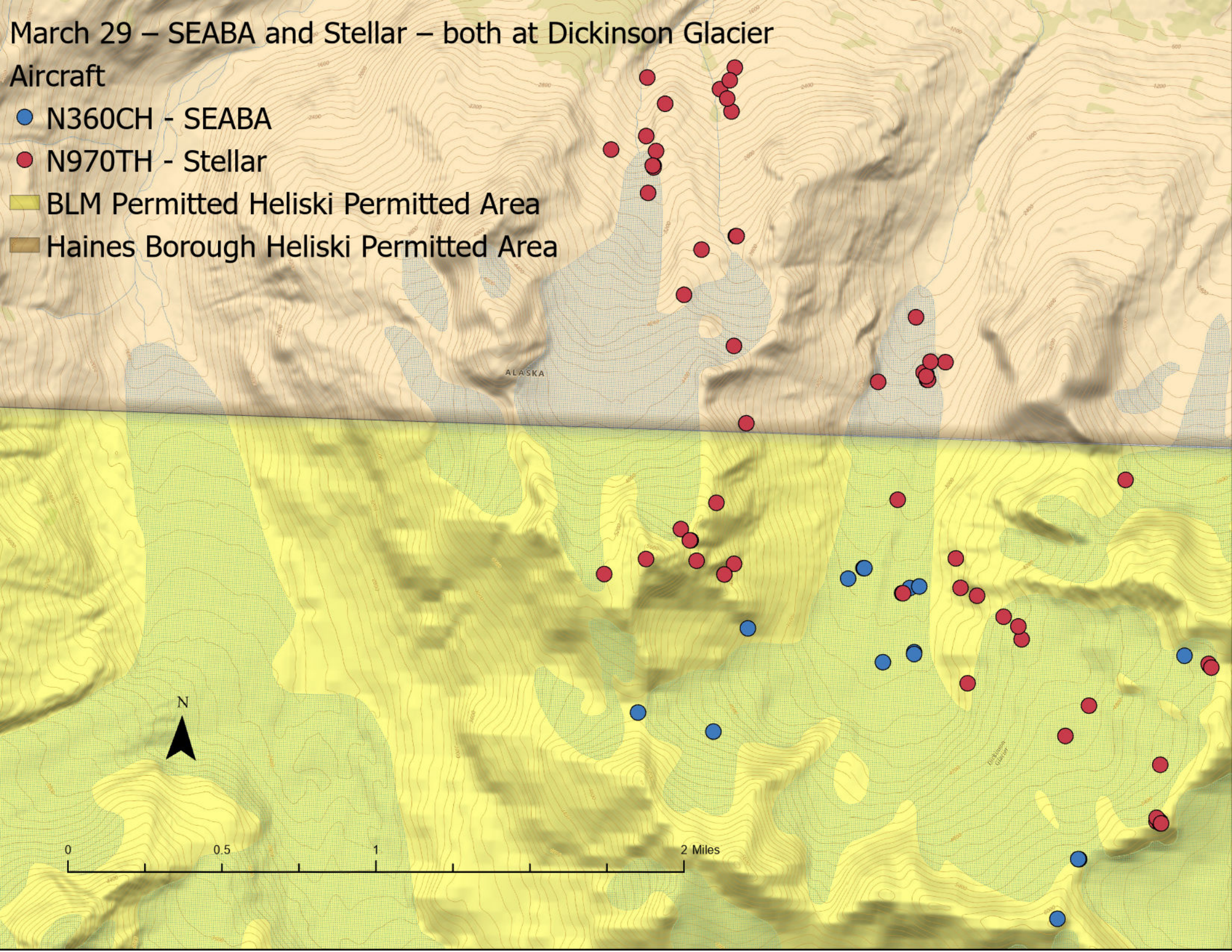
Landings were determined using the speed and altitude of aircraft as provided by the operator.  
 Speed of the aircraft must equal to 0  
 Altitude within 15 meters of USGS elevation (Margin of error of GPS)  
 They were reviewed with operators and confirmed



# March 29 – SEABA and Stellar – both at Dickinson Glacier

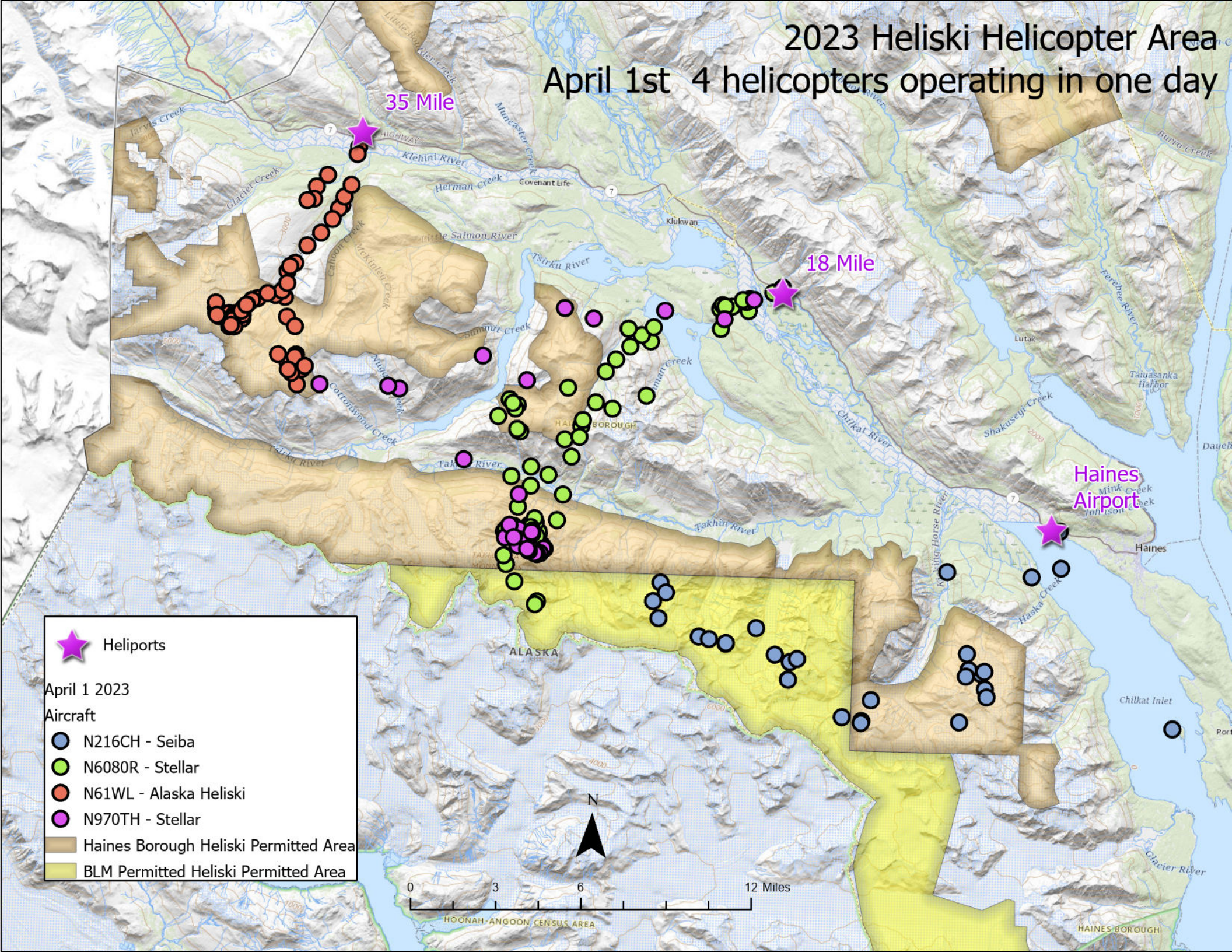
## Aircraft

- N360CH - SEABA
- N970TH - Stellar
- BLM Permitted Heliski Permitted Area
- Haines Borough Heliski Permitted Area



# 2023 Heliski Helicopter Area

April 1st 4 helicopters operating in one day



35 Mile

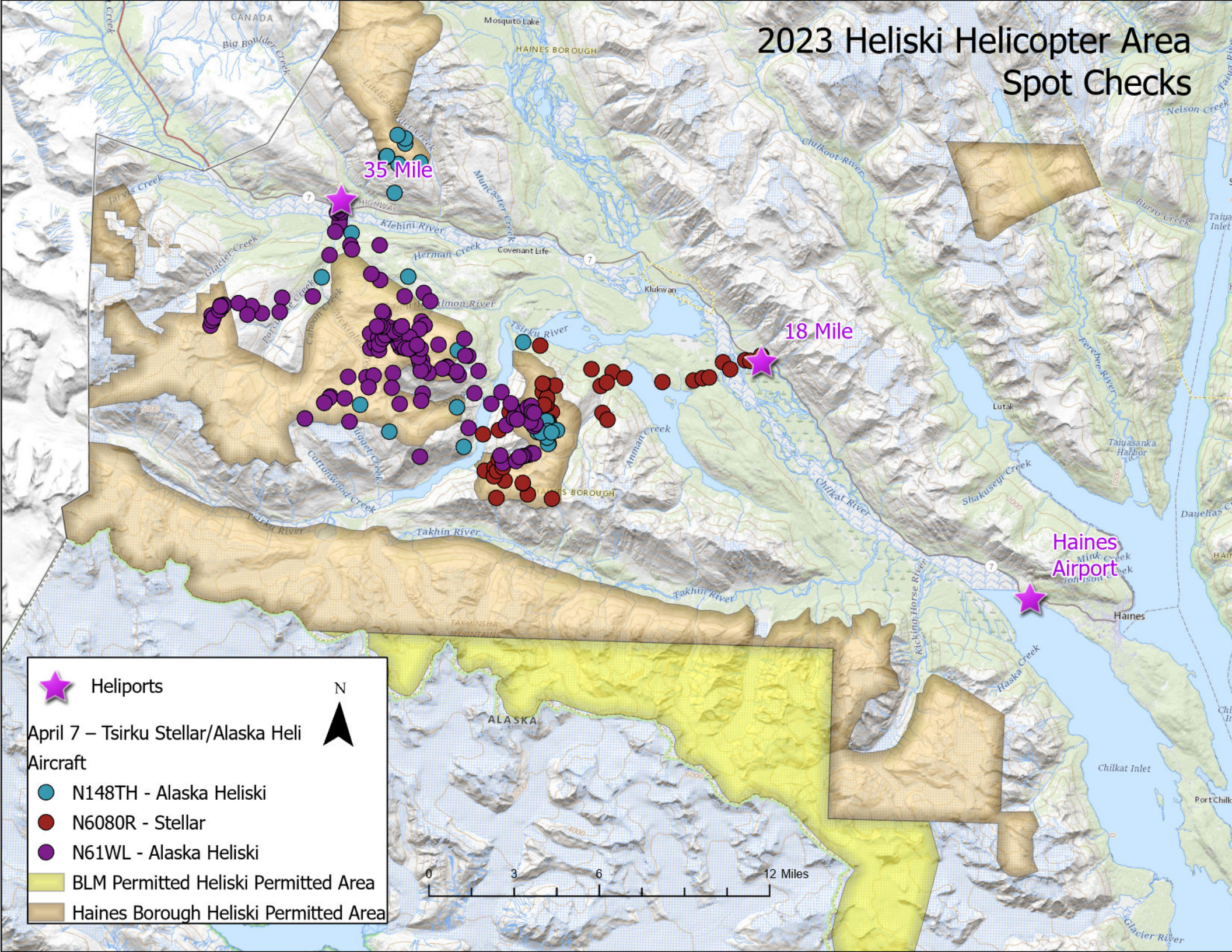
18 Mile

Haines Airport

- ★ Heliports
- April 1 2023
- Aircraft
  - N216CH - Seiba
  - N6080R - Stellar
  - N61WL - Alaska Heliski
  - N970TH - Stellar
- Haines Borough Heliski Permitted Area
- BLM Permitted Heliski Permitted Area



# 2023 Heliski Helicopter Area Spot Checks



★ Heliports



April 7 – Tsi'ku Stellar/Alaska Heli Aircraft

- N148TH - Alaska Heliski
- N6080R - Stellar
- N61WL - Alaska Heliski

- BLM Permitted Heliski Permitted Area
- Haines Borough Heliski Permitted Area





**HAINES BOROUGH, ALASKA**  
**P.O. BOX 1209, HAINES, ALASKA 99827**  
AK Annette Kreitzer, Borough Manager  
907.766.6404 akreitzer@haines.ak.us

**MEMO**

TO: Heliski Operators: AMG, AK HELI, SEABA, STELLAR  
DATE: October 9, 2023  
RE: Helicopter allocations for 2024

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ALL:

AMG has notified me that it does not intend to operate during the 2024 Heliski season. It also did not operate during the 2023 season. In accordance with HBC 5.24.020 B(4), I intend to allocate helicopters for the 2024 season which begins February 1, 2024 as follows:

**AK Heli: two helicopters (\$8,000 payment received)**

**SEABA: two helicopters (\$8,000 payment received)**

**Stellar: two helicopters (\$8,000 payment received)**

I encourage you to pay promptly to ensure this allocation, do not wait until January 15<sup>th</sup>. As always if you have questions, please email or call. (*payment from all operators was received following receipt of this allocation notice.*)

HBC 5.18.025 sets out the fees for helicopters allocated for the 2024 season:

*C. Helicopter Fee. For 2022, 2023 and 2024 only, each commercial helicopter ski tour permit holder shall pay an annual nonrefundable fee of \$3,000 for the first regular usage helicopter prior to January 15th. To qualify for a second helicopter or additional helicopter usage during the season, a permit holder must pay a refundable fee of \$5,000. Any permit holder requesting a second helicopter must submit a written proposal to the borough manager demonstrating need on or prior to January 15th, or upon the manager's allocation of a second helicopter or additional usage or with the subcontracting, sharing or transferring of a second helicopter. The fee is not refundable once a second helicopter has been allocated, subcontracted, shared or transferred.*



HBC 5.24.020 B(4) states:

4. *When more than three applicants apply for a commercial ski tour permit in any calendar year and/or the number of applicant requests exceeds six helicopters in any regular season, preference shall be given to existing permit holders in good standing in the grant of a permit. The manager may consider previous permit use, conditions, and compliance in the determination of good standing including willful noncompliance with any term, condition or provision of the permit; and any violations of any provisions of this code or other applicable local, state or federal law, policy or regulation.*

HBC 5.25.030 (A) Helicopter usage and fees states:

*A. Regular season usage allows a maximum of six helicopters per day in the approved commercial ski tour areas map as described in HBC 5.24.050(D).*

cc: Tina Olsen, Accounts Receivable, Department of Finance  
Rebecca Hylton, Tourism Director



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## PROFESSIONAL SERVICES AGREEMENT

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This Agreement is made and entered into this **14<sup>th</sup> day of May, 2010** by and between the **Haines Borough**, a municipal corporation organized under the laws of the State of Alaska with its principal place of business at 103 Third Avenue S., Haines, Alaska 99827 ("the Borough") and **Boyd, Chandler & Falconer, LLP**, a limited liability corporation with its principal place of business at 911 West Eighth Avenue, Suite 302, Anchorage, AK 99501 (Brooks Chandler is designated "Borough Attorney"). The Borough and the Borough Attorney are sometimes collectively referred to as "Parties."

The Parties agree as set forth below.

### Article I - Contract Documents

1.1 The Contract Documents consist of this Agreement, the Request for Proposals, the Borough Attorney's proposal, and all modifications issued after execution of this Agreement. These form the Contract and all are as fully a part of the Contract as if attached to this Agreement or repeated herein. If anything in the Contract Documents is inconsistent with this Agreement, the Agreement shall govern.

### Article II - Services To Be Rendered

2.1 The Borough Attorney shall perform all the services required and described by Haines Borough Charter, Haines Borough Code, and Request for Proposals to provide timely legal advice and counsel to the Borough's Mayor, Assembly, Manager, and staff, when requested and/or authorized by the Manager or the Mayor. The Borough reserves the right to select and/or retain separate counsel for particular areas of expertise and/or projects. The Scope of Service includes, but is not limited to, the followings:

1. Attendance, when requested, either in person or via teleconference, at regular and special Assembly meetings, and meetings of various boards, departments, and commissions. Regular Assembly meetings occur on the second and fourth Tuesday of each month at 6:30pm;
2. Assistance in the preparation, revision, and review of ordinances, resolutions, agreements, contracts, bid specifications, and related documents at the direction of the Manager or Mayor;
3. Interpretation of the Borough charter and code; perform research and interpret laws, court decisions and other legal authorities in order to prepare legal opinions and to advise the Assembly and management staff on legal matters pertaining to borough operations;
4. Performance of Borough prosecutor functions on code violations and enforcement operations;
5. Provision of legal advice, consultation, and opinions to the Borough Assembly and staff, as requested by the Mayor or the Manager;
6. Consultation and/or assistance to the Borough in obtaining counsel in specialized areas of expertise and/or special projects;
7. Monitoring pending and current state and federal legislation, regulations, and case law, as appropriate. Inform the Assembly and Administration of such legislation and recommend changes to borough ordinances and practices, as needed.



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## PROFESSIONAL SERVICES AGREEMENT

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Page 2 of 3

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8. Performance of legal work pertaining to public improvements, public rights of way and easements, and matters relating to public utilities;
9. Other duties include: advising in matters of the various advisory boards and commissions at the request of the Mayor or Manager; assist the Borough Assessor, when directed by the Manager, including appearance, prosecution, and defense of appeals; review and provide consultation to the Borough on various insurance and tax matters; and otherwise represent the Borough as directed by the Mayor or the Manager.

### Article III - Time of Commencement

3.1 Upon full execution of this Agreement, the Borough Attorney will commence to provide the required services as needed and as stated in the Contract Documents. This contract may be terminated according to the provisions of Article IX.

### Article IV – Compensation for services rendered

4.1 The Borough Attorney agrees to submit periodic invoices for services performed, and the Borough agrees to pay the Borough Attorney according to the proposed fee schedule subject to any changes in the scope of services that might also change or modify the fee schedule.

### Article V - Changes in the Scope of Services

5.1 The Borough reserves the right to make changes in the scope of services provided under this agreement. The Borough Attorney shall be reimbursed for changes in the scope of services on the basis of negotiations between the Borough and the Borough Attorney.

### Article VI – Sub-consultants and Other Agreements

6.1 The Borough reserves the right to reject any sub-consultants or other agreements proposed by the Borough Attorney.

6.2 Performance by any sub-consultants shall conform to the requirements of the Contract Documents.

### Article VII - Insurance

7.1 The Borough Attorney and all sub-consultants shall maintain the following types of insurance coverage when appropriate:

- a) General Liability - \$1,000,000 coverage
- b) Worker's Compensation, as appropriate under State Law
- c) Automobile Liability - \$1,000,000 Coverage
- d) Professional Errors and Omissions - \$1,000,000 coverage

### Article VIII - Payments to the Borough Attorney

8.1 The Borough Attorney may submit payment requests for performed services during the contract period. The Borough shall review the Borough Attorney's payment requests and promptly recommend the amount for payment. Such amounts shall be payable by the Borough according to its regular accounts payable schedule.

# Haines Borough



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## PROFESSIONAL SERVICES AGREEMENT

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Page 3 of 3

### Article IX - Termination of the Agreement

9.1 The Borough Attorney is an appointed "borough officer" and serves at the pleasure of the Assembly. Borough officers shall be removed only by the Assembly. Each borough officer shall hold office until terminated by the Assembly or until the officer's successor is appointed, whichever shall first occur. The Borough Attorney may cancel the written contract by giving a minimum 30-day notice, in writing, to the Borough.

### Article X - Miscellaneous Provisions

10.1 The Borough's representative under this agreement shall be the Borough Manager.

10.2 The Borough understands and acknowledges that the Attorney has advised the Borough, that in the event of any matter for which the Borough has engaged the Attorney should develop into litigation, the Borough may become liable for certain costs, fees, and expenses incurred by other parties if the Borough is not the prevailing party in the litigation. Such costs, fees, and expenses may include, but are not necessarily limited to, those identified in Alaska Civil Rules 79 and 82, copies of which are attached to this agreement.

10.3 After our services conclude, Boyd, Chandler & Falconer, LLP will, upon the Borough's request, deliver all files to the Borough, along with any funds or property of the Borough in our possession. If the Borough does not request any or all files, Boyd Chandler & Falconer, LLP will retain the files for three (3) years after this agreement is terminated. If the Borough does not request delivery of any file before the end of the three year period, Boyd, Chandler & Falconer, LLP will have no further obligation to retain the file and may, at our discretion destroy it without further notice to the Borough. At any point during the three year period, the Borough may request delivery of any file.

This Agreement entered into as of the day and year first written above.

BOROUGH

Handwritten signature of Mark Earnest in black ink.

Mark Earnest, Borough Manager  
Haines Borough

CONTRACTOR

Handwritten signature of Brooks Chandler in black ink.

Brooks Chandler, Partner  
Boyd, Chandler & Falconer, LLP

Attest:

Handwritten signature of Julie Cozzi in black ink.

Julie Cozzi, Borough Clerk



HAINES BOROUGH  
RESOLUTION No. 23-09-1063

Adopted

**A Resolution of the Haines Borough Assembly Authorizing the Designation of Charles Cacciola of Chandler, Falconer, Munson & Cacciola as Borough Attorney.**

**WHEREAS**, Resolution 10-05-204 designated Brooks Chandler from Boyd, Chandler & Falconer, LLP as the Borough Attorney on May 11, 2010; and

**WHEREAS**, Boyd, Chandler & Falconer, LLP has now become Chandler, Falconer, Munson & Cacciola; and

**WHEREAS**, Brooks Chandler, the current Borough Attorney, has advised the Haines Borough that he will be retiring effective September 28, 2023; and

**WHEREAS**, Charles Cacciola is a named partner in Chandler, Falconer, Munson & Cacciola and has been working with Brooks Chandler for many years; and

**WHEREAS**, Haines Borough Code 2.32.010 requires that "[t]here shall be a borough attorney (or firm with responsible party named by said firm) appointed by the assembly which shall be the legal advisor of all officers and employees of the borough with respect to any legal matter affecting the borough's interests; and

**WHEREAS**, Haines Borough Charter Section 2.06 states "[t]he assembly shall appoint officers who serve at the pleasure of the assembly, advising and assisting the assembly and mayor, and whose duties of office are prescribed by borough code," and *Borough Attorney* is one of the requisite officers; and

**WHEREAS**, it is a particularly inopportune time to consider changing the Borough Attorney since there are two inter-related lawsuits currently pending against the Borough which requires representation by the Borough Attorney; and

**WHEREAS**, funding for legal services are budgeted annually,

**NOW, THEREFORE, BE IT RESOLVED** that the Haines Borough Assembly authorizes the Borough Manager to amend the current professional services agreement with Chandler, Falconer, Munson & Cacciola to provide comprehensive legal services for the borough and to appoint Charles Cacciola as Borough Attorney.

Adopted by a duly-constituted quorum of the Haines Borough Assembly on the 26th day of September, 2023.

Attest:

Alekka Fullerton, MMC, Borough Clerk



Douglas Olerud, Borough Mayor

## CONSULTING AND LOBBYING SERVICES AGREEMENT

This Consulting and Lobbying Services Agreement (“Agreement”) is effective January 1, 2023, by and between the Haines Borough (“Borough”) and Theodore W. Popley, PC (“Consultant”). This Agreement will terminate on December 31, 2023 or sooner as provided in this Agreement. Consultant will provide government relations services for The Haines Borough within the State of Alaska. Consultant will take direction from the Haines Borough designee, who will serve as Consultant’s primary point of contact. The Haines Borough initial designee for purposes of this Agreement shall be The Haines Borough Manager. The Haines Borough may change its designee at any time by delivering written notice of such change to Consultant.

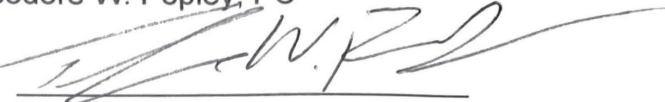
1. The scope of work to be performed by Consultant “(Work) specifically relates to government relations between The Haines Borough and the State of Alaska pertaining to The Haines Borough interests in Alaska. Consultant will cooperate with and coordinate Work activities with The Haines Borough designee.
2. Consultant’s Work is subject to instructions received from The Haines Borough Manager in performing its services under this Agreement, Consultant will be and remain an independent contractor with control over the manner in which Consultant performs such services. Consultant will not hold itself out as an agent of The Haines Borough and will require that its officers, directors and employees refrain from holding themselves out as employees or agents of The Haines Borough. Consultant will be solely responsible for all compensation of its personnel and all federal, state and local employment taxes or other withholdings related to such compensation.
3. In exchange for Consultant’s services under this Agreement, The Haines Borough shall pay Consultant an annual consulting fee of Forty-Eight thousand (\$48,000.00) during the term of this Agreement. Payment may be in lump sum or on a quarterly basis at the rate of \$12,000.00 annual quarter with the first such quarterly payment due upon execution of this Agreement and like payments due within the first thirty days of each calendar quarter.
4. The Haines Borough or Consultant may terminate this Agreement at any time for any reason (or for no reason) upon thirty (30) days written notice to the other party, without liability or penalty to either party. The cancellation or termination of this Agreement will not affect The Haines Borough’s obligation to pay the compensation, due Consultant as of the termination date (which shall be at least 30 days after the date of any termination notice).
5. Consultant shall complete the Work in accordance with all applicable laws, rules, regulations, administrative directions, and orders. Consultant shall not pay any commission, fee or rebate, or make any gift of significant value to any employee of The Haines Borough or regulator in connection with this Agreement. During the term of this Agreement, Consultant shall comply with and abide by all lobbying, ethical, registration, or notification requirements under Alaska law or

such other jurisdictions applicable to Consultant and shall comply with and abide by all lobbying, ethical, registration or notification requirements under Alaska law or such other jurisdictions applicable to The Haines Borough.

6. Consultant acknowledges that it may receive from The Haines Borough certain non-public information in connection with this Agreement. Consultant shall and will require its directors, officers, employees, and representatives to (1) treat such information as confidential, (2) not use any such information except for the purpose of performing the services contemplated by this Agreement, and (3) not disclose to any third party such information, except as may be required by law or legal process or as authorized by The Haines Borough in writing. All files, documents, and other property of whatever nature made available to Consultant by The Haines Borough will remain the property of The Haines Borough and will be surrendered by Consultant to The Haines Borough promptly upon termination of this Agreement. The obligations of Consultant under this Section & will survive the termination or cancellation of this Agreement.
7. During the term of this agreement, Consultant shall not provide services to or acquire any interest in a competitor of The Haines Borough (except for an interest not exceeding 1%, acquired for investment purposes, in a company whose stock is traded on a public exchange) without The Haines Borough's prior approval.
8. Consultant shall retain ownership of all copyrights and other rights in and to any reports, analyses, or other original works authored by Consultant pursuant to performing services under this Agreement and no such work shall be considered a work made for hire under the Copyright Laws of the United States. Consultant hereby grants to The Haines Borough a limited, non-exclusive, non-transferable license to use, for The Haines Borough's own purposes, all such works created by Consultant in performing this Agreement.
9. This Agreement and the documents incorporated herein constitute the complete agreement and supersede all prior agreements or understandings, written or oral, between the parties, with respect to the subject matter hereof. This Agreement shall not be assigned by Consultant without prior written consent of The Haines Borough.
10. No provision of this Agreement shall be deemed waived without express written notice of waiver. Failure to demand strict performance in one instance shall not be deemed to waive either Party's right to insist on strict performance in any other instance.
11. The parties shall resolve any disputes arising under this Agreement through binding arbitration pursuant to the Alaska Revised Uniform Arbitration Act, Alaska Statutes 09.43.300-09.43.595. Any arbitration hearing shall be held in Haines Alaska, with parties bearing their own costs.

If the foregoing accurately reflects your understanding of our agreement, please so signify by signing and returning this letter to the undersigned.

Theodore W. Popley, PC

By: 

Theodore W. Popley, PC

Its: Principal

ACCEPTED AND AGREED this 27 day of MARCH, 2023

The Haines Borough

By: 

Annette Kreitzer

Its: Borough Manager

ATTEST:



Alekka Fullerton, Borough Clerk





## CONSULTING AND LOBBYING SERVICES AGREEMENT

This Consulting and Lobbying Services Agreement ("Agreement") is effective September 1, 2022, by and between the Haines Borough ("Borough") and Windward Strategies LLC ("Consultant"). This Agreement will terminate on December 31, 2023 or sooner as provided in this Agreement. Consultant will provide government relations services for The Haines Borough within the federal government. Consultant will take direction from the Haines Borough designee, who will serve as Consultant's primary point of contact. The Haines Borough initial designee for purposes of this Agreement shall be The Haines Borough Manager. The Haines Borough may change its designee at any time by delivering written notice of such change to Consultant.

1. The scope of work to be performed by Consultant "(Work)" specifically relates to government relations between The Haines Borough and the U.S. Government pertaining to The Haines Borough interests. Consultant will cooperate with and coordinate Work activities with The Haines Borough designee.
2. Consultant's Work is subject to instructions received from The Haines Borough Manager in performing its services under this Agreement, Consultant will be and remain an independent contractor with control over the manner in which Consultant performs such services. Consultant will not hold itself out as an agent of The Haines Borough and will require that its officers, directors and employees refrain from holding themselves out as employees or agents of The Haines Borough. Consultant will be solely responsible for all compensation of its personnel and all federal, state and local employment taxes or other withholdings related to such compensation. Consultant agrees to coordinate efforts, as needed, with the Haines Borough's state lobbyist, Ted Popley.
3. In exchange for Consultant's services under this Agreement, The Haines Borough shall pay Consultant a monthly consulting fee of Three thousand (\$3,000) during the term of this Agreement. Payment may be in lump sum or on a monthly basis at the rate of \$3,000.00 per month with the first payment due upon execution of this Agreement and like payments due monthly. Out of pocket expenses outside of the DC metro area will be reimbursed if approved in advance by the Haines Borough Designee.
4. The Haines Borough or Consultant may terminate this Agreement at any time for any reason (or for no reason) upon thirty (30) days written notice to the other party, without liability or penalty to either party. The cancellation or termination of this Agreement will not affect The Haines Borough's obligation to pay the compensation, due Consultant as of the termination date (which shall be at least 30 days after the date of any termination notice).
5. Consultant shall complete the Work in accordance with all applicable laws, rules, regulations, administrative directions, and orders. Consultant shall not pay any commission, fee or rebate, or make any gift of significant value to any employee of The Haines Borough or regulator in connection with this Agreement. During

the term of this Agreement, Consultant shall comply with and abide by all lobbying, ethical, registration, or notification requirements under federal or Alaska law or such other jurisdictions applicable to Consultant and shall comply with and abide by all lobbying, ethical, registration or notification requirements under federal or Alaska law or such other jurisdictions applicable to The Haines Borough.

6. Consultant acknowledges that it may receive from The Haines Borough certain non-public information in connection with this Agreement. Consultant shall and will require its directors, officers, employees, and representatives to (1) treat such information as confidential, (2) not use any such information except for the purpose of performing the services contemplated by this Agreement, and (3) not disclose to any third party such information, except as may be required by law or legal process or as authorized by The Haines Borough in writing. All files, documents, and other property of whatever nature made available to Consultant by The Haines Borough will remain the property of The Haines Borough and will be surrendered by Consultant to The Haines Borough promptly upon termination of this Agreement. The obligations of Consultant under this Section & will survive the termination or cancellation of this Agreement.
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9. This Agreement and the documents incorporated herein constitute the complete agreement and supersede all prior agreements or understandings, written or oral, between the parties, with respect to the subject matter hereof. This Agreement shall not be assigned by Consultant without prior written consent of The Haines Borough.
10. No provision of this Agreement shall be deemed waived without express written notice of waiver. Failure to demand strict performance in one instance shall not be deemed to waive either Party's right to insist on strict performance in any other instance.

11. The parties shall resolve any disputes arising under this Agreement through binding arbitration pursuant to the Alaska Revised Uniform Arbitration Act, Alaska Statutes 09.43.300-09.43.595. Any arbitration hearing shall be held in Haines Alaska, with parties bearing their own costs.

If the foregoing accurately reflects your understanding of our agreement, please so signify by signing and returning this letter to the undersigned.

Windward Strategies LLC

By: \_\_\_\_\_

  
Jay Sterne, Principal

ACCEPTED AND AGREED this 27 day of September, 2022

The Haines Borough

By: \_\_\_\_\_

*Annette Kreitzer*

Annette Kreitzer

Its: Borough Manager

ATTEST:



Alekka Fullerton, Borough Clerk



**From:** [Natalie Dawson](#)  
**To:** [Alekka Fullerton](#); [Tom Morphet](#)  
**Cc:** [Annette Kreitzer](#)  
**Subject:** Agenda for upcoming borough assembly meeting  
**Date:** Monday, December 4, 2023 12:55:20 PM

---

Hi Tom and Alekka,  
I wanted to add a few items to next week's borough assembly meeting.

- 1) FEMA and Porcupine Road next steps. I would also like to include this for discussion as well as an update from the manager, so we can discuss what the Haines borough may want to do to address this issue. FEMA has lots of funding available for rural communities as part of pre-disaster mitigation and it would be great to holistically approach the issue moving forward to both address the current challenge, but think about how to be a working partner with FEMA so we don't hurt our chances of future funding.
- 2) Update from the manager on current activities from lobbyists - I am not sure what the process has been, but written summaries of current activities and hours on those activities would be good. I assume we have to track this for government compliance anyway. It would be good to have an understanding of how the lobbyists are directed to do work so the new assembly can direct the manager on these activities in the future with the knowledge of current procedures.
- 3) Lutak Dock - discussion about next steps and possibility of making a motion to pause further action until a public meeting on the project is completed, and we do a more thorough independent audit of the financial risks and rewards of this project.
- 4) Constantine North update - it sounds like the new CEO has met with some assembly members or maybe mayor? It would be good to discuss what was shared in those meetings and next steps for the borough assembly to engage. I would like us to consider a January public meeting, after their plan of operations for the spring is approved by their investors, so they can present information to the community about next season's exploration activities.
- 5) Glacier Creek Bridge and Baby Brown Timber Sale update - A bridge was constructed across Glacier Creek this fall, and I am not sure if the assembly has heard updates on this project. The state forester said it is for the Baby Brown timber sale area, but since this will also be used by Constantine next summer, it would be good to hear an update from the State Forester on this bridge and how this may impact traffic and activities on Porcupine Road which may also be relevant to the FEMA discussion. I also just want to talk about the public safety concerns around this bridge in advance of winter snowmelt and spring flooding issues. I assume these are not responsibilities of the borough but since we have responsibility over the porcupine road I just wanted to add this to our agenda so everyone is aware of this infrastructure moving forward.  
\*If it is helpful, I can include photos of the current bridge\*
- 6) Update on current grant applications being pursued by the borough - I am asking this to think about bandwidth of current grant administration capacity so we can think about what we want to do moving forward with so many federal opportunities in front of us for funding initiatives in the borough. I realize we have a new grants administrator, which is great, perhaps the best way is a report on what is currently on their to-do list.
- 7) Update from the manager on the MOU with Four Winds Resource Center - I am not sure if this has been given, but since I remember the manager saying that plowing was part of this MOU, and it is now winter, I am hoping we can discuss if/how/when to move this MOU forward.

Also, I would like to propose that the borough manager's report be written and include links and relevant communications (as attached files) related to the various topics so we can be better prepared to answer questions of the manager during the meetings. I also want to make sure we have time in the agenda to direct the manager on the next two weeks of work, so we can get to the point where a manager's report summarizes the details of the last two weeks of activity and gives us a basis for the next two weeks of activities.

Thanks so much! Let me know if you need me to include additional relevant background information for any of these requests.  
Natalie

11C7a

June 2023

# Haines 5-Year Economic Development Plan 2023-2028



PREPARED BY



*Formerly McDowell Group*



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Cover photo credit: Rachel Deehan Photography

# Economic Development Plan At-a-Glance

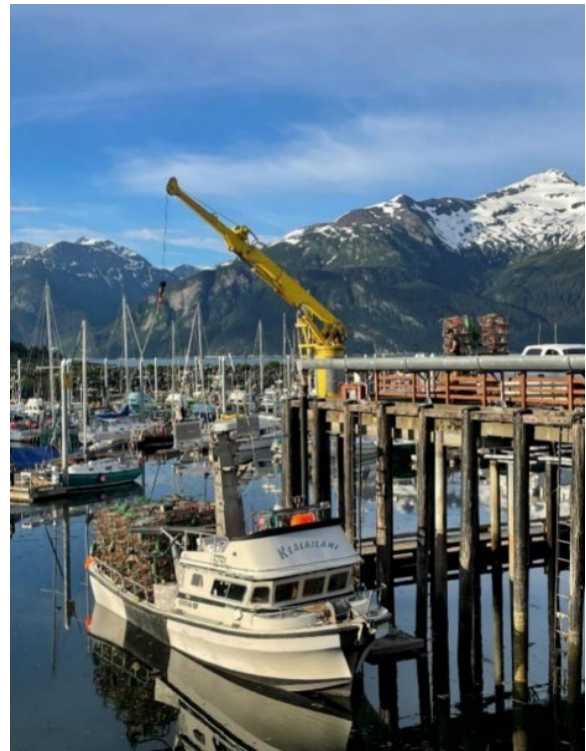
Objective	Goal Statement	Key Strategies
<b>1. Increase Community Economic Development Awareness &amp; Engagement</b>	We proactively engage Chilkat Valley residents and share information relevant to economic development so that community members are empowered and motivated to participate effectively in economic development decisions and activities.	<ul style="list-style-type: none"> <li>➤ Share information</li> <li>➤ Host forums and community dialogs</li> <li>➤ Develop and track indicators</li> <li>➤ Conduct community surveys</li> <li>➤ Research what works in comparable communities</li> </ul>
<b>2. Strengthen Economic Foundations</b>	We work to sustain and enhance Haines' existing businesses and economic foundations while fostering new entrepreneurs, creating a resilient and vibrant year-round economy.	<ul style="list-style-type: none"> <li>➤ Support infrastructure improvements</li> <li>➤ Improve support infrastructure (child care, health care, veterinary services)</li> <li>➤ Expand availability of affordable housing</li> <li>➤ Promote training in workforce shortage areas</li> <li>➤ Promote mentorships and collaborative efforts in trades</li> <li>➤ Advocate for education and training funding</li> </ul>
<b>3. Enhance the Business Climate &amp; Stimulate Economic Activity</b>	We advance initiatives that help create a vibrant year-round economy and promote Haines as a business-friendly location to outside businesses, professionals, and families.	<ul style="list-style-type: none"> <li>➤ Develop community-wide marketing plan</li> <li>➤ Support a vibrant downtown commercial area</li> <li>➤ Provide economic development capacity to the Borough</li> <li>➤ Facilitate small-business training</li> <li>➤ Seek funding for economic development projects</li> <li>➤ Continue Recreation Economy in Rural Communities grant efforts</li> </ul>
<b>4. Enhance Year-Round Quality of Life</b>	We work to realize a vision of Haines as the Adventure Capital of Alaska, offering residents of all ages a quality of life that seizes on its year-round world-class outdoor recreation opportunities.	<ul style="list-style-type: none"> <li>➤ Continue development of Haines' Master Trails Planning Strategy</li> <li>➤ Expand ADA-accessible outdoor and recreational opportunities</li> <li>➤ Create more off-season events and activities</li> <li>➤ Establish a community events calendar</li> </ul>
<b>5. Increase Resilience to Economic &amp; Natural Disasters</b>	We help build community resilience in the face of economic or environmental disruption by advancing preparedness and recovery plans and by increasing redundancy, flexibility, and diversity across the local economy.	<ul style="list-style-type: none"> <li>➤ Develop cross-agency emergency operations and recovery plans</li> <li>➤ Contribute to resiliency planning</li> <li>➤ Advocate for emergency management funding</li> <li>➤ Partner with government to boost preparedness and response resources</li> <li>➤ Educate the community about how to build resilience</li> </ul>
<b>6. Build Organizational Resources &amp; Stability</b>	We are financially solvent and have the resources to meet our long-term commitment to providing economic development planning and support services in the Haines borough. Long-term financial stability is foundational to ensuring sustainability and community trust.	<ul style="list-style-type: none"> <li>➤ Identify ongoing revenue sources for HEDC</li> <li>➤ Recommend stable annual revenue mechanism for HEDC to the Borough</li> <li>➤ Look for strategic partnerships to increase organizational capacity</li> <li>➤ Consider new revenue-generating opportunities</li> <li>➤ Consider grant opportunities</li> </ul>

Note: This table is a summary; some goal statements and key strategies are truncated or summarized. See page 12 for complete version.

# Introduction

Haines Economic Development Corporation (HEDC) is a nonprofit corporation with a mission to realize economic development in Haines Borough through research, community engagement, and strategic planning. In 2022, HEDC engaged McKinley Research Group (MRG) to revisit and revitalize HEDC's initial 5-year economic development plan, published in 2018.

This new five-year plan, covering 2023 through 2028, will be used to guide the work of HEDC. The objectives and strategies provide flexibility for HEDC to work with entrepreneurs and businesses in all sectors. This approach also reflects support by HEDC and among Haines residents for small business development and for fostering residents' entrepreneurial spirit. The plan will also help guide the actions of public and private sector entities working toward similar objectives.



*Photo credit: Lee Hart*

## **What is Economic Development?**

**Economic development** creates the conditions for economic growth and improved quality of life, expanding individual, business, and community capacity. Economic development activities include deployment of a suite of strategies that can enhance the quality of life and economic resiliency of Haines. This work requires understanding the local economy and the forces shaping it, and identifying strategies that align with the community's vision, priorities, and opportunities.

HEDC works to create economic development solutions driven by community goals and vision.



## Plan Development

The process of developing this plan centered on public input, data, and synthesis. Key activities are described below.

### COMMUNITY WORKSHOP

A half-day community workshop was held on November 12, 2022, in the Haines Public Library. (See Appendix 1.) About 25 participants attended in person, and 12 via Zoom. The workshop was facilitated by MRG staff with support from HEDC staff. The agenda included:

- Introductions
- Retrospective of HEDC activity since 2018
- High-level overview of key trends
- Small-group discussions and sharing focused on a vision for Haines and strategies for HEDC

### ECONOMIC INDICATORS

HEDC values the use of data to inform understanding of local economic conditions, opportunities, and needs. HEDC's 2018 5-year plan included an extensive economic baseline report. Since then, HEDC gathered and published key data points and trends in its *Haines Economic Indicators Report*, published annually from 2019-2021. These reports helped HEDC track conditions during its initial five-year plan. This plan update includes an updated overview of key economic indicators and trends.

### BOARD STRATEGY SESSION

The HEDC board held a strategy session facilitated by MRG staff to synthesize public input and data and craft an updated 5-year plan. Held on April 5, 2023, the strategy session included a review of HEDC's community-driven vision and values; a review of strategic objectives; and identification of key strategies and resources to achieve priority objectives.



Photo credit: Rachel Deehan Photography

## Next Steps

Anticipated next steps for HEDC's 2023-2028 5-year strategic plan are outlined below.

1. *Plan Adoption:* HEDC board of directors adopts the 2023 *Haines 5-Year Economic Development Plan*.
2. *Presentation to Borough Assembly.* HEDC presents the plan to the Haines Borough Assembly for a resolution of adoption. The Borough's adoption of the plan will signal the Borough's commitment to the strategic objectives articulated in the plan and reaffirm the partnership between HEDC and the Borough.
3. *Implementation and Measurement:* Over the next five years, the plan will serve as a guidepost, helping HEDC determine how to invest its resources and energy. Continued development and measurement of key indicators will help HEDC and the community assess progress, refine strategies, identify challenges, and celebrate successes.

## Acknowledgments

We thank the volunteer members of HEDC's board, listed below, for their leadership, and HEDC staff for guidance and support throughout this project. We thank HEDC former executive director Lee Hart for launching this project and for granting use of her photos. Thanks to Margaret Friedenauer for her work on the *Haines Economic Indicators Reports* and for sharing insights on strengths and limitations of the data. We are grateful to the Haines Public Library staff for hosting the November workshop and providing technical support. We thank the community members who attended the November workshop and all who give their time and energy to making Haines a better place.

### **HEDC Board of Directors**

Chip Lende, Co-chair  
Darsie Culbeck, Co-chair  
Sylvia Heinz, Secretary  
Scott Doddridge, Treasurer  
Sean Gaffney  
Vacant  
Vacant

### **Ex-Officio Member**

Mayor Annette Kreitzer

### **Staff**

Cindy Zuluaga Jimenez, Interim Executive Director

### **Mission**

Haines Economic Development Corp. (HEDC) is a nonprofit corporation with a mission to realize economic development in Haines Borough through research, community engagement, and strategic planning. HEDC works to create economic development.

# HEDC Guiding Principles

HEDC reaffirms its commitment to the guiding principles outlined at our formation, articulated below.

**FORMATION:** Through public funding, a public/private partnership exists between the community and HEDC to support and realize economic development goals.

**EDUCATION:** Our goal is to help the community understand what “economic development” and “economic health” mean and explore the opportunities this effort presents.

**INITIATIVES:** We will initiate programs and promote public policies that further the community’s economic development goals. Initiatives will be considered for both short-term and long-term development and will be measured for effectiveness in moving the community toward its goals.

**INCLUSIVENESS:** Economic development is for the benefit of all borough residents. HEDC will advance concepts and ideas through information, research, education, and analysis that inform community discussions. We recognize the qualities that draw economic development to our community without effort and will build on those assets to maximize our planning efforts.



Photo credit: Lee Hart

**SUSTAINABILITY:** HEDC will lead the community in efforts that strive to meet the needs of our community now, without compromising the ability of our future generations of the borough to meet their own needs in maintaining economic health.

**FACILITATION:** All opinions and ideas from the community will be considered when discussing economic development ideas and goals. We will emulate and facilitate civil discussions in striving for inclusion in economic planning. HEDC will make economic planning engaging and thought provoking. HEDC will encourage the sharing of ideas and discourage uncivil or distracting rhetoric in our planning efforts.

**COLLABORATION:** We are fueled by a combination of energetic long-time residents and newcomers anxious to share their skills, talents and experience. We invite and embrace the contributions of all residents in sustaining our economic health as a community.

**LEADERSHIP:** Through a conscious commitment to our Guiding Principles, HEDC will dedicate resources, initiate programs, and promote policies that realize economic development.

HEDC also remains committed to the following focus areas articulated in the 2018 5-year plan:

- Our community's knowledge and understanding of economic planning and economic health
- Our entrepreneurial and small business opportunities
- Opportunities for existing or burgeoning industries
- Training and mentoring opportunities for the trades industry
- Our natural resources to provide continued opportunity and sustenance for residents and a distinctive experience for visitors



Photo credit: Lee Hart

# Haines Economic Indicators

## Population

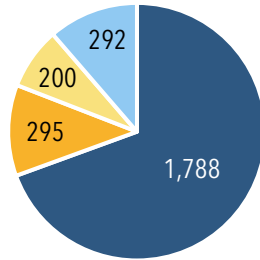
2022 Population: 2,575

Change From 2021: -46 (-2%)

Change From 2018: +106 (+4%)

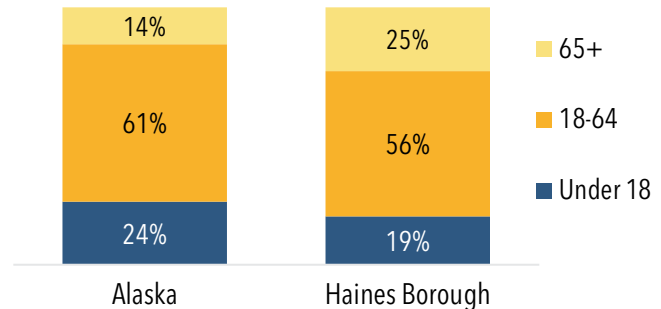
### Population by Place, Haines Borough, 2021

- Haines, 69%
- Mosquito Lake, 11%
- Mud Bay, 8%
- Other, 11%



In 2022, 1,451 individuals aged 18 to 64 lived in the Haines Borough, 56% of the Borough population.

### Population by Age Group, 2022



Haines Borough population grew in the last five years, reversing a trend of annual declines between 2014 and 2017. The state in 2021 projected a 7% population decline in the Borough over the next 30 years, compared to projected declines of 13% for Southeast Alaska and 3% statewide.

## Wage and Salary Employment

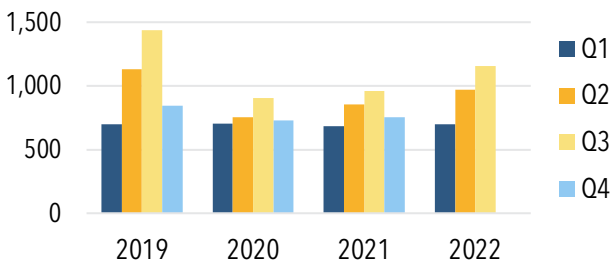
2021 Average Jobs: 813

Change From 2020: +40 (+5%)

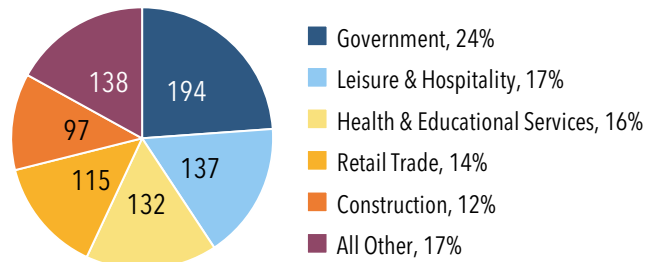
Change From 2019: -216 (-21%)

Though employment in the Borough remains below pre-pandemic levels, preliminary 2022 data shows average employment through Q3 at 941 jobs, up 154 jobs from 2020 levels (787 jobs).

### Average Quarterly Employment, Haines Borough



### Employment by Sector, Haines Borough 2021



In 2021, the top five sectors in the Borough by employment comprised 83% of jobs. Leisure & hospitality was the top sector in 2019 (25% of jobs), followed by government (18% of jobs), a trend that reversed in 2021.

## Sole Proprietor Employment

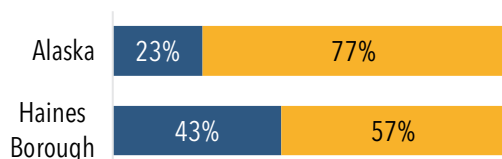
2021 Average Jobs: 637

Change From 2020: +10 (+2%)

Change From 2019: -24 (-4%)

### Employment by Type, 2021

- Sole Proprietors
- Wage and Salary Employees



Sole proprietors in the Borough earned an average \$44,898 in 2021, 27% more than the state average. Sole proprietor employment fell by 5% (34 jobs) from 2019 to 2020, compared to a drop of 25% (258 jobs) in wage and salary employment over the period.

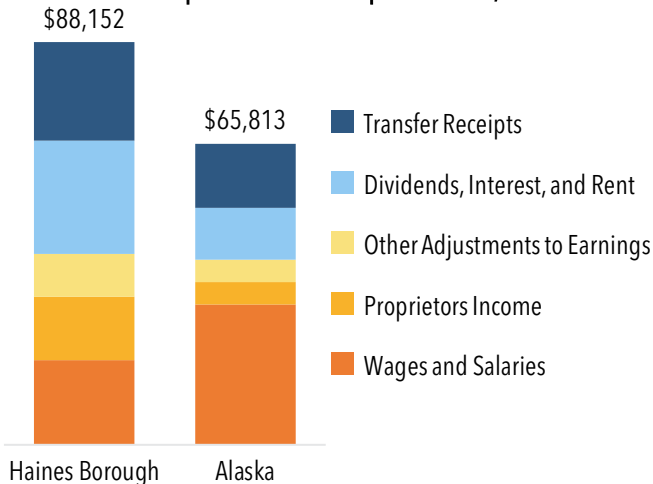
In 2023, 318 Haines-based businesses are registered with the State: 208 LLCs, 60 corporations, and 50 nonprofits. Of these, 130 were formed in the last five years.

# Haines Borough Resident Incomes

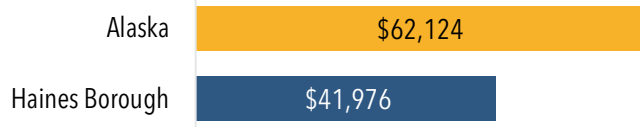
2021 Average Wages: \$41,976    Change From 2020: -\$639 (-1%)    Change From 2017: +\$1,728 (+4%)

Note: All data are in 2021 inflation-adjusted terms.

Components of Per Capita Income, 2021



Average Annual Wages, 2021



Despite earning lower average wages, Borough residents' 2021 per capita incomes were 34% higher than those of Alaskans statewide. Wages and salaries comprised 21% of per capita income in Haines Borough, compared to 47% statewide.

Haines residents had higher earnings from sources such as sole proprietor income, dividends, interest, rent payments, and transfer receipts (e.g., social security payments).

## Sector Spotlights

### VISITOR INDUSTRY

Leisure and hospitality employment fell by 67% from 2019 to 2020 (174 jobs), accounting for two-thirds of job losses in the Borough. Preliminary 2022 data shows peak monthly employment at 423 jobs, 67% above 2021 levels (253 jobs), and 17% below 2019 levels (509 jobs).

Passengers	2019	2022	Change
Inbound AMHS	22,400	19,400	-13%
Inbound Shuttle Ferry	26,500*	29,000*	+9%
Inbound Air	9,700	9,300*	-4%
Inbound Highway	43,700	28,300	-35%
Cruise	63,400	58,800	-7%

Notes: Passenger numbers include residents and visitors. To avoid double counting (e.g., cruise passengers using the shuttle ferry), data in this table should not be summed.

\*McKinley Research Group estimate based on preliminary data.

In 2022, 58,800 cruise passengers visited Haines via 88 port calls, including 11 ships rerouted from Skagway due to the rockslide above Skagway's railroad dock.

Independent travel recovery varies by mode of entry. The slowest to recover is highway travel via the Dalton Cache border crossing, which was 35% below pre-pandemic levels in 2022.

### SEAFOOD INDUSTRY

In 2021, 109 Borough residents held active commercial fishing permits, earning a combined \$7.7 million in fisheries across the state. Top species targeted by Haines fishermen were salmon (65 fishermen) and halibut (22 fishermen).

### GOVERNMENT

Government employment in the Borough grew by 7% over the last five years. Of 194 government jobs in 2021, 74% were local government, 21% state, and 13% federal government including military. Federal jobs are the highest paid wage and salary jobs in the Borough, with average annual wages of \$108,708 in 2021.

### HEALTH CARE

As of 2022, 22 health care employers were based in the Borough employing about 130 individuals, the same number as in 2019. Average wages were \$52,050 in 2021, 21% less than what health care workers make statewide.

### MINING

In 2022, about 45 Haines residents were estimated to have worked directly for the Alaska mining industry; while some worked in the Borough, most worked for mines elsewhere in Southeast Alaska

Sources: Alaska Department of Labor and Workforce Development; Alaska Department of Commerce, Community, and Economic Development; Bureau of Economic Analysis; U.S. Census Bureau American Community Surveys; Commercial Fisheries Entry Commission; Bureau of Transportation Statistics; Alaska Marine Highway System Annual Reports; Cruise Line Agencies of Alaska; Haines Borough Tourism Department 2022 End of Season Visitor Analysis; McKinley Research Group Estimates. *This document published April 2023.*

# HEDC Retrospective

The launch of this 5-year plan update in November 2022 coincided with the four-year anniversary of HEDC's registration with the state of Alaska as a nonprofit corporation.

During those four years, Haines experienced significant change, including broad social and economic upheaval wrought by the COVID-19 pandemic. The community also experienced tragedy with the Beach Road landslide in December 2020, which took the lives of two young community members including HEDC's executive director. The storm and associated damage directly affected about 34% of the Haines community. Budget impacts and COVID-19 dictated the focus of HEDC in 2020 and 2021.

While these events profoundly impacted the community, HEDC remained committed to its strategic objectives. With some shifting of strategies, the overarching objectives have served as a helpful blueprint for recovery.

## HEDC Strategic Objectives, 2018-2023

1. Increase economic development awareness and engagement.
2. Strengthen economic development foundations.
3. Enhance the business climate to stimulate economic activity.
4. Enhance year-round quality of life.

This section highlights HEDC activities and efforts since 2018 toward each of its four strategic objectives.

**1. Increase economic development awareness and engagement.** Strategies included conducting economic impact studies, economic development research, and community surveys as needed.

- HEDC published annual economic indicators reports in 2019, 2020, and 2021. A 2022 indicators report was developed to draft.

**2. Strengthen economic development foundations.** This objective emphasized retention and expansion of existing businesses and a community desire to see increased collaboration between HEDC and the Haines Chamber of Commerce.

- HEDC collaborated with the Chamber to develop the Buy Local program. The program is evolving into the Local Frequency app.
- HEDC provided COVID funding (ARPA/CARES Act) technical assistance to help businesses and individuals stay afloat during the pandemic.

- HEDC worked to develop grant coalition partnerships to help local businesses. One such grant coalition landed an Environmental Protection Agency (EPA) Recreation Economy in Rural Communities grant.

### **3. Enhance the business climate to stimulate economic activity.**

- HEDC won an Economic Development Administration (EDA) grant to help local businesses recover from the pandemic. The grant supported one-to-one consulting to a dozen businesses to boost their marketing visibility and effectiveness.
- The EDA grant also supported creation of a website to promote Haines to location-neutral workers. The website focuses on the benefits of living, working, and playing in Haines. The project helped HEDC identify infrastructure needs to support the community and location-neutral workers, notably faster and more reliable internet service, housing availability, and reduced energy costs.

**4. Enhance year-round quality of life.** This objective called for engaging with public, private, and non-profit partners to promote, support, and establish more all-season, all-user outdoor recreation activities that will serve as a draw for residents and visitors.

- HEDC is seeking funding for master trails planning to evaluate year-round trail needs.



*Photo credit: Rachel Deehan Photography*



# SWOT Analysis

An analysis of the community’s strengths, weaknesses, opportunities, and threats (SWOT) can help inform planning. This SWOT analysis was developed by the HEDC board based on community input and board insights. In general, strengths and weaknesses capture factors internal to Haines, while opportunities and threats are external.

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>High self-employment rate relative to state</li> <li>Growth potential for existing and new local manufacturers (e.g., value-added timber)</li> <li>Non-profit sector contributions</li> <li>Tribal governments (Chilkoot Indian Association, Klukwan)</li> <li>Infrastructure funding for Haines Highway</li> <li>Tourism sector</li> <li>Direct cruise ship calls increasing since COVID-19</li> <li>Haines Packing Co.</li> <li>Film industry</li> <li>Kensington/Greens Creek workers</li> <li>Low unemployment rate</li> <li>Population decline is slowing</li> <li>High per-capita income relative to state</li> <li>Natural beauty/outdoor recreation</li> </ul>	<ul style="list-style-type: none"> <li>Rapid increase in housing costs</li> <li>Low housing inventory, short-term housing shortage</li> <li>Seasonal economies</li> <li>Cost of transportation/energy</li> <li>Broadband infrastructure</li> <li>Community opposition strongest toward sectors with anticipated near-term growth: large cruise ships (17% oppose growth), timber harvest (18%), and mining (35%)</li> <li>Labor shortages</li> <li>Childcare shortage</li> <li>Limited industrial zoning</li> <li>Private sector monopoly on transportation infrastructure (barge, boat haul, seaplanes, fuel, power, landfill)</li> <li>Solid waste management is privatized</li> <li>Wastewater management/treatment</li> <li>Limited municipal capacity</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>AMHS ferry Hubbard coming online</li> <li>New infrastructure funding</li> <li>Reconstructed highway</li> <li>University of Alaska land timber opportunities/carbon credits</li> <li>Abundant natural resources and opportunities</li> <li>State forest</li> <li>Dock improvements/increase in capacity</li> <li>Partnerships with regional organizations and tribal entities</li> <li>Canadian transboundary relationships</li> <li>Collaboration with neighboring communities (Juneau, Skagway, Whitehorse)</li> <li>Arts</li> <li>Mariculture</li> <li>Outdoor recreation</li> <li>Undeveloped land sale opportunities</li> <li>Climate harbor (attract those leaving climate-affected places)</li> </ul>	<ul style="list-style-type: none"> <li>Labor uncertainty</li> <li>Tight labor market</li> <li>Excursion inlet loss of fish tax</li> <li>Decline in school enrollment</li> <li>Natural disasters that affect economic fabric</li> <li>Local dependence on fish stocks (moratoriums on trolling)</li> <li>Food security</li> <li>Risk of loss of communications in Upper Lynn Canal</li> <li>Climate uncertainty</li> <li>Aging population increases pressure on health care and related services</li> <li>Uncertainty in national and international policy, fiscal situation, and regulatory environment</li> <li>Lack of year-round benefited jobs</li> </ul>

# Haines Economic Development Plan 2023-2028

This economic development plan update is intended to help guide HEDC decisions and priorities for 2023-2028. The plan outlined on the following pages reflects HEDC's guiding principles and focus areas and incorporates feedback articulated by HEDC board and staff and the broader Haines community. The plan focuses on six strategic objectives, including the four strategic objectives identified in the 2018 5-Year Plan and two new objectives.

## Objective 1: Increase Community Economic Development Awareness and Engagement

### Goal Statement

We proactively engage Chilkat Valley residents and share information relevant to economic development so that community members are empowered and motivated to participate effectively in economic development decisions and activities.

### Key Strategies

- Share information relevant to decision-making throughout the community.
- Host economic development forums and community dialogs.
- Develop and track indicators that provide a holistic picture of community economic vitality and wellbeing.
- Conduct community surveys to inform alternative indicators as well as economic development priorities.
- Research what works in communities with comparable conditions and values in Southeast Alaska and elsewhere.

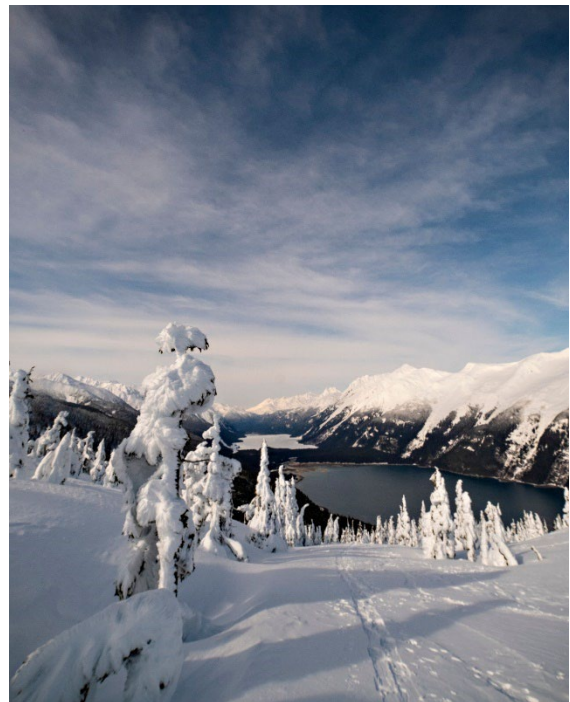


Photo credit: Rachel Deehan Photography

## Objective 2: Strengthen Economic Foundations

### Goal Statement

We work to sustain and enhance Haines' existing businesses and economic foundations while fostering new entrepreneurs, creating a resilient and vibrant year-round economy.

### Key Strategies

- Support infrastructure improvements including broadband, transportation and access (ferry, roads, and airport), and renewable energy.
- Work to increase local availability of supportive infrastructure such as child care, health care, and veterinary services.
- Work to expand availability of affordable housing.
- Promote targeted training in workforce shortage areas.
- Advance vocational and trades training through mentorships, school partnership, and other collaborative efforts.
- Advocate for public funding for education and workforce training.

## Objective 3: Enhance the Business Climate and Stimulate Economic Activity

### Goal Statement

We advance initiatives that help create a vibrant year-round economy and promote Haines as a business-friendly location to outside businesses, professionals, and families.

### Key Strategies

- Collaborate to develop a community-wide marketing and public relations plan.
- Continue to support a vibrant downtown commercial area.
- Provide economic development capacity to the Borough.
- Facilitate small-business training for entrepreneurs and owners.
- Seek grants and other funding opportunities for targeted economic development projects.
- Continue work begun under EPA Recreation Economy in Rural Communities grant.

## Objective 4: Enhance Year-Round Quality of Life

### Goal Statement

We work to realize a vision of Haines as the Adventure Capital of Alaska, offering residents of all ages a quality of life that seizes on its year-round world-class outdoor recreation opportunities. These adventures are balanced by a clean, affordable, and attractive community that maintains its small-town character and charm with year-round amenities and a thriving arts community.



Photo credit: Lee Hart

### Key Strategies

- Continue development of Haines' Master Trails Planning Strategy to support development of a robust trail network that enhances quality of life, recreation and tourism opportunities, and appeal to remote workers.
- Expand ADA-accessible trails, cabins, and other recreational opportunities to make the Chilkat Valley accessible to all.
- Work to create off-season draws to strengthen year-round commerce and quality of life.
- Create and host a community events calendar as a single point of information.

## Objective 5: Increase Resilience to Economic and Natural Disasters

### Goal Statement

We help build community resilience in the face of economic or environmental disruption by advancing preparedness and recovery plans and by increasing redundancy, flexibility, and diversity across the local economy.

### Key Strategies

- Collaborate in development of cross-agency emergency operations and recovery plans.
- Contribute to resiliency planning (e.g., housing, energy, infrastructure) with research on economic impacts.

- Advocate for emergency management funding.
- Collaborate with local, regional, state, and federal partners to increase availability of disaster preparedness and response resources (e.g., technical assistance, equipment, and funding).
- Educate the community about the economic impacts of disasters and how to build resilience.

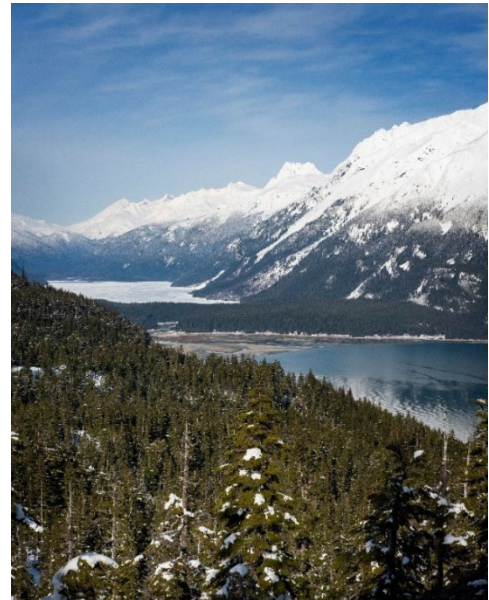
## Objective 6: Build Organizational Resources and Stability

### Goal Statement

We are financially solvent and have the resources to meet our long-term commitment to providing economic development planning and support services in the Haines Borough. Long-term financial stability is foundational to ensuring sustainability and community trust.

### Key Strategies

- Identify and evaluate potential ongoing revenue sources to support HEDC's mission.
- Develop a recommendation to the Borough on how to codify stable annual revenue sources for HEDC.
- Look for strategic partnerships to increase organizational capacity.
- Consider new revenue generating opportunities as capacity allows (e.g., Pick.Click.Give, donor-advised funds, and other sources).
- Consider grant opportunities that align with HEDC's 5-Year Plan.



*Photo credit: Rachel Deehan Photography*

# Appendix 1: Public Workshop Results

This appendix summarizes findings from the November 2022 public workshop, held at the Haines Public Library. About 25 people attended in person and another 12 attended via zoom.

## Vision

Participants at the November workshop were asked, “In five years, what is your vision for Haines as a place to live and work?” The following discussion starters were offered:

- Why do you live here?
- What exemplifies Haines at its best? Why?
- How do you describe Haines to others?
- What are your hopes for Haines?

Participants discussed the questions in small groups and reported back to the full group with one sentence or conceptual ideas and a key word. Draft vision statements that emerged from the workshop follow:

- Haines is a community that works together across barriers to develop a shared vision and identity.
- Haines enjoys a vibrant year-round economy that reaches an equilibrium between recreation, tourism, subsistence, and sustainable community-scale resource development.
- Haines is a thriving, tolerant, inclusive community for all with local leadership that is sensitive to community needs.

Key Words: inclusive, investment, self-sufficient, safe, data-driven



*Photo credit: Paul Skorupskas (Unsplash)*

The word cloud below depicts Zoom participants' key words.



Other Zoom participant comments follow, lightly edited:

- Growth and diversity, higher wages, less poverty, diverse year-round economy – fishing, timber, mining, tourism, manufacturing – year-round transportation access, low-cost abundant hydropower.
- In 5 years Haines will enjoy a thriving regional economy only thanks to improved ferry service to Haines-Skagway-Juneau and hence our neighbors in the Yukon.
- Sustainable economic development that's compatible with our existing industries and way of life here. Said no to boom-and-bust industries such as mining that could conflict with many of the previously identified strengths.
- Stronger industrial base to support a healthy economy

## How Do We Get There?

Participants at the November workshop were asked, "What needs to happen to achieve the vision?" The following questions were offered to help guide discussion:

- What kind of culture and climate would support the vision?
- What kind of infrastructure would help?
- What training or education would help?
- What information would help?
- What policy changes might support the vision?
- What else needs to happen?

Attendees workshopped the questions in small groups and reported to the larger group. The table on the following page summarizes responses. The categories are meant to help organize thinking, and there is overlap between categories. Note that the lists reflect outcomes of a brainstorming process and are not prioritized.

The idea of this exercise was to identify actions, changes, ideas, and resources that could move Haines toward the 5-year vision participants workshopped earlier. Not all items in the list reflect consensus, and not all items may be appropriate or feasible for HEDC to take on.

**Table 1. What Needs to Happen to Achieve Our Vision?**

Culture and Climate	Infrastructure
<ul style="list-style-type: none"> <li>People willing to participate</li> <li>Safe environment – no demonizing</li> <li>Separate people from issues</li> <li>More public discussion forums and public opinion surveys</li> <li>‘Yes’ mindset and abundance mentality</li> <li>Spirit of negotiation</li> <li>Support collaborations and partnerships</li> <li>Try new ideas</li> <li>Commitment to sustainable planning that preserves quality of life</li> <li>Build community consensus that the vision we are working toward is in the best interest of the entire community</li> <li>Ensure progress is in the best interest of Haines and Klukwan</li> <li>Increase synergy and transboundary connectedness with the wider Southeast AK and Yukon region.</li> </ul>	<ul style="list-style-type: none"> <li>Renewable energy future</li> <li>Airport improvement</li> <li>Highway and transportation improvement</li> <li>Good reliable ferry service – more consistent and frequent</li> <li>Improve broadband access and affordability</li> <li>Childcare for birth to 3 years</li> <li>ADA accessibility and low barrier to outdoor recreation</li> <li>Recreation – gyms, public use cabins, trails, ski area, etc.</li> <li>Address affordable housing issues</li> <li>Health care</li> <li>Renovate existing buildings</li> <li>Recruit and retain a full-time veterinary clinic</li> <li>Regular restaurant service for visitors and locals</li> <li>Robust pedestrian trail (hiking, biking, skiing) network linking Haines and Klukwan to surrounding nature assets and transportation nodes, and downtown with waterfront, Fort Seward and Dalton City</li> </ul>
Training and Education	Policy
<ul style="list-style-type: none"> <li>Workforce development – all trades</li> <li>Technical training (e.g., hybrid community events)</li> <li>Increase funding to school district</li> <li>Expanded vo-tech education to expose students to local master craftsmen</li> </ul>	<ul style="list-style-type: none"> <li>Local preference for procurement</li> <li>Public knowledge and input on lobbying efforts</li> <li>Changes to committee appointment process – more diverse appointments</li> <li>Prioritize including Chilkat Indian Village and Chilkoot Indian Association as key stakeholders in decision-making</li> </ul>
Information	<ul style="list-style-type: none"> <li>Community engaged in land use policy</li> <li>PR/marketing of borough to outside</li> <li>Sustainable planning that preserves quality of life</li> <li>Have a long-range plan</li> <li>Engage in land use planning</li> <li>Engage in comprehensive planning process</li> <li>Assembly adopts what comes out of comp plan</li> <li>Better split of Fund 23 between tourism and economic development investment</li> </ul>



## How Can HEDC Advance the Vision?

Taking into account their 5-year vision for Haines and what needs to happen to get there, participants were asked to consider how HEDC could advance the vision. Participants brainstormed in small groups before sharing and engaging in a preliminary prioritization exercise. The following suggestions were offered and have been loosely categorized within HEDC's existing objectives.

**Table 2. How Can HEDC Advance the 5-Year Vision for Haines?**

Develop Economic Development Awareness & Engagement	Strengthen Economic Foundations
<ul style="list-style-type: none"> <li>Serve as a safe place to foster community conversation</li> <li>Facilitate communication between public and Borough Assembly</li> <li>Expand public education and outreach where there is misinformation</li> <li>Find ways to disseminate information to more people</li> <li>Provide non-biased economic analysis of controversial industries</li> <li>Conduct periodic public opinion surveys</li> <li>'Toot your horn!' Boost communication about HEDC</li> <li>Identify top three priorities and goals that can be communicated to the community</li> <li>Facilitate regular economic development forums and conversations</li> </ul>	<ul style="list-style-type: none"> <li>Help advance renewable energy</li> <li>Advance workforce development</li> <li>Support planning and zoning for affordable housing</li> <li>Make 'SMART goals' for next 2-3 years - more specific, less broad for each sector</li> <li>Bring workshops to town</li> <li>Serve as liaison, watchdog, and advocate for Haines with AMHS</li> <li>Facilitate targeted training for workforce shortage areas</li> <li>Help makes Haines more accessible and affordable for living and running a business</li> </ul>
Enhance Business Climate & Stimulate Economic Activity	Enhance Year-Round Quality of Life
<ul style="list-style-type: none"> <li>Prioritize resources for businesses</li> <li>Develop marketing and public relations plan</li> <li>Promote Haines to location-neutral workers</li> <li>Resuscitate downtown revitalization plan</li> <li>Provide project capacity to Borough</li> <li>Apply for grants for specific projects</li> <li>Collaborate with Chamber</li> <li>Provide small-business training seminar for local start-ups</li> <li>Invest in opportunities for celebration and coalition-building</li> </ul>	<ul style="list-style-type: none"> <li>Take action on year-round recreation</li> <li>Promote trails and public use cabins</li> <li>Create community event calendar</li> <li>Work to create off-season draws to strengthen year-round commerce</li> </ul>

## Appendix 2: Alternative Indicators

Community members at the November 2022 workshop noted that traditional economic indicators provide a limited snapshot of community conditions. Interest was expressed in exploring alternative and supplemental indicators of community socio-economic wellbeing.

Below are select resources HEDC may wish to explore.

- Research Report: Local Government Metrics of Wellbeing. Western Australia Local Government Association, February 2021.
- Sitka Community Indicators: A Profile of Community Well-Being. 2002. The Island Institute.
- Canadian Index of Wellbeing: Measuring What Matters, Making Measures Matter. Sample use: A Profile of Wellbeing in Rural Ontario. University of Waterloo, March 2020. *Note: Yukon Territory implemented the measures in 2021.*
- Civic Wellbeing Partners. "Civic Wellbeing Partners harnesses the power of data to provide a shared understanding of our community's strengths and needs, encouraging collaboration among civic leaders, local organizations, and residents to improve our collective wellbeing."
- McKinley Research Group. Identifying Indicators of Community Wellness: Literature Review and Inventory. May 2021. Prepared for Thrive Mat-Su.

## **McKINLEY RESEARCH GROUP, LLC**

3800 Centerpoint Drive, Suite 1100 • Anchorage, AK 99503 • (907) 274-3200  
9360 Glacier Highway, Suite 201 • Juneau, AK 99801 • (907) 586-6126

[info@mckinleyresearch.com](mailto:info@mckinleyresearch.com) • [mckinleyresearch.com](http://mckinleyresearch.com)

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COMMUNITY  
ACTION PLAN

**RECREATION** ECONOMY  
*for*  
**RURAL** COMMUNITIES

Haines, Alaska

2023



Northern Border  
Regional Commission



Appalachian  
Regional  
Commission



## PROJECT CONTACTS

For more information about the Recreation Economy for Rural Communities program, please visit:

<https://www.epa.gov/smartgrowth/recreation-economy-rural-communities>

U.S. EPA Project Contact:

Steph Bertaina

Office of Community Revitalization

U.S. Environmental Protection Agency

1200 Pennsylvania Ave. NW (MC 1807T)

Washington, DC 20460

202-566-0157

[bertaina.stephanie@epa.gov](mailto:bertaina.stephanie@epa.gov)

Local Project Contact:

Cindy Zuluaga Jimenez

PO Box 1734

Haines, AK 99827

907-766-2607

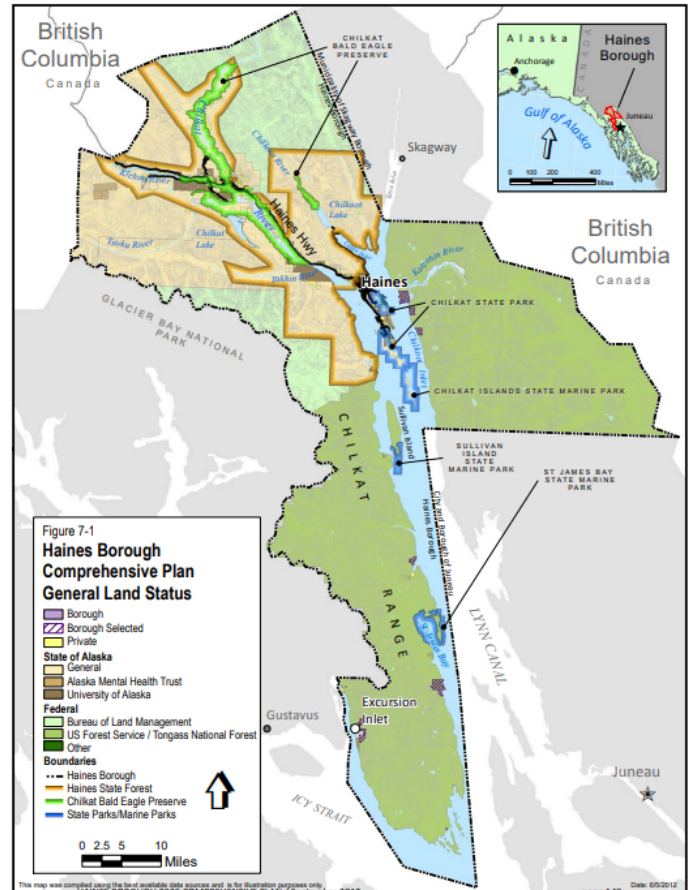
[cindy@hainesdc.org](mailto:cindy@hainesdc.org)

# PLAN CONTEXT

Haines, Alaska, was one of 25 towns across the nation selected to receive planning assistance through the second round of the Recreation Economy for Rural Communities (RERC) program. Sponsored by the U.S. Environmental Protection Agency (EPA), the USDA Forest Service, the Northern Border Regional Commission (NBRC), and the Appalachian Regional Commission (ARC), the program is helping communities develop action plans to strengthen their outdoor recreation and revitalize their downtowns.

Local leaders from Haines requested planning assistance to leverage its natural, cultural, and historic assets to diversify economic development opportunities and build community consensus around infrastructure investments that would support a more robust outdoor recreation economy in the Haines community.

Located in Southeast Alaska, Haines’ economy historically revolved around logging and fishing. Today, it is built on a diverse mix of business and government activity. In addition to tourism, seafood, and health care, the arts, forest products and other activities are also present in the community. The community can be characterized by a division between those who see natural resource extraction as the source of economic growth, and those who see the preservation of the area’s pristine character as a source of wealth. More pragmatically, because of the geographical location at the head of Lynn Canal, transportation is a significant barrier to economic development. With no jet airport and the only road connection to both Alaska and the lower 48 states requiring a border crossing into Canada, there is an outsized reliance on the Alaska Marine Highway System for access to health care, extended family, education and job training, and for independent tourists to enter the community.



Map of Haines Borough Land Status. (Source: Haines Borough Comprehensive Plan, 2012)

The first people to call the Chilkat Valley home were Tlingit Indians. Originally called “Dei-Shu” or “End of the Trail,” Haines is home of the Chilkat Indians whose mother village is Klukwan, located 22 miles north of Haines. Klukwan is recognized as the earliest of the Chilkat villages and contains many reminders of its rich past. Now the Haines Highway into Canada, and previously the Dalton trail used by gold-seekers, the Tlingit trade route to the interior was dubbed the “grease trail” because the most important item carried was oil extracted from the eulachon fish.

Haines is known for its abundance of wildlife that can be seen practically anywhere in the valley, even in the downtown area. Bald eagles, brown and black bears, moose, and more than 260 species of birds pass through the Chilkat Valley, drawing visitors from all over the world.

Haines is located within a complex network of land management jurisdictions that include borough lands, state forest lands, state university and mental health trust lands, tribal lands, and federal lands. Creating new trail networks, revitalizing and restoring old trails, and including cultural trails, will require coordination across multiple government agencies.

## LOCAL STEERING COMMITTEE

**Harriet Brouillette**, Chilkoot Indian Association

**Dustin Craney**, Sockeye Cycle Co.

**Natalie Dawson**, Haines Huts and Trails

**Shawna Hotch**, Jilkaat Kwan Heritage Center/ Chilkat Indian Village (Klukwan)

**Rebecca Hylton**, Haines Visitor Center

**Douglas Olerud**, Haines Borough

**Annette Kreitzer**, Haines Borough

**Preston Kroes**, Alaska State Parks Southeast Region

**Andrew Letchworth**, Haines Chamber of Commerce

**Greg Palmieri**, Haines State Forest

**Tammy Piper**, Haines Visitor Center

**Morrigan Shaw**, Klukwan

**Carol Tuynman**, Tourism Advisory Board Member

**Brian Willard**, Chilkat Indian Village

**Zach Wentzel**, Chilkoot Indian Association

**Cindy Zuluaga Jimenez**, Haines Economic Development Corporation (Point of Contact for the Local Steering Committee)

The Haines Economic Development Corporation applied to the Recreation Economy for Rural Communities (RERC) program in order to seize these opportunities and create a thriving, working landscape that supports local livelihoods, quality of life, and recreational opportunities for all. The community is seeking to improve coordination among the various tribal, local, state and federal government entities in the region, create inclusive wayfinding and signage for trails, improve transportation connections, and promote stewardship and authenticity of place.

**Key point: With thoughtful planning and coordinated action, outdoor recreation can be a strong part of a diversified Haines economy and support continued high quality of life for residents.**

Over the course of about six months, a Local Steering Committee worked with a Planning Assistance Team made up of planning consultants and federal and state agency partners to assess opportunities and challenges, set goals to strengthen Haines’s recreation economy and invigorate the historic downtown; convene a public workshop on March 29-April 1, 2023; and create this Community Action Plan. The plan was developed through a collaborative process starting at the workshop and continuing in follow-up meetings focused on refining it and identifying implementation resources.

The plan documents the workshop process and community feedback and includes a set of specific actions—complete with initial steps and timeframes, lead and support roles, and measures of success—to guide recreation economy development in Haines and the Chilkat Valley over the next two to three years.

## PLANNING ASSISTANCE TEAM

**Jason Anderson**, Tongass National Forest

**Zach Babb**, National Park Service, Rivers, Trails, and Conservation Assistance Program

**Steph Bertaina**, US EPA Office of Community Revitalization

**Steve Brown**, US Small Business Administration

**Lizzy Dean**, National Park Service, Rivers, Trails, and Conservation Assistance Program

**Tristan Fluharty**, Tongass National Forest

**Nate Merrill**, US EPA Office of Research and Development

**Erik O’Brien**, Denali Commission

**Margaret Olson**, US EPA Region 10

**Kristin Pace**, National Park Service, Rivers, Trails, and Conservation Assistance Program

**Anne Marie Palmieri**, Alaska Department of Environmental Conservation

**Ángel Peña**, Nuestra Tierra Conservation Project (Facilitator)

**Amanda Poncy**, EPR, PC (Facilitator)

**Frances Sakaguchi**, U.S. Economic Development Administration

**Marc Thomas**, Alaska Department of Environmental Conservation



## THE OPPORTUNITY

Advertised as the “adventure capital of Alaska,” Haines is a small town surrounded by awe-inspiring natural beauty and abundant wildlife. Nestled among snow-capped mountains on the shores of the Lynn Canal between the Chilkoot and Chilkat Rivers in northern Southeast Alaska, Haines offers a wealth of outdoor recreation opportunities during all seasons of the year. During the winter months, locals and visitors enjoy downhill and cross-country skiing, snowshoeing, snow machining, and hiking. In the summer, Haines offers kayaking, fishing, hiking, paddleboarding, camping, hiking, and other activities.

Surrounding Haines, accessible public lands include Glacier Bay National Park, Tongass National Forest, Bureau of Land Management Unit, Haines State Forest, Chilkat State Park, and Chilkoot State Park. Cultural history and indigeneity of land define the Chilkat Valley and communities within the Haines Borough. Haines is the traditional land of the Jilkat and Jilkoot Kwan. Outdoor recreation is already a primary reason for visitors to come to Haines and the surrounding landscapes, though infrastructure for outdoor recreation is limited. Old logging roads provide opportunities to develop new hiking, biking, ATV, and snow machine trails within the valley yet most of these trails need substantial development or restoration. The Chilkat and Chilkoot Rivers provide excellent whitewater and flatwater rafting and paddling opportunities.

Haines also has a charming, walkable downtown adjacent to the waterfront with a thriving arts and cultural scene and interesting local businesses. With only 2,500 residents, Haines supports three grocery stores, numerous consignment shops, outdoor gear shops, a local bookshop, and a number of restaurants and watering holes. In addition, downtown Haines is home to the Sheldon Museum & Cultural Center, the American Bald Eagle



*Downtown Haines offers recreation, cultural, and historic tourism opportunities for locals and visitors. (Image Credit: Amanda Poncy)*

Foundation, the Hammer Museum, and Tlingit Park. This combination of proximity and services means that downtown Haines has the potential to serve as a hub for outdoor recreation and jobs in the region.

In recent years, Haines Borough has taken steps to create a new riverwalk trail in Portage Cove (see figure below). New sidewalks, a parking area, and a gathering place have all been completed, and more facilities are planned. Additionally, Haines Huts and Trails has been working to develop a trail system and public use cabins within the Takshanuk Mountain range. These are just a few of the efforts underway that this plan builds upon.

**Key point: Haines has the ingredients it needs for outdoor recreation to be a driver of economic growth, livelihood opportunities, quality of life, and thriving residents.**

The Local Steering Committee and community decided to focus their action planning on partner engagement, inclusive wayfinding and signage, trail and transportation infrastructure improvements, and stewardship and authenticity. The goals they developed, shown in the text box to the right, guided the workshop and this Community Action Plan.

## WORKSHOP GOALS

**Goal 1. Partner Engagement:** Coordinate among tribal, local, state, and federal governmental entities to create a robust strategy for outdoor recreation efforts and initiatives.

**Goal 2. Wayfinding and Signage:** Create inclusive wayfinding and signage for trails, outdoor recreation assets, and downtown assets in Haines.

**Goal 3. Physical Connections:** Identify transportation, trail, and infrastructure improvements that are needed to connect people from arrival points to downtown Haines and to nearby outdoor recreation opportunities in the Chilkat Valley.

**Goal 4. Stewardship and Authenticity:** Preserve, celebrate, and empower the natural, cultural, and historic resources that make Haines a unique and healthy place to live, work, play, and visit.

*Below: Excerpt from the Portage Cove design concept showing improved pedestrian connections and crossings along Front Street. (Credit: James Corner Field Operations)*

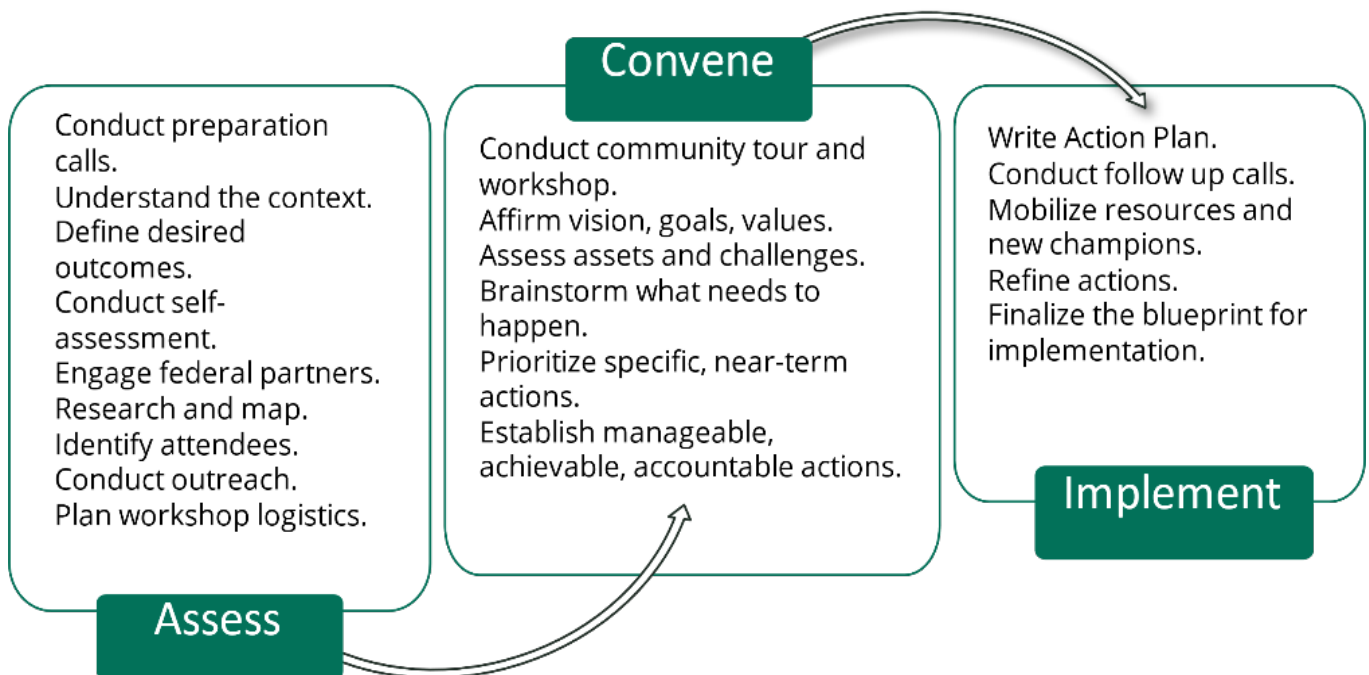


# PLANNING PROCESS

The RERC planning assistance process consists of three phases, illustrated in the diagram below: assess, convene, and implement. The “assess” phase includes three conference calls with the Local Steering Committee and Planning Assistance Team to gain a baseline understanding of Haines, clarify local goals, and arrange workshop logistics. The “convene” phase is focused on the capstone event—a two-day public workshop. The “implement” phase entails three follow-up conference calls to finalize the Community Action Plan and strategize on how to maintain the momentum generated at the workshop and implement the plan. Haines’ workshop program and activities are described briefly below. The RERC participant contact list is provided in **Appendix A**, workshop exercise results are detailed in **Appendix B**, funding and technical assistance resources in **Appendix C**, and general recreation and downtown-related references in **Appendix D**.



*The opening community meeting of the workshop at the Borough Municipal Building in Haines on March 30, 2023. (Credit: Steph Bertaina)*



# THE WORKSHOP

The on-site portion of the RERC process began with an extensive community tour organized by the Local Steering Committee. The Planning Assistance Team visited destinations and met with local leaders throughout Haines and the Chilkat Valley. Stops included the local bookshop, the Haines Sheldon Museum, Tlingit Park, the Hammer Museum, Haines Harbor, the Bald Eagle Foundation, and the local brewery. In addition, the planning team and steering committee hiked to Battery Point and drove to other sites within the Chilkat Valley including the 7-Mile Saddle trailhead, Bald Eagle Nature Preserve, Klukwan Village, and Milepost 33, among other important spots along the Haines Highway.



Above: Day 1 Community Tour participants at Haines Harbor. (Credit: Amanda Poncy)

Below: Day 2 Community Tour locations included a hike at Jones Point, the Bald Eagle Preserve, Klukwan, and Milepost 33. (Credit: Amanda Poncy)



Nearly 60 enthusiastic participants, including Haines residents, as well as local, state, and federal partners, attended the workshop over three days. The opening community meeting was held on March 30, 2023 at the Haines Municipal Building. Mayor Douglas Olerud welcomed attendees and emphasized the importance of this initiative to the Borough’s goals and initiatives.

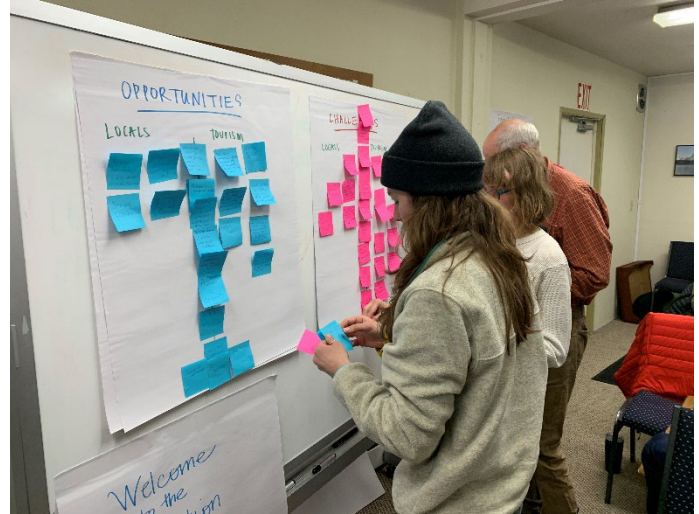
After participant introductions, the Planning Assistance Team gave an overview of the RERC program, highlighted the opportunities presented by the growing outdoor recreation economy both nationally and locally, shared some of their own reflections from the community’s pre-workshop self-assessment as well as the community tour, and presented the draft workshop goals.

Participants then heard a presentation from Cindy Zuluaga Jimenez, Acting Director of the Haines Economic Development Corporation, highlighting a number of initiatives currently underway.

**Key point: Local stakeholders in Haines are ready to act and eager for results.**

The energy continued on Day 2 of the workshop, which was held at the Aspen Suites Hotel on March 31, 2023. Day 2 was an interactive day of working together on small group exercises, asset mapping, and brainstorming and planning for actions to make the community’s goals a reality.

The day kicked off with a presentation by the EPA’s Office of Research and Development team summarizing key findings of a study that used cellular data sources to estimate visitation data for a number of recreation sites in Haines. The Planning Assistance Team provided a recap of Day 1 and presented several case studies relevant to Haines’ interests, including a question-and-answer session with representatives from the St. Regis Mohawk Tribe, a RERC peer community in Akwesasne, NY, as



*The workshop focused on individual and small group exercises designed to solicit ideas from all participants, as well as hearing from past RERC communities with similar interests. (Credit: Amanda Poncy)*

well as a number of successful campaign strategies, such as the Castner Range, Continental Divide, and Organ Mountains Desert Peaks National Monument.

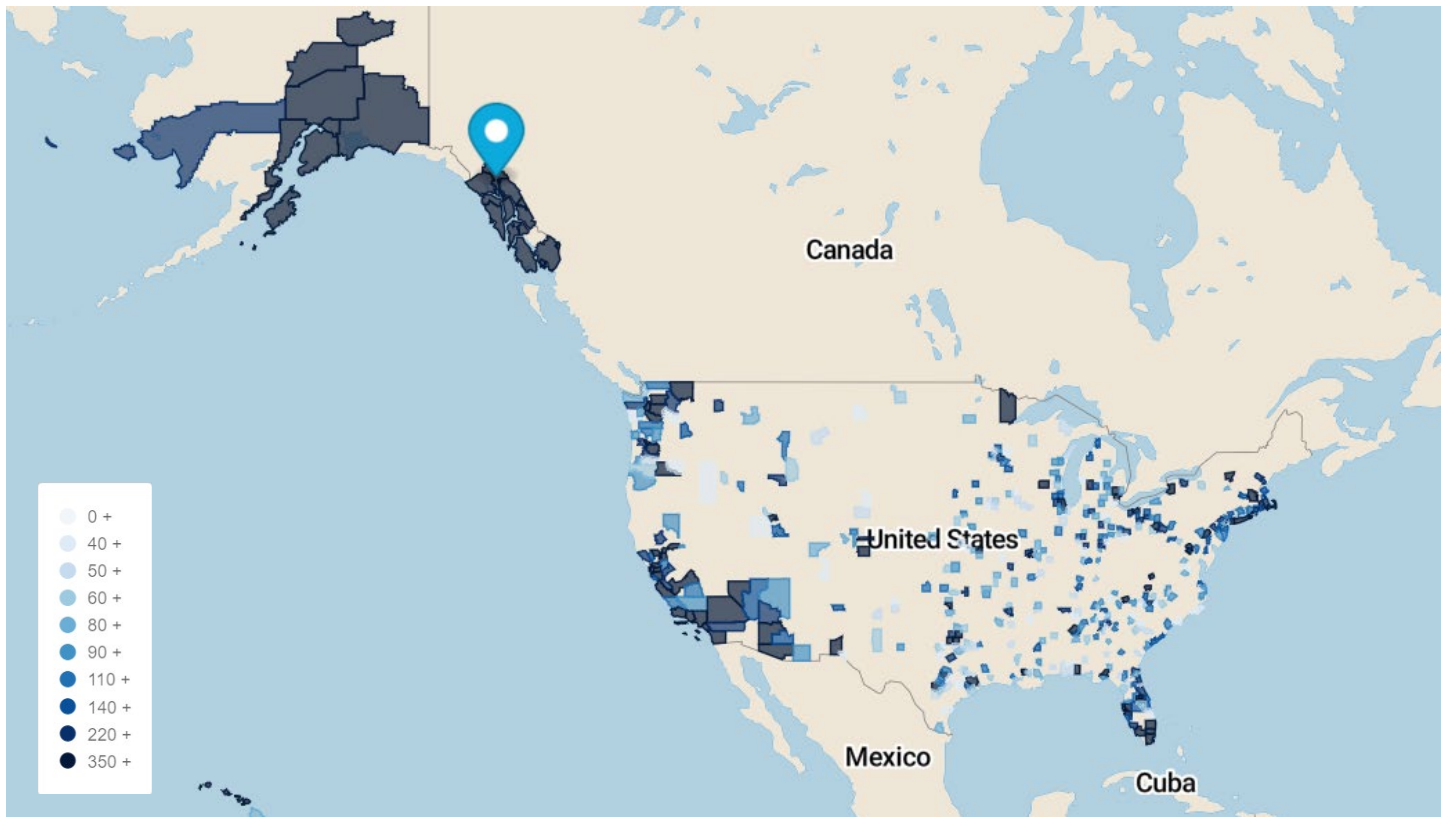
Day 2 also featured additional state/federal partners sharing programs and resources available to the Borough to help implement the action plan.

The remainder of Day 2 was spent on small group exercises and action planning, described on the following pages.

The results of the two-day planning process were shared at a public open house at the Haines Library on Day 3. This open house provided an opportunity to review work to date and gather additional community input.



Day 2 focused on small group work to begin developing the action plan. (Credit: Amanda Poncy)



U.S. EPA's Office of Research and Development is using anonymized, aggregated cellular location data to understand the current scale and timing of visitation to outdoor recreation resources in Haines. The map above shows the origin locations of visitors to Chilkat State Park using data purchased from Airsage Inc.

## VISIONS AND VALUES

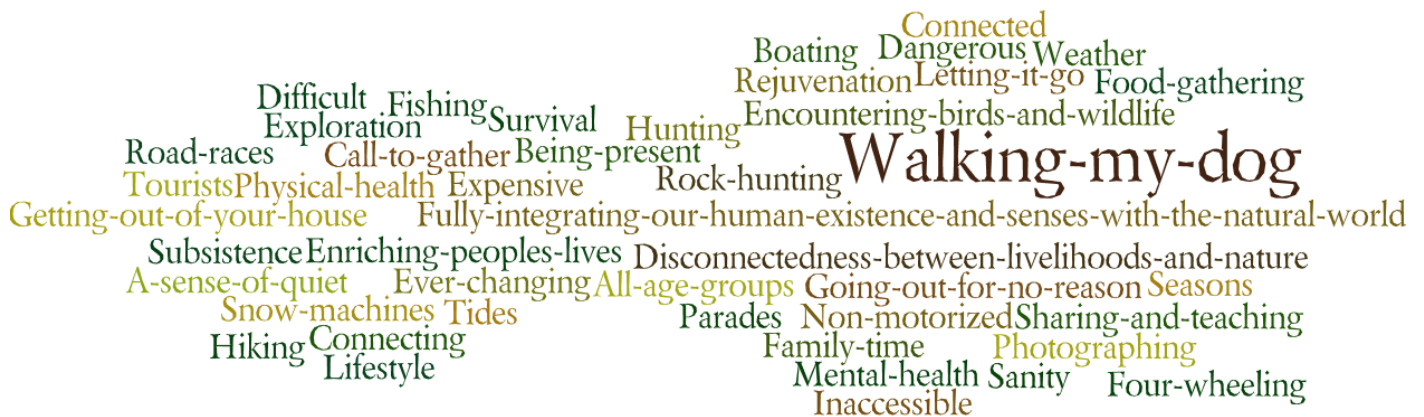
This Community Action Plan is rooted in the visions and values of Haines residents and other stakeholders. Workshop participants engaged in several exercises to develop and distill those aspirations. The full results of the exercises are available in Appendix B.

On Day 1, during introductions, each workshop attendee shared one word about Haines. Participants also volunteered answers to the question, "What does outdoor recreation look like to you?" These responses are displayed in word clouds in Appendix B. In addition, attendees brainstormed their community's biggest assets and challenges.

### IDEAL COMMUNITY VISIONS

*An ideal vision for Haines is a resilient, varied recreation industry and infrastructure that caters to winter and summer tourism. The infrastructure will serve locals, independent visitors, and cruise ship visitors alike. Outdoor recreation allows locals and visitors alike to enjoy the pristine Haines environment, providing outdoor exercise opportunities for users of all kinds of outdoor sports. We hope to have inclusive use of trails for both motorized and non-motorized use.*

*In the community self-assessment, completed prior to the workshop, Local Steering Committee members described their ideal visions for their community.*



*Workshop participants' responses to the question, "What does outdoor recreation look like to you?" Responses mentioned more frequently are in larger text.*

On Day 2, workshop participants engaged in a small group mapping exercise to uncover opportunities and ideas related to outdoor recreation and downtown revitalization in and around Haines. Groups marked up maps of Haines Borough and the region, as well as Haines’ downtown, with outdoor recreation assets; community assets; and opportunities or big ideas.

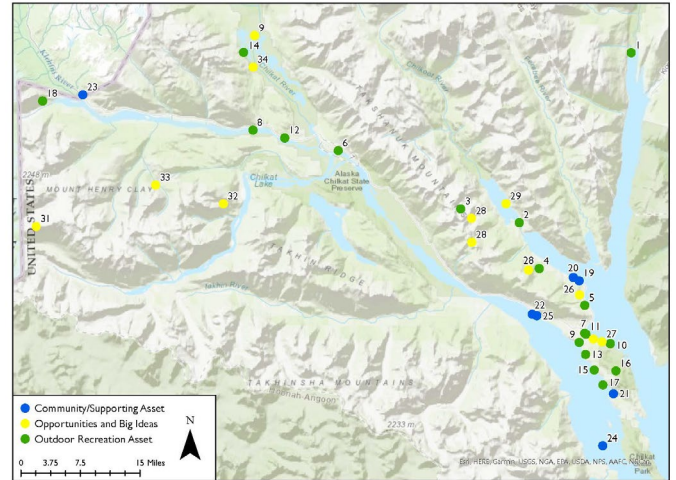
Attendees also worked in small groups to plan a multi-day travel itinerary in Haines.

**Key point: Increasing occupancy of downtown buildings, supporting business development, engaging in regional collaboration and coordination, improving bicycle and pedestrian connectivity, and increasing outdoor amenities emerged as important priorities.**

**ACTION PLANNING**

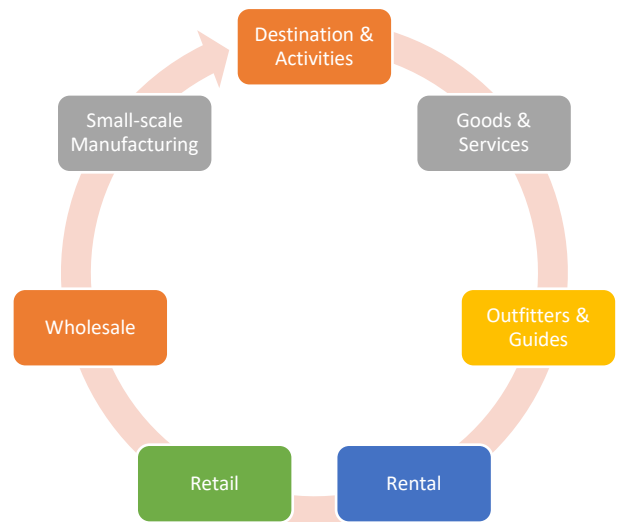
The action planning process during the workshop consisted of a few phases of work. First, participants reflected on their own, using post-it notes to brainstorm specific actions that would advance one or more of the identified goals. They were instructed to begin each action with a verb, be as specific as possible, think in the near- to medium-term (within two years), and consider actions they could help to implement. Attendees then placed their post-it notes onto posters for each goal, and the Planning Assistance Team grouped and consolidated alike or similar actions. Once this organization was complete, each participant was given dot stickers and asked to vote on the highest-priority actions. The Planning Assistance Team tallied the votes and announced the totals.

Following this exercise, participants broke into small groups to assess the voting results and flesh out the



RECREATION ECONOMY for RURAL COMMUNITIES | HAINES, AK

*Snapshot of one of the maps marked up by workshop participants; the full maps and legends can be found in Appendix B.*



*The value chain shows the full range of economic opportunities tied to outdoor recreation.*



details of the top three to five actions for each goal, including initial next steps and deadlines, measures of success, lead and supporting roles, and potential needs and resources. This work began at the workshop and continued during follow-up Zoom calls with the Planning Assistance Team and small group work sessions until every action included sufficient details for implementation.

Following are the full action tables as they stood at the end of the RERC planning assistance process in August 2023.



Day 3 Community Open House at the Haines library.

# COMMUNITY ACTION PLAN

The action planning process during the Recreation Economy for Rural Communities workshop in Haines, Alaska consisted of a few phases of work. First, there was a brainstorming session, where participants were asked to write down potential actions to help advance one or more goals. The next phase was a dot voting exercise where participants received a set number of dots and were asked to vote on which actions either were most important or needed immediate attention. In the third phase, small working groups assessed the voting results, selected top actions, and fleshed out the details for those actions for each goal. In the final phase, each small working group reported its progress and shared any questions. The tables that follow provide additional background information and detail for each goal and priority action. Following each goal are the action ideas that were generated by participants, but for which there was not time during the workshop to consider in depth.

1. **Partner Engagement:** Coordinate among tribal, local, state, and federal government entities to create a robust strategy for outdoor recreation efforts and initiatives.
  - *Identify the partners and organizations who need to be at the table to inform the conversation about outdoor recreation.*
  - *Identify the lead organization from among the partners or alternatively create a new organization or position to fill that role.*
  - *Work with the Borough and State Parks on identifying trail maintenance priorities, while exploring future trails and fundraising towards their development.*
  - *Evaluate the feasibility of various ski options and make a decision based on data and expertise/knowledge.*
2. **Wayfinding and Signage:** Create inclusive wayfinding and signage for trails, outdoor recreation assets, and downtown assets in Haines.
  - *Modify existing signage to include Tlingit language.*
  - *Improve mapping of existing trails (paper and digital).*
  - *Establish a committee that meets annually to review signage needs and trails.*
3. **Physical Connections:** Identify transportation, trail, and infrastructure improvements that are needed to connect people from arrival points to downtown Haines and to nearby outdoor recreation opportunities in the Chilkat Valley.
  - *Make a list of trail maintenance projects (priorities).*
  - *Plan and build a trail that connects Takshanuk to the fairgrounds.*
  - *Have focused discussions about long-term organizational capacity/governance related to trails.*
  - *Improve winter maintenance of trail parking/beach access.*
  - *Meet with University of Alaska and Mental Health Trust Lands to solidify Memorandum of Understanding (MOU) on recreational trail access and maintenance.*

- *Identify transportation gaps and find a way to fill them, particularly between airport and ferry terminals and for accessing downtown Haines.*
4. **Stewardship and Authenticity:** Preserve, celebrate, and empower the natural, cultural, and historic resources that makes Haines a unique and healthy place to live, work, play, and visit.
- *Support tribal organizations in developing cultural tourism plans and opportunities to highlight traditional indigenous places and histories.*
  - *Evaluate options to create an authentic town square.*
  - *Protect local watersheds, wildlife habitat, and migratory corridors.*

**Goal I – Partner Engagement: Coordinate among tribal, local, state, and federal governmental entities to create a robust strategy for outdoor recreation efforts and initiatives.**

The Haines Borough and the Chilkat Valley have a complex pattern of land ownership involving multiple government and tribal entities that brings both opportunities and challenges for outdoor recreation. The Haines Economic Development Corporation, Haines Huts and Trails, the Chilkat Indian Village and Chilkoot Indian Association, and other local partners have been working to improve communications and coordination around efforts such as the development of the Haines Huts and Trails Public Use cabins that will leverage outdoor recreation and cultural assets for the benefit of community members and for visiting tourists alike. Through the course of the RERC planning process, the Steering Committee identified a need to better include, coordinate, and actively engage people and institutions around these initiatives to better communicate the vision and coordinate on implementation. The complex layers of land ownership/governance in Haines and the Chilkat Valley make coordination and communication a challenge, and this goal aims to take next steps to improve communication with all relevant entities to help the community achieve its goals.

Participants: Greg Palmieri, Jess Kayser Forster, Erik O'Brien, Andrew Letchworth, Michael Wald, Erik Stevens, Darsie Culbeck, Katie Emma Begly

**Action 1.1 – Identify the partners and organizations who need to be at the table to inform the conversation about outdoor recreation.**

<p><b>What is this? Why is it important? Who benefits?</b></p>	<p>This action helps to:</p> <ul style="list-style-type: none"> <li>• Coordinate amongst key partners</li> <li>• Ensure people are all on the same page</li> <li>• Foster community buy-in</li> <li>• Understand what assets each organization can contribute</li> <li>• Generate funding</li> </ul>
<p><b>Initial next steps and deadlines (Present &gt;24 mos.)</b></p>	<ul style="list-style-type: none"> <li>• Explore sharing board members across organizations, such as the Chamber, Haines Economic Development Corporation (HEDC), Borough standing committees, etc.</li> <li>• Convene those partners and assess their interests</li> <li>• Make sure this action happens on all other RERC action items</li> </ul>
<p><b>Measures of success</b></p>	<ul style="list-style-type: none"> <li>• Regular meetings are happening</li> <li>• A diverse group is participating</li> <li>• A network of shared projects exists</li> </ul>
<p><b>Lead Partners</b></p>	<p>Haines Huts and Trails (Greg Schlachter)</p>
<p><b>Supporting cast</b></p>	<ul style="list-style-type: none"> <li>• HEDC (Cindy Zuluaga Jimenez)</li> <li>• Chamber of Commerce (Andrew Letchworth)</li> <li>• Chilkoot Indian Association (Harriet Brouillette, Zach Wentzel)</li> <li>• Chilkat Indian Village (Natalie Dawson)</li> <li>• Haines Tourism (Rebecca Hylton)</li> </ul>

	<ul style="list-style-type: none"> <li>● Haines Borough (Douglas Olerud &amp; Borough Planner)</li> <li>● City &amp; Borough of Juneau (Alexandra Pierce, Tourism Manager; past planner/community development manager)</li> <li>● Skagway Development (Eliza Rusell)</li> <li>● Haines Huts and Trails (Lindsay Johnson)</li> <li>● Takshanuk Watershed Council (Derek Poinsette)</li> <li>● Spruceroot (Shannon Stevens)</li> <li>● Department of Natural Resources (Greg Palmieri)</li> <li>● Department of Forestry (Greg Palmieri)</li> <li>● Mental Health Trust Land (Jeff Hermanns - Sr. Resource Manager)</li> <li>● Bureau of Land Management (Williams from Comp Plan)</li> <li>● USDA Forest Service (Tristan Fluharty, Jason Anderson)</li> <li>● State Parks (Preston Kroes)</li> </ul>
<b>Potential needs and resources</b>	<ul style="list-style-type: none"> <li>● Denali Commission as potential source of funding for a staff position to coordinate</li> <li>● Central Council Tlingit Haida Indian Tribes of Alaska also a potential funding partner</li> <li>● Meeting Space (potential options include: Zoom; Haines Library; Chilkat Valley Community Foundation Meeting Room)</li> </ul>

**Action 1.2 – Identify the lead organization from among the partners or alternatively create a new organization or position to fill that role.**

<b>What is this? Why is it important? Who benefits?</b>	<p>This action helps to:</p> <ul style="list-style-type: none"> <li>● Create leadership</li> <li>● Create a champion, since nothing happens without a champion</li> <li>● Identify a single point of contact for grant applications</li> </ul>
<b>Initial next steps and deadlines (Present &gt;24 mos.)</b>	<ul style="list-style-type: none"> <li>● Hold a meeting of potential lead partners</li> <li>● Determine the characteristics of an organization that would be needed to coordinate this initiative</li> <li>● Evaluate whether one of the current organizations have the capacity to fill that role</li> </ul>
<b>Measures of success</b>	<ul style="list-style-type: none"> <li>● A format is selected (either an entity or group of organizations) to facilitate community cooperation</li> <li>● Regular communication and “cross pollination” between groups that are involved is happening</li> </ul>
<b>Lead Partners</b>	<ul style="list-style-type: none"> <li>● HEDC (Cindy Zuluaga Jimenez)</li> <li>● Tourism Center (Rebecca Hylton)</li> <li>● Haines Chamber of Commerce (Lee Zion)</li> <li>● Chilkoot Indian Association (Zack Wentzel)</li> <li>● Haines Huts and Trails (Greg Schlachter)</li> </ul>
<b>Supporting cast</b>	<ul style="list-style-type: none"> <li>● The other organizations not selected to lead could support</li> </ul>

<b>Potential needs and resources</b>	<ul style="list-style-type: none"> <li>● Meeting times</li> <li>● Email Distribution list</li> <li>● Personnel to visit each organization to stay in contact</li> </ul>
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**Action 1.3 – Work with the Borough and State Parks on identifying trail maintenance priorities, while exploring future trails and fundraising towards their development.**

<b>What is this? Why is it important? Who benefits?</b>	<p>This action helps to:</p> <ul style="list-style-type: none"> <li>● Increase recreational opportunities on existing trails</li> <li>● Increase backcountry access with new trails</li> <li>● Bypass stagnation of “stop it” system – get stuff done</li> </ul>
<b>Initial next steps and deadlines (Present &gt;24 mo)</b>	<ul style="list-style-type: none"> <li>● Identify who we need to influence state parks (relates to action 1.1)</li> <li>● Conduct a trail tour with Senator Kiehl, other state representatives, and state parks authority showcase current state of assets and share vision for what we want to do.</li> </ul>
<b>Measures of success</b>	<ul style="list-style-type: none"> <li>● State Parks buy-in for the vision for Haines</li> <li>● Needs are met – Chilkat Road graded, gates open in winter, year-long staff working in Haines, marketing to RV traffic off highway is increasing use, changing perspectives around economic development, Parks commitment is generated</li> <li>● State legislators are engaged</li> <li>● Ongoing conversations with State Parks are happening</li> </ul>
<b>Lead Partners</b>	<ul style="list-style-type: none"> <li>● Tom Morphet</li> <li>● State Parks (Preston Kroes)</li> <li>● Chilkat Bald Eagle Preserve Advisory Council</li> </ul>
<b>Supporting cast</b>	<ul style="list-style-type: none"> <li>● Haines State Forest (Greg Palmieri)</li> <li>● Haines Borough (George Figdor)</li> <li>● HEDC (Cindy Zuluaga Jimenez)</li> <li>● Haines Huts and Trails (Kevin Forster)</li> <li>● Haines Visitor Center (Rebecca Hylton)</li> <li>● Chilkoot Indian Association – Chilkoot Corridor (Nick Kokovitch, Zach Wentzel)</li> <li>● Department of Natural Resources (Tom Boyle, Commissioner)</li> <li>● Haines Borough (Douglas Olerud)</li> <li>● Haines Chamber of Commerce (Lee Zion)</li> <li>● Sen. Jesse Kiehl</li> <li>● Rep. Hannon and/or Rep. Andi Story</li> </ul>
<b>Potential needs and resources</b>	<ul style="list-style-type: none"> <li>● Letters of support from multiple agencies</li> <li>● Volunteer base to meet special project needs and demonstrate commitment of Haines to State Parks</li> </ul>

	<ul style="list-style-type: none"> <li>● State legislators buy-in for political leverage</li> <li>● Takshanuk Map of Land Ownership</li> <li>● National Park Service Map of Existing Trails (from RTCA process)</li> <li>● Trail Mix (Ryan O’Shaughnessy, CEO)</li> </ul>
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**Action 1.4 – Evaluate the feasibility of various ski options and make a decision based on data and expertise/knowledge.**

<b>What is this? Why is it important? Who benefits?</b>	<p>This action helps to:</p> <ul style="list-style-type: none"> <li>● Expand the seasons for outdoor recreation with downhill and cross-country skiing in the winter (winter ski amenities could be used for mountain biking in summer)</li> <li>● Expand the winter recreation economy</li> <li>● Create opportunities for economic development/additional outdoor recreation in the winter season to support existing businesses</li> <li>● Create more options for easy and accessible winter recreation for locals</li> <li>● Expand skiing options in Haines</li> </ul>
<b>Initial next steps and deadlines (Present &gt;24 mos.)</b>	<ul style="list-style-type: none"> <li>● Evaluate potential locations based on data; choose one that is viable and will succeed</li> <li>● Mobilize ideas into a concrete business plan</li> <li>● Support the development of business plans</li> </ul>
<b>Measures of success</b>	<ul style="list-style-type: none"> <li>● A site with accompanying business plan is selected to move forward</li> <li>● Facilitator is selected and funded</li> </ul>
<b>Lead Partners</b>	<ul style="list-style-type: none"> <li>● Haines Avalanche Center/Ski Lift Working Group (Erik Stevens)</li> <li>● Haines Economic Development Corporation (Darsie Culbeck and HEDC Board)</li> </ul>
<b>Supporting cast</b>	<ul style="list-style-type: none"> <li>● Eagle Crest Management (Clay Frick)</li> <li>● Chamber of Commerce (Lee Zion)</li> <li>● Chilkoot Indian Association (Ted Hart, Zach Wentzel)</li> <li>● Klukwan (Rhianna Brownell – ski school instructor/parent)</li> <li>● Klukwan Indian Village/Four Winds Community Center at Mosquito Lake.School (Erika Merklin)</li> <li>● Alaska Mountain Guides (Sean Gaffney)</li> <li>● Heli-Ski operators (Nick Trimble, Sean Brownell)</li> </ul>
<b>Potential needs and resources</b>	<ul style="list-style-type: none"> <li>● Denali Commission to fund a staff position to make this their focus</li> <li>● Excited, engaged volunteers (Ski Lift Working Group)</li> </ul>

**Additional Goal 1 Actions**

Participants also brainstormed these additional action ideas during the workshop. While these actions were not detailed further during the workshop, they could also support implementation of Goal 1.

- Figure out a process where competing user groups can collaborate
- Need to get people who are committed to recreation and public spaces on the Planning Commissions and Parks and Recreation Advisory Board
- Form or identify a group to evaluate ski area business plans and choose the most viable
- Market Haines as a world-class ski destination
- Elevate Haines/Klukwan/Chilkat Valley with USDA (they tend to focus further south)
- More Tribal, Borough, State, and Federal engagement
- Engage with healthcare professionals
- User groups need to be brought in early
- Work with cruise ship companies to make their tourism plans for Haines compatible with ours
- Tribes, State, Borough, and Canadian brothers and sisters coming together
- Create "Chilkat Collaborative" some umbrella name for all organizations committed to shared strategy under umbrella funded initiatives led by local organizations/regional organizations/governments
- Enable/create local non-profit to identify, pursue, fund, and develop trails and work with a broad range of owners (SOA, Borough, Private) and tribal governments to develop them
- Create a coalition between Chilkoot Indian Association, Chilkat Indian Village, Borough Planning Commission, and HEDC to create our Comprehensive Strategic Plan for all of us to live happily forever
- Tanani Point Recreation Plan with Tribe
- Chilkoot Collaborative watershed wild, scenic, recreational, tribal/state/fed
- Develop communication platform for community (and beyond) partners to share ideas and work progress
- Increase collaboration between organizations by sharing board members and cross-communication between organizations
- Semi-regular meetings between TAB, HEDC, Chamber, and Tribes to learn about each other's work initiatives, progress, hindrances, etc.
- Three governments de-silo and collaborate meaningfully and enthusiastically
- Work with state parks on identifying future trails and fundraise towards development
- Unlock state parks
- Work with Borough and State Parks to permit trail build from top of sled hill to Lily Lake for cross country skiing, hiking, biking trail
- Assure that key Borough boards have members committed to project to enhance public spaces and uses (i.e., Planning Commission, Parks and Recreation Committee)
- Amend Title 5 to allow more flexibility for tour operators
- Work with Borough Assembly to relieve regulatory burden on multi-faceted business ventures, offer tax holiday incentives to building new ventures and infrastructure
- Financial incentives for investments/support from restaurants



## Goal 2 – Wayfinding and Signage: Create inclusive wayfinding and signage for trails, outdoor recreation assets, and downtown assets in Haines.

Existing wayfinding and signage in Haines does not reflect the cultural and historic importance of the indigenous community. Improving wayfinding and signage to incorporate native history and culture would elevate the significance of the people who first settled the area. Residents and visitors will have increased awareness of this important culture.

Participants: Harriet Brouillette, Kathleen Menke, Derek Poinsette

### Action 2.1 – Modify existing signage to include Tlingit language.

<b>What is this? Why is it important? Who benefits?</b>	<p>This action helps to:</p> <ul style="list-style-type: none"> <li>• Ensure that indigenous language is included in street signs, place names, and wayfinding</li> <li>• Recognize First People</li> </ul>
<b>Initial next steps and deadlines (Present &gt;24 mos.)</b>	<ul style="list-style-type: none"> <li>• Translate existing signs</li> <li>• Identify locations for phased implementation</li> <li>• Coordinate with state Department of Transportation and others as needed</li> <li>• Coordinate with Chilkat Indian Village</li> </ul>
<b>Measures of success</b>	<ul style="list-style-type: none"> <li>• Signs in place</li> <li>• Replace existing welcome signs with “Welcome to Haines/Deishu”</li> <li>• Signs referencing Ripinsky should read “Ripinsky/Gei-Sun”</li> </ul>
<b>Lead Partners</b>	<ul style="list-style-type: none"> <li>• Haines Borough (Douglas Olerud)</li> <li>• Chilkoot Indian Association (Harriet Brouillette.)</li> <li>• Chilkat Indian Village (Brian Willard)</li> </ul>
<b>Supporting cast</b>	<ul style="list-style-type: none"> <li>• State Department of Transportation (add name)</li> <li>• State Parks (Preston Kroes)</li> </ul>
<b>Potential needs and resources</b>	<ul style="list-style-type: none"> <li>• Potential funding sources include: Tribal Transportation, State of Alaska, State Parks, Denali Commission</li> </ul>

### Action 2.2 – Improve mapping of existing trails (paper and digital).

<b>What is this? Why is it important? Who benefits?</b>	<p>This action helps to:</p> <ul style="list-style-type: none"> <li>• Provide information to visitors and new/existing residents</li> <li>• Ensure that maps include information such as level of difficulty in order to mitigate safety concerns with people venturing onto trails that are beyond their experience</li> <li>• Protect sacred places</li> </ul>
<b>Initial next steps and deadlines</b>	<ul style="list-style-type: none"> <li>• Create a map of existing trails</li> <li>• Identify locations for public/private access</li> <li>• Create short, medium, long-term goals for trail access</li> </ul>

<b>(Present &gt;24 mos.)</b>	<ul style="list-style-type: none"> <li>● Create educational information for property owners about trail access and easements</li> <li>● Meet with property owners to obtain easements for existing trails</li> </ul>
<b>Measures of success</b>	<ul style="list-style-type: none"> <li>● Maps available for visitors/new residents</li> <li>● Increased use of trails</li> </ul>
<b>Lead Partners</b>	<ul style="list-style-type: none"> <li>● Haines Economic Development Corporation (Cindy Zuluaga Jimenez)</li> <li>● Takshanuk Watershed Council (Derek Poinsette)</li> <li>● Chilkoot Indian Association (Zach Wentzel)</li> <li>● Chilkat Indian Village (Natalie Dawson)</li> </ul>
<b>Supporting cast</b>	<ul style="list-style-type: none"> <li>● Department of Transportation</li> <li>● State Parks (Preston Kroes)</li> <li>● Haines Huts and Trails (Dennis Geasan)</li> </ul>
<b>Potential needs and resources</b>	<ul style="list-style-type: none"> <li>● Human resources</li> <li>● Community support</li> <li>● Funding for printing maps</li> <li>● An organization to host digital information (Haines Huts and Trails has mapped Haines trails into GIS) – possibilities include Haines Visitor Center, Haines Borough, State Parks, NPS</li> </ul>

**Action 2.3 – Establish a committee that meets annually to review signage needs and trails.**

<b>What is this? Why is it important? Who benefits?</b>	<p>This action helps to:</p> <ul style="list-style-type: none"> <li>● Evaluate progress</li> <li>● Create an opportunity to incorporate new people and ideas</li> <li>● Identify maintenance concerns</li> <li>● Update maps/signage as needed</li> </ul>
<b>Initial next steps and deadlines (Present &gt;24 mos.)</b>	<ul style="list-style-type: none"> <li>● Coordinate key partners to understand current initiatives and establish meeting schedule</li> </ul>
<b>Measures of success</b>	<ul style="list-style-type: none"> <li>● Annual meeting occurs</li> <li>● Forward progress</li> </ul>
<b>Lead Partners</b>	<ul style="list-style-type: none"> <li>● Chilkoot Indian Association (Harriet Brouillette)</li> <li>● Haines Economic Development Corporation (Cindy Zuluaga Jimenez)</li> </ul>
<b>Supporting cast</b>	<ul style="list-style-type: none"> <li>● Chilkat Indian Village (Zach Wentzel)</li> <li>● State Parks (Preston Kroes)</li> <li>● Community members</li> <li>● Department of Natural Resources (Tom Boyle)</li> <li>● Haines Borough/Planning Committee</li> </ul>

	<ul style="list-style-type: none"> <li>● State Department of Transportation</li> <li>● Haines Borough Department of Public Works</li> </ul>
<b>Potential needs and resources</b>	<ul style="list-style-type: none"> <li>● Staff time to organize</li> <li>● Location to meet</li> </ul>

**Additional Goal 2 Actions**

Participants also brainstormed these additional action ideas during the workshop. While these actions were not detailed further during the workshop, they could also support implementation of Goal 2.

- Logical foot traffic flow and signage – for example, from cruise ship dock counterclockwise along Front Street to the Lighthouse Bar up Main Street to 3<sup>rd</sup> Street past the Library to Bald Eagle Center and back to cruise ship via Haines Highway
- Google online listings for businesses (HEDC working on a complete Haines business list hosted under the Local Frequency app) and recreation assets
- Redo Haines Highway signage – “scenic view?”
- Have Borough engage with DOT for plans to install signage
- Work with Chilkoot Indian Association and Borough for info signs
- Signage for trails
- Create updated local trail map for visitors (Haines for Hikers guide updated 2021 by Jeff Moskowitz)
- Trail maps – where trails are, signage on the trail (easy to get lost), map of trails as you hike
- Digital and print maps of in-town and wilderness trails
- Tlingit language signs incorporated throughout Deishu and Tlingit wilderness
- Signage – acknowledge our colonizing past; change Haines back to Deishu
- Review signage efforts from 8-10 years ago; plan needs update; reflection

**Goal 3 – Physical Connections: Identify transportation, trail, and infrastructure improvements that are needed to connect people from arrival points to downtown Haines and to nearby outdoor recreation opportunities in the Chilkat Valley.**

Haines has a walkable downtown, but getting to it can be a challenge. While Haines is fortunate to be one of only three communities in Southeast Alaska that is connected to the rest of the United States via road, many visitors arrive by ferry/ cruise ship or airplane. These points of arrival are disconnected from the downtown with no access to public transportation. In addition, many of the nearby recreation and cultural amenities are only accessible by car. Providing shuttle services, along with safe options for people to walk and bike, encourages physical activity among residents and visitors, reduces the reliance on motor vehicles, increases equitable access to community amenities, and reduces infrastructure costs (such as parking) and carbon emissions. Supporting improvements such as shuttles, shared use paths, bike lanes and sidewalks, that connect existing transportation infrastructure to nearby recreational and

cultural assets will elevate Haines’ image as a community that promotes equitable access to physical activity, considers safety, and accommodates limited mobility.

Participants: Natalie Dawson, Eben Sargent, Lindsay Johnson, Chip Lende, Derek Poinsette, Katie Craney

**Action 3.1 – Make a list of trail maintenance projects (priorities).**

<p><b>What is this? Why is it important? Who benefits?</b></p>	<p>This action helps to:</p> <ul style="list-style-type: none"> <li>● Ensure that trails are well-maintained, improving safety of users</li> <li>● Show stewardship of existing assets</li> <li>● Prioritize maintenance projects</li> <li>● Provide benefits to the community and to visitors</li> <li>● Provide access to beaches/trails in winter (by plowing the pullouts, berms, parking areas, etc.)</li> </ul>
<p><b>Initial next steps and deadlines (Present &gt;24 mos.)</b></p>	<ul style="list-style-type: none"> <li>● Spring/after thaw – Conduct ground surveys through a combination of volunteer observations and formal survey</li> <li>● Meet to decide on survey technique in April 2023</li> <li>● Identify easement issues</li> <li>● Create a process for prioritization</li> </ul>
<p><b>Measures of success</b></p>	<ul style="list-style-type: none"> <li>● A prioritized list of maintenance needs exists</li> <li>● Projects are being completed</li> <li>● Community engagement is high</li> <li>● People are aware of and use the list to report maintenance issues</li> </ul>
<p><b>Lead Partners</b></p>	<ul style="list-style-type: none"> <li>● Haines Huts and Trails (Kevin Forster)</li> </ul>
<p><b>Supporting cast</b></p>	<ul style="list-style-type: none"> <li>● Haines State Forest (Greg Palmeri)</li> <li>● State Parks (Preston Kroes)</li> <li>● University of Alaska (Kirsten Henning)</li> <li>● Haines Borough – Public Works (Edward Coffland)</li> <li>● Takshanuk Watershed Council (Derek Poinsette)</li> <li>● Mental Health Land Trust (Jusdi Warner)</li> <li>● Private Landowners</li> </ul>
<p><b>Potential needs and resources</b></p>	<ul style="list-style-type: none"> <li>● Jeff Moski – GIS consultant</li> <li>● Dennis Geason – GIS Consultant, Haines Huts and Trails Board</li> <li>● Graham Kraft – Google Earth extraordinaire</li> <li>● Existing lists for state land – talk to Greg Schlachter</li> <li>● Recreational Trails Program funding for maintenance</li> <li>● Dedicated time for ground truthing</li> <li>● Digital trail inventory</li> <li>● Data crunch, website /app</li> </ul>

**Action 3.2 – Plan and build a trail that connects Takshanuk to the fairgrounds.**

<p><b>What is this? Why is it important? Who benefits?</b></p>	<p>This action helps to:</p> <ul style="list-style-type: none"> <li>• Connects important destinations in town in an easily-accessible way</li> <li>• Build on the fact that there is a willing landowner</li> <li>• Take advantage of the fact that there is parking on either end of the trail</li> </ul>
<p><b>Initial next steps and deadlines (Present &gt;24 mos.)</b></p>	<ul style="list-style-type: none"> <li>• Takshanuk Watershed Council Board will work with adjacent landowners to identify the route</li> <li>• Secure land easements (Susan Pax at the Borough)</li> <li>• Phase 1 – Plan – flag the route and identify needed infrastructure (1-3 years)</li> <li>• Phase 2 – Construct (3-5 years)</li> <li>• Call for volunteers to build the trail</li> </ul>
<p><b>Measures of success</b></p>	<ul style="list-style-type: none"> <li>• Announcement that it’s “open to the public”</li> <li>• People can follow the trail with less than 6 flags</li> <li>• It’s safe</li> <li>• Formal landowner agreements are in place</li> </ul>
<p><b>Lead Partners</b></p>	<ul style="list-style-type: none"> <li>• Takshanuk Watershed Council (Derek Poinsette)</li> <li>• Haines Huts and Trails (Eben Sargent)</li> </ul>
<p><b>Supporting cast</b></p>	<ul style="list-style-type: none"> <li>• Haines Borough (Susan Pax)</li> <li>• Haines Economic Development Corporation (Cindy Zuluaga Jimenez)</li> </ul>
<p><b>Potential needs and resources</b></p>	<ul style="list-style-type: none"> <li>• Volunteers/trail crew to build a trail</li> <li>• Funding for materials</li> </ul>

**Action 3.3 – Have focused discussions about long-term organizational capacity/governance related to trails.**

<p><b>What is this? Why is it important? Who benefits?</b></p>	<p>This action helps to:</p> <ul style="list-style-type: none"> <li>• Move forward on further (big) projects and ensure sustainability for trail initiatives</li> </ul>
<p><b>Initial next steps and deadlines (Present &gt;24 mos.)</b></p>	<ul style="list-style-type: none"> <li>• Look at case study examples and models (for example, Sitka Trail Works)</li> <li>• Re-engage with NPS-RTCA when ready for larger process to build out the trail network</li> </ul>
<p><b>Measures of success</b></p>	<ul style="list-style-type: none"> <li>• Organizer is identified</li> <li>• Stakeholders from different groups in Haines are engaged in these discussions and in trail planning</li> </ul>
<p><b>Lead Partners</b></p>	<ul style="list-style-type: none"> <li>• Outdoor Recreation Manager (TBD)</li> </ul>
<p><b>Supporting cast</b></p>	<ul style="list-style-type: none"> <li>• Haines Borough Parks &amp; Rec committee</li> <li>• HEDC (Cindy Zuluaga Jimenez)</li> <li>• Haines Huts and Trails (Natalie Dawson)</li> </ul>

<b>Potential needs and resources</b>	<ul style="list-style-type: none"> <li>Funding to support the organization that hosts the Recreation Manager Position (possible overlap with Action 1.2)</li> </ul>
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**Action 3.4 – Improve winter maintenance of trail parking/beach access.**

<b>What is this? Why is it important? Who benefits?</b>	<p>This action helps to:</p> <ul style="list-style-type: none"> <li>Serve residents and tourists</li> <li>Provide access to beaches/trails in winter (for example, plowing the pullouts, berms, parking areas)</li> </ul>
<b>Initial next steps and deadlines (Present &gt;24 mos.)</b>	<ul style="list-style-type: none"> <li>Identify specific winter maintenance concerns (could be combined with Action 3.1)</li> <li>Establish lines of communication with land owner(s)/managers</li> <li>Identify potential volunteer maintenance activities</li> <li>Promote community collaboration</li> </ul>
<b>Measures of success</b>	<ul style="list-style-type: none"> <li>Borough alliances with state, federal, and local entities</li> </ul>
<b>Lead Partners</b>	<ul style="list-style-type: none"> <li>HEDC (Cindy Zuluaga Jimenez)</li> <li>Chamber of Commerce (Lee Zion)</li> <li>RERC planning participants</li> </ul>
<b>Supporting cast</b>	<ul style="list-style-type: none"> <li>Community</li> </ul>
<b>Potential needs and resources</b>	<ul style="list-style-type: none"> <li>Funding for extra plowing pullouts and trailhead access <a href="https://dnr.alaska.gov/parks/grants/lwcf.htm">https://dnr.alaska.gov/parks/grants/lwcf.htm</a></li> </ul>

**Action 3.5 – Meet with University of Alaska and Mental Health Trust Lands to solidify Memorandum of Understanding (MOU) on recreational trail access and maintenance.**

<b>What is this? Why is it important? Who benefits?</b>	<p>This action helps to:</p> <ul style="list-style-type: none"> <li>Coordinate efforts to communicate with different landowners in Haines that must grant permission for the public to use their land for recreation</li> <li>Solve the access issue, making recreation opportunities possible</li> </ul>
<b>Initial next steps and deadlines (Present &gt;24 mos.)</b>	<ul style="list-style-type: none"> <li>Identify the scope of the MOU (what partners to include – state/fed)</li> <li>Draft and finalize MOU</li> </ul>

<b>Measures of success</b>	<ul style="list-style-type: none"> <li>● MOU is in place</li> <li>● Trails are formalized</li> </ul>
<b>Lead Partners</b>	<ul style="list-style-type: none"> <li>● Haines Huts and Trails (Natalie Dawson)</li> </ul>
<b>Supporting cast</b>	<ul style="list-style-type: none"> <li>● University of Alaska (Kirsten Henning)</li> <li>● Mental Health Trust Lands (Jusdi Warner)</li> <li>● State Forest (Greg Palmeri)</li> <li>● Bureau of Land Management</li> <li>● USDA Forest Service (Jason Anderson, Tristan Fluharty)</li> <li>● Haines Borough (Annette Krietzer)</li> <li>● Haines Borough Public Works (Ed Coffland)</li> <li>● State Department of Transportation</li> </ul>
<b>Potential needs and resources</b>	<ul style="list-style-type: none"> <li>● <a href="#">Model MOU</a></li> </ul>

**Action 3.6 – Identify transportation gaps and find a way to fill them, particularly between airport and ferry terminals and for accessing downtown Haines.**

<b>What is this? Why is it important? Who benefits?</b>	<p>This action helps to:</p> <ul style="list-style-type: none"> <li>● Expand transportation options to/from Haines, which is currently limited to air or boat travel, both of which are weather dependent</li> <li>● Expand public transportation, safe walking or biking routes, and/or reliable car service from arrival points to downtown Haines and local cultural/recreational assets</li> </ul>
<b>Initial next steps and deadlines (Present &gt;24 mos.)</b>	<ul style="list-style-type: none"> <li>● Connect Haines team with Robin Phillips at the Rural Transit Assistance Program (RTAP)</li> <li>● Reach out to Alaska DOT</li> <li>● Connect with existing Haines Coordinated Transportation Plan</li> </ul>
<b>Measures of success</b>	<ul style="list-style-type: none"> <li>● Coordinated Transportation Plan priorities and funding requests expanded in 2024 review process</li> <li>● Award of SS4A DOT grant</li> <li>● SS4A planning committee established</li> </ul>
<b>Lead Partners</b>	<ul style="list-style-type: none"> <li>● Haines Borough (Annette Krietzer)</li> <li>● Chilkoot Indian Association (Zach Wentzel)</li> <li>● Chilkat Indian Village (Natalie Dawson)</li> </ul>
<b>Supporting cast</b>	<ul style="list-style-type: none"> <li>● Southeast Alaska Independent Living (SAIL)</li> <li>● Alaska Seaplanes</li> <li>● Alaska Marine Highway System</li> <li>● Safe Haines Highways</li> </ul>

	<ul style="list-style-type: none"> <li>● Local businesses</li> <li>● Haines Borough</li> <li>● Fjordlines</li> <li>● Allen Marine</li> <li>● Aspen Suites Hotel</li> </ul>
<b>Potential needs and resources</b>	<ul style="list-style-type: none"> <li>● Plan and schedule(s)</li> <li>● Transportation Start-up business or develop dispatch coordination using existing shuttle services</li> </ul>

### Additional Goal 3 Actions

Participants also brainstormed these additional action ideas during the workshop. While these actions were not detailed further during the workshop, they could also support implementation of Goal 3.

- Identify needed bike lanes on highway and local roads
- Acquire needed easements and access for trails, bike routes, etc. – waterfront trail
- Plow pullouts and berms to improve beach and trail access
- Improve ferry scheduling and reliability
- Build and sign multi-use trail along highway between airport-town-ferry terminal
- Make Takshanuk Mountain Road a public trail to link up and over ridge hike
- Build hiking trail to glacier above Chilkoot Lake
- Create a mountain bike trail park (Jones Point to Fair)
- More trails accessible from town
- Develop a network of multi-purpose trails to connect key points to town
- Create Memorial Park Beach Road landslide area
- Learn how to maintain ice skating trails on frozen lakes
- Lobby the Borough Manager and Assembly to provide for trail maintenance, comprehensive planning, a certified planner for the community
- Less than \$30K would solve infrastructure gap for volunteer grooming of winter multi-use trails
- Facilitate shuttle – subsidy or at least remove permitting barriers
- Encourage borough to create public/private partnership to provide shuttle service
- Develop schedule sensitive shuttle service from ferry to airport
- Incentivize local stakeholder businesses such as hotels and seaplanes to extend their shuttle service to the public by offering tax rebates or permitting exemptions, reduce regulatory burden on private enterprise wishing to offer Uber, Lyft, Turo, or hippy bus rideshare services
- Increase public/private local transportation options
- Partner with DOT to develop safe bike lanes along the Highway, Mud Bay, and Lutak Roads
- Fund trail access purchase and/or easements to resolve access issues for existing trails
- Acquire needed easements for multi-purpose waterfront trail
- Work with private landowners to develop trail plan
- Ask community members to map routes they would like to see used as trails



- Task planning commission with brainstorming ideas to increase short-term housing without impacting long term housing stock

**Goal 4 – Stewardship and Authenticity: Preserve, celebrate, and empower the natural, cultural, and historic resources that make Haines a unique and healthy place to live, work, play, and visit.**

As Haines continues to build recreation opportunities and increase use of outdoor amenities, there also needs to be a focus on celebrating the stewardship of the cultural, natural, and historic resources that make Haines the unique destination that it is. This effort requires both locals and visitors to understand and care for these assets, while building partnerships. The Chilkoot Indian Association and Chilkat Indian Village are in the process of developing a Cultural Tourism Program and there is increased discussion around reviving the Bald Eagle Festival. Each of these provides opportunities to draw tourists and raise awareness of the unique assets that exist in Haines and the need to preserve them.

Participants: Ellen Larson, Tracy Wirak Cassidy, Anne Marie Palmieri, Cindy Zuluaga Jimenez

**Action 4.1 – Support tribal organizations in developing cultural tourism plans and opportunities to highlight traditional indigenous places and histories.**

<p><b>What is this? Why is it important? Who benefits?</b></p>	<p>This action helps to:</p> <ul style="list-style-type: none"> <li>• Recognize that traditional indigenous culture is foundational to who we are as a community and where we live</li> <li>• Support Klukwan and the Chilkat Indian Village, which are in the process of developing cultural tourism plans</li> </ul>
<p><b>Initial next steps and deadlines (Present &gt;24 mos.)</b></p>	<ul style="list-style-type: none"> <li>• Identify partners and hold initial meeting</li> <li>• Inventory existing assets and identify what’s missing</li> <li>• Coordinate with storyboard project at the library and existing kiosks</li> </ul>
<p><b>Measures of success</b></p>	<ul style="list-style-type: none"> <li>• Cultural Tourism Plans are adopted by elders</li> <li>• Signage with QR codes on trailhead signs (Tanani point, Jones Point, Chilkoot Lake, etc.) exist</li> <li>• Road signs – place names are updated</li> <li>• A self-guided walking tour of traditional art and historical places is created</li> </ul>
<p><b>Lead Partners</b></p>	<ul style="list-style-type: none"> <li>• Chilkoot Indian Association</li> <li>• Klukwan Indian Village</li> </ul>
<p><b>Supporting cast</b></p>	<ul style="list-style-type: none"> <li>• RERC Steering Committee</li> <li>• HEDC (Cindy Zuluaga Jimenez)</li> <li>• Haines Borough (Mayor Olerud)</li> <li>• University of Alaska (Kirsten Henning)</li> <li>• Haines Library</li> </ul>

<b>Potential needs and resources</b>	<ul style="list-style-type: none"> <li>● Landowners</li> <li>● Funding (<a href="#">Central Council of the Tlingit and Haida Indian Tribes of Alaska</a>, and <a href="#">AIANTA</a>)</li> <li>● Access to storyboard at the library</li> <li>● Committed local group to drive</li> </ul>
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**Action 4.2 – Evaluate options to create an authentic town square.**

<b>What is this? Why is it important? Who benefits?</b>	<p>This action helps to:</p> <ul style="list-style-type: none"> <li>● Create a gathering place (for people, food truck options, farmers market, food vendors, outdoor concerts)</li> <li>● Recognize that the 10-year moratorium on development at 3<sup>rd</sup> and Main ended, creating a potential opportunity for the community</li> </ul>
<b>Initial next steps and deadlines (Present &gt;24 mos.)</b>	<ul style="list-style-type: none"> <li>● Petition Borough assembly to maintain the lot as a public space</li> <li>● Assess different options for the location of the town square</li> <li>● Coordinate with a variety of planning efforts with local nonprofits and private landowners</li> <li>● Address this issue in the community Comprehensive Plan process</li> <li>● Identify desirable traits for a town square to help inform the location</li> </ul>
<b>Measures of success</b>	<ul style="list-style-type: none"> <li>● Central trail hub exists</li> <li>● 3<sup>rd</sup> and Main property is reused</li> <li>● Mural Map with Tlingit place names exists</li> </ul>
<b>Lead Partners</b>	<ul style="list-style-type: none"> <li>● Haines Economic Development Corporation (Cindy Zuluaga Jimenez)</li> <li>● Haines Borough (Mayor Olerud)</li> <li>● Central Council of the Tlingit and Haida Indian Tribes of Alaska (Ray Paddock, Jill Weitz)</li> </ul>
<b>Supporting cast</b>	<ul style="list-style-type: none"> <li>● Takshanuk Watershed (Derek Poinsette)</li> <li>● Chilkat Valley Compost Center</li> <li>● Haines Borough Planner</li> <li>● Visitor Information Center (Rebecca Hylton)</li> <li>● KHNS to spread information about efforts (Dawn Drotos)</li> </ul>
<b>Potential needs and resources</b>	<ul style="list-style-type: none"> <li>● Funding for seating, tables, or other infrastructure to make a functional gathering space</li> <li>● Transfer center for compost</li> <li>● <a href="#">National Endowment for the Arts - Our Town Grant</a></li> </ul>

**Action 4.3 – Protect local watersheds, wildlife habitat, and migratory corridors.**

<b>What is this? Why is it important? Who benefits?</b>	<p>This action helps to:</p> <ul style="list-style-type: none"> <li>● Recognize that the natural assets of this region are why we live here and why people visit and are important to protect</li> <li>● Recognize that any kind of recreational development needs to carefully consider impacts to fish and wildlife, and mitigate these impacts to the</li> </ul>
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	greatest degree possible; no animal has yet been displaced from the Chilkat Valley and we want to keep it that way
<b>Initial next steps and deadlines (Present &gt;24 mos.)</b>	<ul style="list-style-type: none"> <li>• Ongoing collaboration, communication, and education</li> <li>• Educate tour guides how to reduce their impact on ecosystem and wildlife</li> </ul>
<b>Measures of success</b>	<ul style="list-style-type: none"> <li>• Public officials, elected officials, and committee members are appointed who represent these goals</li> </ul>
<b>Lead Partners</b>	<ul style="list-style-type: none"> <li>• Takshanuk Watershed Council (Derek Poinsette)</li> <li>• Chilkoot Indian Association (Zach Wentzel)</li> <li>• Chilkat Indian Village</li> <li>• Individuals (Kathleen Menke)</li> </ul>
<b>Supporting cast</b>	<ul style="list-style-type: none"> <li>• Bald Eagle Wildlife Center</li> <li>• Takshanuk Watershed Council</li> <li>• Community</li> <li>• EPA Region 10</li> <li>• Haines Borough Planner</li> <li>• NOAA (Grace Bottitta-Williamson)</li> <li>• National Parks Service (Cliff McCreedy)</li> <li>• Alaska Department of Environmental Conservation (Marc Thomas)</li> <li>• Audubon Society</li> <li>• Department of Natural Resources (Tom Boyle)</li> <li>• Lynn Canal Conservation (Torrey Larson)</li> </ul>
<b>Potential needs and resources</b>	<ul style="list-style-type: none"> <li>• Interagency collaboration</li> <li>• Funding for conservation easements</li> </ul>

**Additional Goal 4 Actions**

Participants also brainstormed these additional action ideas during the workshop. While these actions were not detailed further during the workshop, they could also support implementation of Goal 4.

- Create a set of loaner gear or a gear fund: trekking poles, snow shoes, rain gear, xtra tuffs, rubber boots so families and visitors can get outside
- Reconstruct the living culture of the trade routes throughout the region (grease trail, trails/routes to the coast)
- Install signs and informational pamphlets that identify plants, berries, birds (for enjoyment and subsistence activities)
- Include pronunciations for native names on signs
- Tlingit culture a natural experience for all residents, visitors, and explorers in Deishu
- Tribal land ownership and management

- Highlight traditional indigenous places and history – this is Jilkat Aani – across visitor information resources; make it accessible to locals
- Groundbreaking agreement signed in the Chilkat Valley: tribal, federal, state partners
- Maintain berry picking areas
- Consider opportunities for wood gathering, group gatherings, elder access for subsistence activities (purpose driven recreation)
- Install EV charging stations
- Ensure visitors and tour groups respect local use of outdoor resources; ensure locals' experiences are not degraded
- Respect local needs for outdoor and wilderness access – reduce impact from larger scale tourism on trails used by locals
- Develop better communication between local tour groups and locals when conflict arises

## IMPLEMENTATION AND NEXT STEPS

Since the workshop, the following early activities have taken place to help advance the community's goals:

- HEDC and Haines Huts and Trails were awarded a grant from the Denali Commission to fund a Recreation Coordinator position.
- The Haines Borough and Chilkoot Indian Association installed the first Tlingit signs in Chilkoot Estates (Chilkoot Loop; Chilkoot Street).
- Haines Huts and Trails secured a Crossett Foundation grant for a snow machine for grooming cross-country skiing in the wintertime.
- HEDC is looking for funding sources to implement Town Square digital renditions created by Larry Larson.
- HEDC will look for a trail company to evaluate needed trail upgrades and projected maintenance costs. Borough has \$20K for funding.
- Haines Borough partnered with Chilkoot Indian Association on a Safe Streets for All (SS4A) Planning Grant submitted July 10, 2023. Confer with Borough and CIA to ensure inclusive planning process in this effort (accessibility in all plans).
- HEDC is updating its 5-year Strategic Plan to incorporate RERC actions and planning results.
- Haines Borough contracted with Agnew-Beck to update its Comprehensive Plan. Borough is delaying decision to sell borough property at Main Street and Second Avenue until decision is made on public use.
- Chilkoot Indian Association has applied for a grant to fund EV charging stations.
- Chilkoot Indian Association is in the early stages of developing a cultural tourism program.
- Haines Borough hired a Planner.
- Ports and Harbor Advisory Board nominated Brittany Dunbar, a Chilkoot Indian Association Transportation staffer active in outdoor winter recreation, to serve as a board member.
- Alaska Outdoor Alliance Conference meeting is happening on September 26-28 2023 in Fairbanks.
- HEDC Applied to Outdoor Recreation Roundtable grant to add trail capacity to Jones Point trailhead.
- Haines Huts and Trails volunteers constructed first hut.

## **APPENDICES**

- *Appendix A – Contact List*
- *Appendix B – Workshop Exercise Results*
- *Appendix C – Funding and Technical Assistance Resources*
- *Appendix D – References*

## APPENDIX A: CONTACT LIST

Everyone who registered for or participated in the Haines RERC process in some capacity is listed below.

<i>Role</i>	<i>First Name</i>	<i>Last Name</i>	<i>Affiliation</i>	<i>Email</i>
Federal Partner	Jason	Anderson	Tongass National Forest	jason.c.anderson@usda.gov
Federal Partner	Zach	Babb	National Park Service - Rivers, Trails, and Conservation Assistance Program	zachary_babb@nps.gov
	Austin	Badger		austinearlebadger@gmail.com
Community Member	Katie Emma	Begly	Seaplanes	sobospider@yahoo.com
Federal Partner	Steph	Bertaina	U.S. EPA Office of Community Revitalization	bertaina.stephanie@epa.gov
Steering Committee Member	Harriet	Brouillette	Chilkoot Indian Association	hbrouillette@chilkoot-nsn.gov
Federal Partner	Steve	Brown	US Small Business Administration	STEVEN.BROWN@SBA.GOV
Community Member	Cindy	Buxton	Resident	cindyb@alaskageos.com
Community Member	Nathan	Cote	Community Member	nathangcote@yahoo.com
Steering Committee Member	Dustin	Craney		dustin@sockeyecycle.com
Local Partner	Katie	Craney		katieionecraney@gmail.com
Community Member	Kyle	Clayton		
Community Member	Leanne	Converse	Haines Resident	cleanne@aptalaska.net
Community Member	Darsie	Culbeck	HEDC	darsie@live.com
Steering Committee Member	Natalie	Dawson	Haines Huts and Trails	natalie@alaskaventure.org
Federal Partner	Lizzy	Dean	National Park Service Rivers, Trails, and Conservation Assistance Program	elizabeth_v_dean@nps.gov
Community Member	Dawn	Drotos	KHNS	mergus_ak@yahoo.ca

<i>Role</i>	<i>First Name</i>	<i>Last Name</i>	<i>Affiliation</i>	<i>Email</i>
Community Member	Leslie	Evenden		
Community Member	George	Figdor	Borough Parks and Rec Committee	figdor@aptalaska.net
Federal Partner	Tristan	Fluharty	Tongass National Forest	tristan.fluharty@usda.gov
Community Member	Kristine	Harder	Resident & Business Owner	buckshot.kristine@gmail.com
Community Member	Meghan	Hart	Chilkoot Indian Association	meghan.alexandra.hart@gmail.com
State Partner	Kirsten	Henning	University of Alaska Lands Office	UALandHaines@gmail.com
Steering Committee Member	Shawna	Hotch	Jilkaat Kwaan Heritage Center & Chilkat Indian Village (Klukwan)	shotch@chilkat-nsn.gov
Local Partner	Rebecca	Hylton	New Tourism Director of Haines	rebahylton907@gmail.com
Community Member	Matthew	Jillson	Videographer	alpinejillson@gmail.com
Community Member	Lindsay	Johnson	Haines Huts And Trails, Fairweather Ski Works	alaskawaterwoman@gmail.com
Community Member	Jess	Kayserforster	Community Development Consultant	kayserforster@gmail.com
Steering Committee	Annette	Kreitzer	Haines Borough	akreitzer@haines.ak.us
Steering Committee	Preston	Kroes	Alaska State Parks	preston.kroes@alaska.gov
Community Member	Ellen	Larson	community member	ellen.larson@nau.edu
Community Member	Larry	Larson	community member	llarson@deadtreedesign.com
Community Member	Chip	Lende	H.E.D.C. board member	chiplende@gmail.com
Steering Committee Member	Andrew	Letchworth	Haines Chamber of Commerce	Director.haineschamber@outlook.com
Community Member	Sue	Libenson	Self	suelibenson@gmail.com
Community Member	Alyson	Martin	Community	alysonmartin@gmail.com
Community Member	Kathleen	Menke	community member	ci@akmk.com



<i>Role</i>	<i>First Name</i>	<i>Last Name</i>	<i>Affiliation</i>	<i>Email</i>
Community Member	Tom	Morphet	Haines Ski Club	<a href="mailto:tommorphet1@gmail.com">tommorphet1@gmail.com</a>
Community Member	Jeff	Mushowitz	Haines Avalanche Center	<a href="mailto:jeff@alaskasnow.org">jeff@alaskasnow.org</a>
Federal Partner	Erik	O'Brien	Denali Commission (federal)	<a href="mailto:eobrien@denali.gov">eobrien@denali.gov</a>
Steering Committee Member	Douglas	Olerud	Haines Borough	dolerud@haines.ak.us
State Partner	Anne Marie	Palmieri	Alaska Department of Environmental Conservation	annemarie.palmieri@alaska.gov
Steering Committee Member	Greg	Palmieri	SOA - DNR, DOF Haines	greg.palmieri@alaska.gov
Facilitation Team	Ángel	Peña	Nuestra Tierra Conservation Project	angel@nuestra-tierra.org
Community Member	Derek	Poinsette	Takshanuk Watershed Council	derek@takshanuk.org
Facilitation Team	Amanda	Poncy	EPR P.C - facilitation team	a.poncy@epr-pc.com
Community Member	Rachel	Saitzyk	Haines Bodywork and Restorative Massage	rachelsaitzyk@gmail.com
Community Member	Eben	Sargent	Haines Huts and Trails	ebensargent@gmail.com
Community Member	Greg	Schlachter	Haines Huts and Trails	Greg@expeditionbroker.com
	Debra	Schnabel	Haines Borough/Citizen	debra.schnabel@gmail.com
Steering Committee	Morrigan	Shaw	Klukwan	mshaw@chilkat-nsn.gov
Community Member	Burl	Sheldon	Self	burlsheldon58@gmail.com
Community Member	Ray	Staska	Haines Ski Club	staska@aptalaska.net
Community Member	Shannon	Stevens	Resident	shannoncaitlin@gmail.com
Local Partner	Erik	Stevens	Haines Avalanche Center	erikstevens@gmail.com
State Partner	Marc	Thomas	Alaska Department of Environmental Conservation	marc.thomas@alaska.gov
Community Member	Don	Turner Jr.		

<i>Role</i>	<i>First Name</i>	<i>Last Name</i>	<i>Affiliation</i>	<i>Email</i>
Steering Committee Member	Carol	Tuynman	Tourism Advisory Board member	ctuynman@gmail.com
Community Member	Michael	Wald		michael@arcticwild.com
Steering Committee Member	Zach	Wentzel	Chilkoot Indian Association	zwentzel@chilkoot-nsn.gov
Community Member	Russ	White	Haines Resident	rustlew@aptalaska.net
Steering Committee	Brian	Williard	Chilkat Indian Assocation	bwillard@chilkat-nsn.gov
Community Member	Tracy	Wirak-Cassidy	Takshanuk Watershed Council	tracy@takshanuk.org
Steering Committee Member	Cindy	Zuluaga Jimenez	Haines Economic Development Corp	cindy@hainesedc.org

## **APPENDIX B: WORKSHOP EXERCISE RESULTS**

The Recreation Economy for Rural Communities workshop with Haines, Alaska involved several exercises that helped define workshop participants' vision, goals, and actions they wish to take to strengthen outdoor recreation and downtown revitalization efforts in their community. The following appendix documents many of these activities that shaped the action plan developed through this planning process. This appendix summarizes the following:

- Visioning and Values Exercises
- Opportunities and Challenges Exercise
- Assets and Opportunities Mapping Exercise
- Itinerary Planning Exercise
- Offers and Asks
- Additional Written Comments

### Visioning and Values Exercises

As a part of the workshop’s opening session, participants were asked to illustrate their broad vision for Haines by sharing their favorite thing about the community and by sharing what outdoor recreation looks like to them. The planning assistance team created word clouds summarizing the responses to highlight the most common words and phrases participants used in answering these prompts. The word clouds and complete responses are listed below. Additionally, participants brainstormed aspirational headlines that they’d like to read in the local newspaper in 3-5 years, describing something great that has happened in Haines. The headlines are listed below. On the second day of the workshop, participants also responded to the question, “What are you most excited about for this process?” Those responses are also included below.

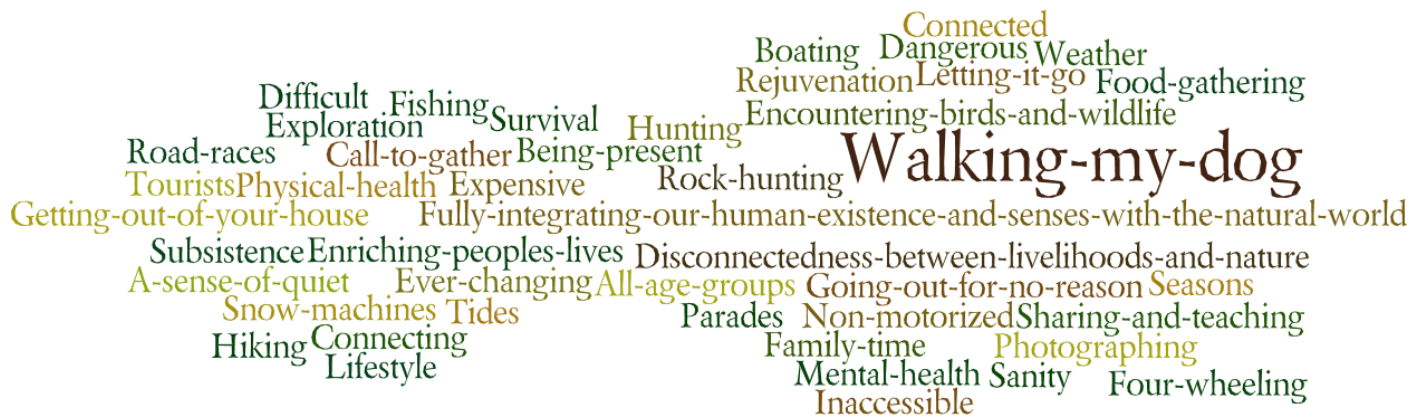
#### What is Your Favorite Thing About Haines?



- People
- Mt.-Riley-Summit
- Mountains
- Community
- Winter-Sports
- Skiing
- Snow-machines
- Skiing
- Economics
- Winter-recreation
- Fishing
- Moving-water
- New-ideas
- Biking
- Stories
- Weather
- Snow
- Growing-season
- Smell-of-cottonwood-in-the-spring
- Geology
- Scenery
- Subsistence-fishing
- Gardening
- Hunting
- Indigenous-culture-and-ties-to-land
- Chilkat-River
- Forest
- Fish

- Wildlife
- Clean-water
- Undeveloped
- Energy
- Early-morning-road-biking
- Interconnectedness
- Water
- Epic-snowboarding
- Where-the-ocean-freshwater-and-forests-meet
- Where-the-ocean-river-sea-and-mountains-meet
- Bald-eagles
- Majesty
- Wildness
- Confluence
- Natural-assets
- Access-to-waterfront
- Diverse-and-down-to-earth-people
- Storms-rolling-up-the-canal

**What Does Outdoor Recreation Look Like to You?**



- Call-to-gather
- Road-races
- Parades
- Lifestyle
- Food-gathering
- Fishing
- Hunting
- Tourists
- Non-motorized
- Snow-machines
- Walking-my-dog
- Sharing-and-teaching
- Enriching-people’s-lives
- Getting-out-of-your-house
- Sanity
- Family-time
- Survival
- Exploration
- Going-out-for-no-reason
- Rock-hunting
- Boating
- Four-wheeling
- Disconnectedness-between-livelihoods-and-nature
- Connecting
- Letting-it-go
- Being-present
- Subsistence
- Expensive
- Ever-changing

- All-age-groups
- Rejuvenation
- Fully-integrating-our-human-existence-and-senses-with-the-natural-world
- Physical-health
- Mental-health
- Connected
- Difficult
- Dangerous
- Inaccessible
- Hiking
- Walking–my-dog
- Photographing
- Seasons
- Tides
- Weather
- Encountering-birds-and-wildlife
- A-sense-of-quiet

## Making Headlines

- *Nonprofit formed to address trails, parks, and public use cabins:* Local government created a designated funding source to help build and maintain outdoor public recreation infrastructure.
- *Tech company opens office in Haines.*
- *Ski lift opens on local peak!* Partnership between public, private, and tribal groups brings long-pondered idea to life. Locals of all walks of life and political tendencies seen skiing together on the slopes!
- *Haines gets the long awaited ski lift:* Through connecting with the right entities and funding construction on a ski lift begins this spring and will be operational by first snow. Property values have increased and several new investments are being made in hotels, guest houses, and restaurants. The community is all stoked to see this development.
- *RERC workshop pays dividends:* New report by HEDC shows the outdoor economy in Haines has grown by a whopping 1000%!
- *DOT agrees to construct roundabout and redirect travelers to downtown Haines:* After years of watching road traffic diverted to Lutak bypassing Haines, DOT and local officials have agreed to direct road traffic directly to 3rd Avenue.
- *Get lost in Haines to find yourself!*
- *Groundbreaking agreement signed in the Chilkat Valley for public access:* Federal, state, tribal, borough governments sign MOU with University of Alaska and Mental Health Trust Authority for access to nearby public lands.
- *Town trail system opens:* Local groups and landowners collaborate to open four season use trails to public.
- *Borough finalizes deal to build ski lift and nordic center in Four Winds Valley:* Partially funded by land trade to affordable housing developer.
- *Haines Borough affirms ordinance, encourages regenerative farming/land use:* Local food advocates working together to build soil and health.
- *Borough hires assistant to the manager to grow capacity for special projects:* Energy, recreation.
- *Borough extends homestead exemption to \$250K!* Enables people to afford their homes, frees up funds for improvements to their lives, Borough Assembly passes unanimously in show of community solidarity.

- *Chilkat River is declared an international salmon refuge.* Haines Borough acknowledges the salmon fishery as the most valuable resource in the Borough. Planning efforts underway to protect the resource in perpetuity.
- *Haines completes waterfront to mountains multi-day loop trail with historical and cultural signs and overnight huts:* Redevelops waterfront and works with multiple tribal and government agencies.
- *Haines winter economy booming:* More residents staying all year and visitors from region mean restaurants and businesses staying open.
- *New multi-use trails foster Haines high school to start a mountain bike club.*
- *Borough moves to elect Planning Commission:* Voters select new members with commitment to creating new public spaces and working for the public good.
- *Haines economy booming from recent trail & outdoor access investments:* Community organizations have joined forces for the past five years to invest in recreation infrastructure, making Haines a vibrant place to live and THE place to visit for outdoor access and adventure.
- *New trails opening, creating access to remote mountains.*
- *Entire Chilkoot Watershed is designated a collaborative Tribal/State/National wild, scenic, and recreational river.*
- *Chilkoot Indian Association requires stewardship of historic Ft. Seward Parade Grounds.*

### One thing I'm excited about today...

- Your ideas
- The snow
- That you all are here
- Creating a plan and moving forward
- Glad that people are getting together to talk about recreation
- Action and collaboration
- Opportunity to see how planning can work
- Expanding
- Where other peoples values lie
- Community-led solutions
- Participation from outside of Haines
- Progress; these are ideas that have been talked about for a long time
- My coffee
- Opportunity to share our voices
- Listening to everyone's ideas
- Trail prospects
- Listening to what other people have to say
- Community-led, sustainable, basic sector economic growth
- Excited about signage and mountain bike trails
- That outdoor recreation is finally getting its due as part of Haines' economic package
- Talk more about possibilities for trails and ways to get user groups out on trails
- Looking forward to hearing what you have to share

- Funding opportunities
- Starting some new collaborations around these projects



## Opportunities and Challenges Exercise

The planning team asked participants to identify Haines's opportunities and challenges on flip charts. The results of the compiled responses to the Opportunities and Challenges exercise are summarized below.

### Opportunities:

- Most town places are close together so walking/biking is possible.
- Residents participate in a wide variety of outdoor activities.
- Strong leadership.
- Autonomy to recreate.
- The region's fantastic beauty.
- Our clean water and intact habitat are extremely generative of health and outdoor recreation.
- Haines Highway for biking.
- Many environments are adjacent – marine, mountains, rivers, alpine.
- Willingness to come together.
- Rich history and indigenous culture.
- Diversity of experiences.
- Nice wide main street.
- Accessibility to much of backcountry.
- Healthy and productive natural environments are the most valuable things on earth.
- We already have what everyone is looking for – healthy landscapes, clean air, and water.
- Incredible alpine trails.
- Eben Sargent.
- Extend trails systems.
- Existing intact ecosystem.
- Water sports recreation.
- Hiking Trails – Ripinsky, Riley, new.
- Haines has a unique opportunity to hike sea level to alpine in one day.
- Multi-day skiing (winter) and hiking/biking (summer) trails through publicly or privately owned refugios/cabins – market this internationally.
- Great river access – road access Canada/Juneau.
- Pristine blank canvas.
- Desire among locals to get outside when sun comes out.
- Proximity to wildlands.
- Pool/sauna.
- Consensus about the importance of outdoor opportunities to the Alaska lifestyle.
- Mentors needed to get traditionally-excluded communities to participate.
- Prioritizing small scale tourism.
- Natural assets – wild salmon, bears, glaciers, wild rivers.
- Professional guided services to the outback.
- In between (close to) both the capital of the Yukon and Alaska State Capitol.

- We are on the road system.
- Geographic location – assets like nearby national parks, forests, international protected areas.
- Public use cabins.
- Winter trails.
- Our location is extraordinary.
- Ski tourism.
- Diversity of experiences.
- Watershed protection.
- Habitat protection.
- Migratory bird corridor protection.
- Improved ferry service.
- Winter plowing of pullouts, parking areas, and trail access.
- Emphasize physical and mental health.
- More open and inclusive Planning and Zoning processes (also a challenge).
- World class surrounding wilderness environment.
- Harbor improvements.
- Community surrounded by state/federal land.
- Expanded trails... one would be a Chilkoot watershed overlook trail off Lutak (now used by snowshoers in winter) but could be improved for all users in the spring, summer, fall for hiking.
- Develop a trail, with a more structured runoff/stream (above and below culvert areas), natural vegetation, perhaps some garden spaces of love, in Beach Road landslide area, as a Memorial Park to David and Jenae. Important as others have said to involve State Parks.
- Encourage, perhaps require, new subdivisions of over 40 lots to include trails and at least one park in their plans. Otherwise, current recreation opportunities, already used to almost overcapacity, are going to become overcrowded.
- Our cultural assets here are amazing, we can do more with them.
- Consider signage using more Native place names.
- Water sports/kayaking/paddle-boarding are important to many. How can we improve access and the experience?
- Dog walking matters!
- Safe cycling corridors can be added.
- Tribal trail development.
- So many places/ways to be outdoors.
- Enthusiastic and diverse users.
- New trails in accessible areas (across the water) with new Huts to support use of trails.
- Avalanche Education Courses (bring in winter users).

### **Challenges:**

- Year-round economy that will support services and food (restaurants).

- Seasonality: folks who aren't fully participating in any one place. No full time representation and engagement.
- Planning efforts investment in physical infrastructure.
- Zero sum game beliefs, residents who think for recreation to grow other industries must decline.
- Many of the people and entities making decisions about local development don't live here.
- Polarized over motorized/non-motorized.
- Locals displaced by tourism (fishing, camping, hunting, etc.).
- We are currently developing industries infrastructure that harms the values that would support an outdoor recreation economy.
- Lack of gear and activities can be expensive out here.
- Safe walking and biking trail off the road.
- Borough government.
- Lack of recreation infrastructure.
- Local politics.
- Plenty of rain.
- Communication and collaboration between local and tribal, state partners.
- Lack of designated non-motorized areas.
- Lack of public use cabins.
- State forestry has not transitioned to recreation as U.S Forest Service has.
- Some people on either side see outdoor recreation expansion as a tool to stop natural resources extraction (ie. timber, fishing, mining, etc. commercial) therefore it is resisted or pushed forward with agenda. Gets murky.
- City permitting restrictions.
- Slow permitting process.
- Transportation into Haines.
- No Borough-funded parks and recreation department.
- Developing recreation while also promoting and embracing responsibility.
- Lack of funding for trails, public use cabins, parks, ski area.
- Overuse by tourism - limits needed.
- Access to more trails.
- Lack of local community trail access in town.
- Lack of coordination between residents, local governments, state government, Tribes in resolving issues like park closures.
- High cost of transportation and lodging.
- Funding access.
- Mining.
- Ability to be creative.
- Galloping inflation.
- Landless tribe.
- Restaurants to feed people.
- Limiting or regulating opportunities to maintain quality of experience.
- Bears

- No restaurants open regularly.
- Unpredictable weather.
- Minimal visitor services, no restaurants open on a regular basis.
- Money and political willpower to develop and maintain recreation infrastructure.
- Tension between the desire for industrial-scale economic development and smaller scale recreation economy.
- Lack of public transportation options: ferry, planes to Haines due to state cutbacks.
- No designated local funding arm for recreation infrastructure improvements.
- Slow permitting.
- Expensive permitting.
- Limited permitting.
- Federal regulations (non-motorized are restrictions).
- High bed tax.
- Limited housing.
- Low wages.
- Politics.
- Legal access to current trails/mix of land ownership.
- Insular culture from certain population segments.
- Lack of state parks upkeep.
- Expensive and difficult to access town.
- Haters.
- Supporting travel infrastructure culture.
- Very little accessible infrastructure.
- Lack of community agreement on development (trails, boardwalk, etc.).
- Lack of access to the alpine (need a ski lift).
- Budget
- Entity collaboration
- Public processes that fail to invite community input
- Getting more diverse representation on Assembly, P & Z, and committees
- Information/resources
- Centralized information hub
- Safety information
- Winter access to beaches and trails that are bermed in by snowplows. Need budget and clarified responsibility for plowing pullouts and parking areas and trail access to beaches that are bermed in by plows or not plowed at all. Winter mental and physical health matters.
- Bear safety at Chilkoot during spring through autumn.
- Information about where to go.
- Land ownership status/lack of easements.
- Legit parking for many places.
- Community buy-in and agreement on a path forward.
- Improving access to agency land.

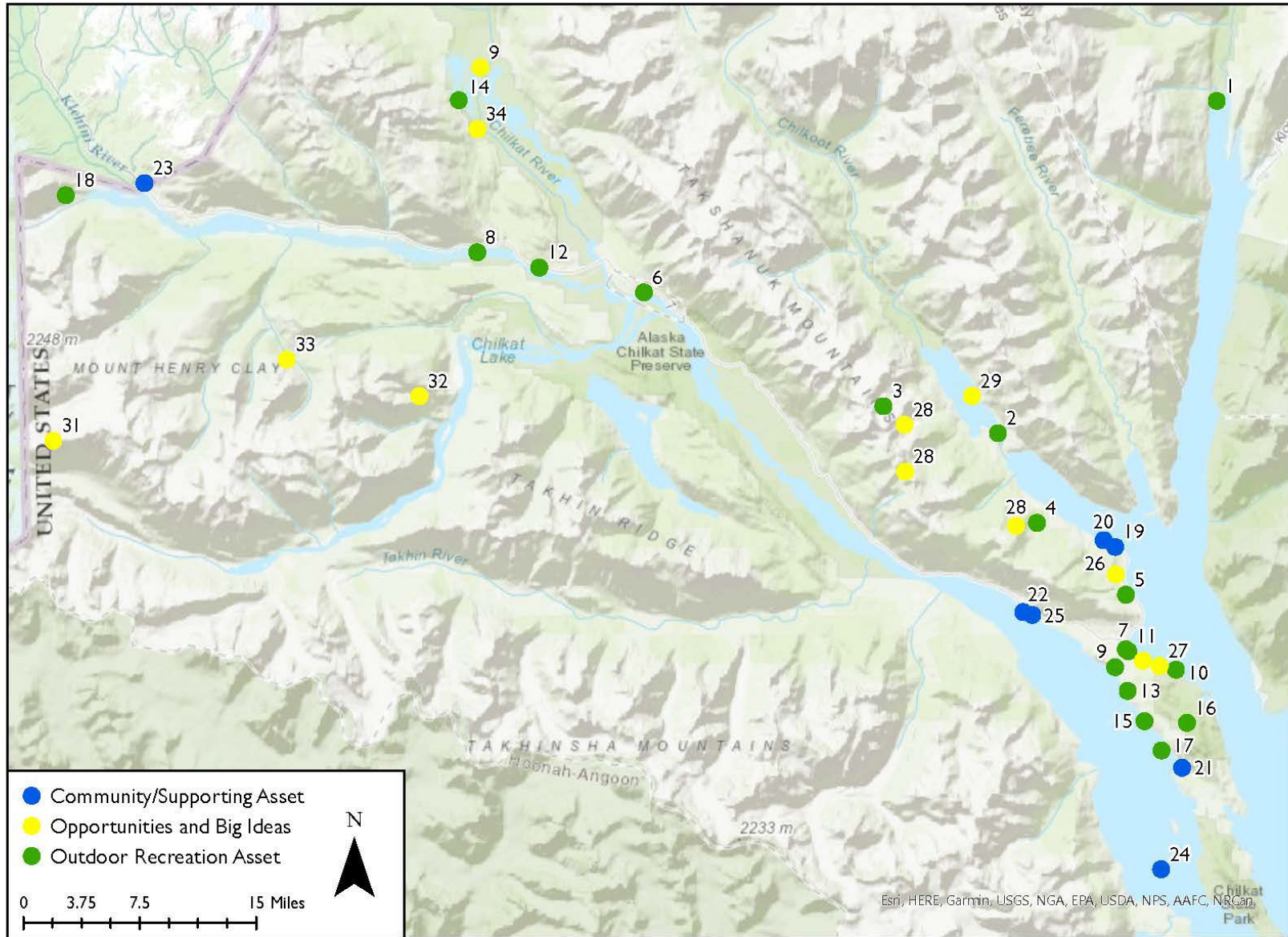
- Developing a shared community vision / generational traumas / extreme geography, weather and isolation that contribute to a wild + volatile place  
How to overcome: honesty / forgiveness / acceptance / give-and-take mentality.
- Land ownership & red tape to build new trails.
- Lack of knowledge by tour guides and independent travelers on how to behave on trails + in the wilderness to avoid degradation of resources.
- Need buy-in from state forestry to transition from timber management in forests to recreation management as the US Forest Service has done (timber industry has declined).
- City permitting restrictions.
- Limited parking.
- No shuttle buses.

## Assets and Opportunities Mapping Exercise

The workshop also included an exercise to help participants identify Haines’s assets and opportunities by mapping outdoor recreation assets, community assets, and big ideas or opportunities.

### County Map:

Type	Comment	Label
Outdoor Recreation Asset	Visitor entry point for small boats from Skagway	1
Outdoor Recreation Asset	Chilkoot Watershed	2
Outdoor Recreation Asset	Easy access glacier (currently no trail)	3
Outdoor Recreation Asset	Mumford's Trail	4
Outdoor Recreation Asset	Mt. Ripinsky established trail	5
Outdoor Recreation Asset	Klukwan	6
Outdoor Recreation Asset	Eagle Preserve	7
Outdoor Recreation Asset	Flower Mountain Road	8
Outdoor Recreation Asset	Chilkoot Indian Association trails	9
Outdoor Recreation Asset	Battery Point Trail	10
Outdoor Recreation Asset	Chilkat State Park	11
Outdoor Recreation Asset	Old Faithful Road	12
Outdoor Recreation Asset	Parade Grounds – re-acquired by tribe	13
Outdoor Recreation Asset	Mosquito Lake, Kelsall Road	14
Outdoor Recreation Asset	River Road to Car's Cove	15
Outdoor Recreation Asset	Mountain Reilly Trail	16
Outdoor Recreation Asset	Jones Point to River Road Trail	17
Outdoor Recreation Asset	Pass	18
Community/Supporting Asset	Two docks – city and tribal owned	19
Community/Supporting Asset	Ferry terminal	20
Community/Supporting Asset	Letrikoff Dock	21
Community/Supporting Asset	Haines Highway	22
Community/Supporting Asset	Border	23
Community/Supporting Asset	Waterways	24
Community/Supporting Asset	Airport	25
Opportunities and Big Ideas	Tanani Point – outdoor recreation site	26
Opportunities and Big Ideas	Landslide Area – Memorial Park	27
Opportunities and Big Ideas	Trail and ski hill development	28
Opportunities and Big Ideas	Trail and ski hill development	28
Opportunities and Big Ideas	Trail and ski hill development	28
Opportunities and Big Ideas	Chilkoot Lake – Ice Skating Maintenance	29
Opportunities and Big Ideas	Waterfront Trail	30
Opportunities and Big Ideas	Proximity to Glacier Bay	31
Opportunities and Big Ideas	Ski hill development	32
Opportunities and Big Ideas	Motorized Access	33
Opportunities and Big Ideas	Four Winds ski hill development	34
Opportunities and Big Ideas	Winter trail grooming – Mosquito Lake	9



## RECREATION ECONOMY for RURAL COMMUNITIES | HAINES, AK

**Downtown Map:**

Type	Comment	Label
Outdoor Recreation Asset	Community park/snow storage	1
Outdoor Recreation Asset		2
Community/Supporting Asset	Starvin Marvin Gardens School Trail	5
Opportunities and Big Ideas	Trails	12
Outdoor Recreation Asset	Harbor	3
Community/Supporting Asset	Sheldon Museum	6
Community/Supporting Asset	Hammer Museum	7
Community/Supporting Asset	ANB Hall	8
Community/Supporting Asset	Library	9
Community/Supporting Asset	Brewery	10
Community/Supporting Asset	Trail	11
Outdoor Recreation Asset	School park	4
Opportunities and Big Ideas	Restaurants	13
Opportunities and Big Ideas	Greenspace	14
Opportunities and Big Ideas	Restaurants	15
Opportunities and Big Ideas	Greenspace (preservation)	16

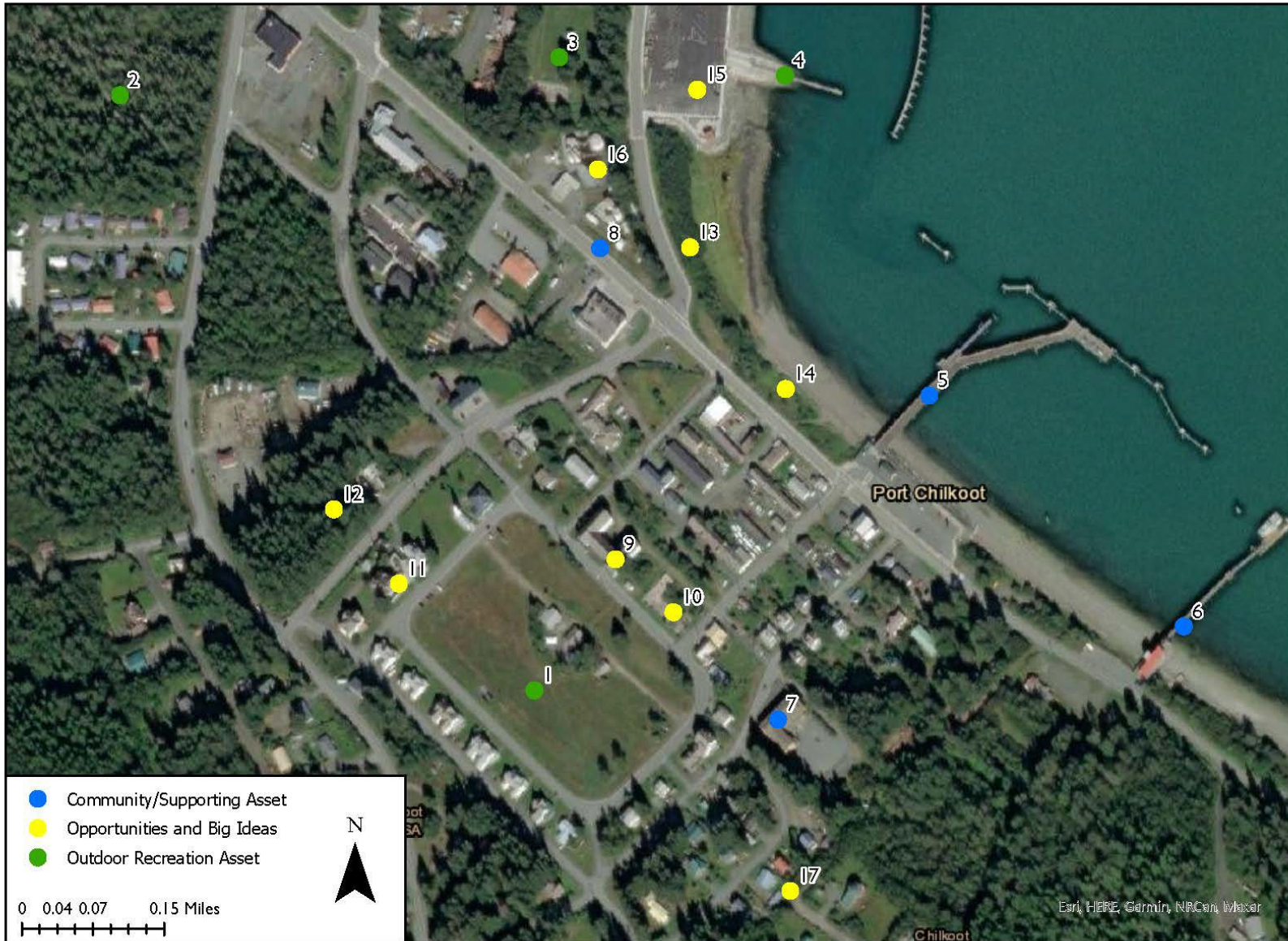




**RECREATION ECONOMY for RURAL COMMUNITIES | HAINES DOWNTOWN, AK**

**Fort Seward Map:**

Type	Comment	Label
Outdoor Recreation Asset	Parade Grounds Chilkoot Indian	1
Outdoor Recreation Asset	Association trail system	2
Outdoor Recreation Asset	Tlingit Park	3
Outdoor Recreation Asset	Harbor	4
Community/Supporting Asset	Cruise ship dock Chilkoot Indian	5
Community/Supporting Asset	Association dock	6
Community/Supporting Asset	Chilkat Center	7
Community/Supporting Asset	Bald Eagle Foundation	8
Opportunities and Big Ideas	Ft. Seward	9
Opportunities and Big Ideas	Sculpture Garden	10
Opportunities and Big Ideas	Restaurants	11
Opportunities and Big Ideas	Closed Campground	12
Opportunities and Big Ideas	Trails	13
Opportunities and Big Ideas	Trails	14
Opportunities and Big Ideas	EV charging station	15
Opportunities and Big Ideas	Possible mural/artwork	16
Opportunities and Big Ideas	Elijah's trail	17



RECREATION ECONOMY for RURAL COMMUNITIES | HAINES FORT SEWARD

### Itinerary Planning Exercise

In this exercise, workshop participants sketched out an ideal two or three-day trip for different types of visitors who might be coming to the area. The group explored what activities, lodging, supplies, gear, and transportation they would need to support their visit. This exercise helped to illustrate opportunities and gaps in the outdoor recreation economy in Haines.

*Itinerary 1:* Family with two kids (ages 7 and 12), traveling in the summer

Activity	Location/ destination	Supplies and services needed, source	Transportation/ route to next stop
Arrive by Ferry w/ Car	Ferry Terminal	Groceries, Gas, Growler for Beer	Car/Drive
Camping at Chilkat State Park			Car/Drive
Hike Seduction Trail – Ayiklutu			
Beer/playground	Drop kids at playground and get a beer		Walk
Get to-go pizza	Alpenglow		Walk
Bear watching	Chilkoot River		Car/Drive

*Itinerary 2:* Group of 5 Heli-skiers traveling in March

\*This group noted the difference between independent visitors versus guided visitors and noted that independent travelers might have a harder time navigating, given that activities could be booked/hard to find.

Activity	Location/ destination	Supplies and services needed, source	Transportation/ route to next stop
Arrive by Seaplane	Airport	Gas	Rent a car
Stay at AirBnB in town			
Weathered in! Oh no!			
Library for internet	Library		
Bald Eagle Foundation + Hammer Foundation + Sheldon Museum +Bookstore	Main Street Businesses Visitor Center		
Walk to Battery Pt.	Road to Battery Pt.		
Boat ride? Snowmachine?			
Bonfire	Along river		

**Gaps:**

- Businesses that are open.
- Transportation, especially to and from key locations in the community.
- Weather + seasonal challenges.
- Expense/cost of getting here.

**Opportunities:**

- More regional partnerships, with nearby communities like Skagway, etc.
- Provide information/services to independent visitors/tourists.
- Trail access – create public access for trails (improve marking) ACCESS is primary goal.
- Multi-use trails.
- Mecca for road biking, mountain biking, cross country skiing -> destination -> get the word out.

**Actions:**

- Create more transportation options – shuttle could be more consistent (Borough funded?).
- Expand outdoor recreation opportunities (like cross country skiing).
- Address trails access issues (big barrier).

**Challenges:**

- Bringing car on ferry is hard to plan ahead.
- Will restaurants be open?
- Bear conflict.
- Overcoming at the state park.
- Can't drive to Chilkoot Lake in winter.

*Itinerary 3: Young family with children traveling on a Saturday in April*

Activity	Location/destination	Supplies and services needed, source	Transportation/route to next stop
Hike Chilkat Beaches	Beach combing	Shoes, coat	Access from town
Pool	At the pool	Swimsuit, towel, pass	Access from town
Ski	25 Cross Upper Valley 35 Powder Mountain	Guide, skis, GEAR	Car/Rental/Guide
Kayak	Lake/Ocean	Rentals, Dining	
Museum?			
Aurora watching			
Kite Ski			
Wildlife viewing			

**Gaps/Challenges:**

- Food.
- Gear.
- Transportation.
- Guide services.
- Weather.
- Infrastructure.
- Regulatory system for tourism.

**Opportunities:**

- Active families marketing.
- Access to the outdoors.
- Business to “shoulder season.”

**Actions:**

- Regulatory system engagement.
- Marketing winter tourism.
- Race opportunities.
- Coordination with DOT & SEC.
- Guided Haines Expedition/Summer:
  - Overnight rafting trip.
  - Chilkat Kwaan Heritage Center.
  - Multi-day hiking.
  - Bike tours.
  - Charter fishing.
  - Overnight kayaking.
  - Guided fishing.
  - Wildlife viewing.



## Offers and Asks

At the conclusion of the workshop, each participant shared one offer, something they can or would like to provide to advance the action plan, and one ask, what they hope or expect from the process moving forward.

<b>Name</b>	<b>Offer</b>	<b>Ask</b>
Eben Sargent	Support HHATS Activities to create and facilitate public use cabin + trails.	Community engagement.
Amanda Poncy	Continue to lead this group through the process + connecting you with resources to help advance the plan.	Recommendations for how to spend our last day-and-a-half in Haines. Continue to stay engaged!
Jessica Kayser Forester	Trained facilitator, community planner, strategist, understanding of land management and permitting – happy to provide services.	We are able to implement some low hanging fruit to enroll more people in understanding the importance of outdoor recreation in the community.
Tom Morphet	Writing skills and public advocacy for all proposed projects.	Projects like this stumble and sputter over time. The key is to keep the flame lit and have patience.
Cindy Zuluaga Jimenez	Continue to be the point of contact for Haines for the RERC Action Plan.	Collaboration with local/federal/tribal governments. Community consensus on plan objectives.
Ángel Peña	To see the development of action through.	To be invited back.
Michael Wald	To bring active tourists to Haines. Help build trails.	Take action.
Anne Marie Palmieri	I can provide time, organization, and skills in community development projects and to help with walking trails project.	Hope that the momentum moves forward. It would be great if the Borough could fully fund HEDC.

Greg Palmieri	Haines State Forest management collaboration. GIS data on existing trails.	Development of effective recreation planning and execution of projects.
Tracy Wirak-Cassidy	Provide grant seeking support and volunteer/organization coordination.	Sustainable recreational opportunities that acknowledge the history and culture of the community.
Darsie Culbeck	Engaged board member of HEDC during the planning process. Advocate for Assembly approval of plans.	Comprehensive plan that will be used to secure project funding.
Harriet Brouillette	Chilkoot Indian Association has funding for trails + trail maintenance. Tanani Point – plans for outdoor recreation park.	Letters of support. Connections with funders.
Derek Poinsetta	Takshanuk is happy to volunteer wherever we can – various staff listed to lead efforts.	Success in bringing people – especially Borough leadership – into a positive and collaborative project.
Natalie Dawson	Help find financial resources to build and maintain trails along with long-term partners to steward resources forward.	Make these things happen.
Lizzy Dean	Minimum of one year of planning and facilitation support from the RTCA program that expands on this action plan or moves forward the trail system component.	Participation of community. Open mindedness. Honesty and communication of needs and success of work.
Katie Craney	Support in maintaining existing trails and support	Hope this process shows user groups that

	planned and future wayfinding projects.	developing plans and following through is a win/win.
Chip Lende	HEDC board. Trail maintenance experience and years of outdoor recreation & board experience.	Realize outdoor recreation as an economic driver in Haines.
Andrew Letchworth	Facilitate connection meetings between organizations and stakeholders. Apply for grant funding for ski lift facilitator/developer for \$12k/15k for 6 month push through Denali Commission.	Don't leave me hanging. Don't reject me based on my organization's mission.
Katie Emma Begly	Perspective on what a successful tourism economy looks like versus building community buy-in.	Respect for individual residents and business operators in regards to easing regulatory and tax burdens.
Greg Schlachter	Advocacy and volunteer support for trail initiatives.	Tangible successes in the near term.
Steph Bertaina	Help get this action plan to the finish line, connect to federal/state partners, and to connect all to the Mad River Valley in Vermont.	Stay engaged + tell friends. Trust the process.
Erik Stevens	Mapping Services, photography, continued dedication to developing winter recreation.	Pursuing summer recreation goals, don't lose sight of winter as well. Give both equal efforts and considerations
Lindsay Johnson	Make trail maintenance priority list/tracker tool.	Projects completed, entities engaged.
Alyson Martin	Volunteer manual labor, administrative work, grant managing.	The energy of this workshop be continued. Conversation and action.

## Additional Written Comments

One workshop participant provided the planning assistance team with the following written comments and asked that they be included as an addendum in the plan:

#1 A trail (summer and winter) up the mountain off Lutak (already used by many in the winter) but that could also be used by others all seasons that would overlook Chilkoot Lake/Chilkoot River Valley.

#2 A limited restoration of the landslide area on Beach Road that would include encouraging meandering stream channel and mostly natural greenery. And maybe some spots where folks could plant things as a love memorial. And a sort of designated trail area both above and below the road. The whole area being designated a David and Jenae Memorial Park. Would require bereaved family and community permission.

#3 Movement forward on waterfront trail Beach Road End to Lutak Bridge. Phases. Priorities. Timelines.

#4 Waterfront trails along Chilkat from 4-mile to 10-mile. And sections beyond where possible.

#5 Additional outhouses and a maintenance plan for those that would include hand-sanitizer available. Ask State Parks for sanitizers in their restrooms & bear monitor.

#6 Clarify which entities are responsible for maintenance for plowing, trash removal, and restrooms at Tanani and Picture Point, and other pullouts and access to beaches.

#6 Maintenance in winter of access to waterfront beaches and trails including expanded parking at Chilkoot Bridge area, a commitment to plowing existing parking such as Tanani, Picture Point pullouts and trails to beaches, Bald Eagle Preserve pullouts and trail maintenance, and clearing of berms at openings to trails along Chilkat beach, Portage Cove Beach, Lutak waterfront and other areas frequently used by families and elders in the community.

#7 Jones Point to River Road Trail. Maintained and brushed.

#8 Encourage P&Z (and Roger Schnabel) to require a plan for trails and parks in all new subdivisions of over 40 lots. (Not too late for Hillside subdivision?)

119 Study up on how to protect lands, green space, wildlife corridors, with help from Nature Conservancy and other organizations that help preserve green space through easements and trusts.

#10 Grant writing to help provide funding for all of the above

From Thursday night: Insert the word healthy into the four guiding principles and ensure that it is clear that goals and projects are for residents as well as tourists in order to maintain and promote healthy, sustainable economic development. Wayfinding and signage should include Tlingit as well as English place names. Improve winter access to pullouts, trails, and beaches. Survey senior citizens and families for their needs.

Consider biking lanes and access for canoes, kayaks, paddle boards to inlets & lakes.

## APPENDIX C: FUNDING AND TECHNICAL ASSISTANCE

This compendium of funding and technical assistance resources was developed for the Recreation Economy for Rural Communities planning assistance program sponsored by the U.S. Environmental Protection Agency, the USDA Forest Service, the Northern Border Regional Commission, and the Appalachian Regional Commission. For more information on the Recreation Economy for Rural Communities Program, visit:

<https://www.epa.gov/smartgrowth/recreation-economy-rural-communities>

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## Federal Funding and Technical Assistance

Americorps – Americorps Seniors Native Nations and Indigenous Elders Senior Demonstration Program: The program was created to invest in Americorps Seniors projects focused on Indigenous and Native communities, advancing opportunities for older adults to make an impact, through their time and experience. Through the Native Nations and Indigenous Elders SDP funding opportunity, applicants must demonstrate how they will engage adults ages 55 and older to address one or more of the Indigenous Elders SDP priorities.

<https://americorps.gov/funding-opportunity/fy-2023-ameri-corps-seniors-native-nations-indigenous-elders-senior>

Americorps – State and National Native Nations Planning Grants: AmeriCorps is committed to working on a Nation-to-Nation basis with Native Nations and upholding the federal government’s Tribal trust responsibility. AmeriCorps planning grants provide support to a grant recipient to develop an AmeriCorps program that will engage AmeriCorps members in implementing evidence-based interventions to solve community problems. Grant recipients are awarded up to \$240,000 for a 12-month planning period and are encouraged to compete for an AmeriCorps program grant in the following grant cycle if they deem the fit with AmeriCorps to be of use to their community.

<https://www.grants.gov/web/grants/view-opportunity.html?oppld=343170>

Appalachian Regional Commission (ARC): ARC is an economic development partnership agency of the federal government and 13 state governments focusing on 420 counties across the Appalachian Region. ARC’s mission is to innovate, partner, and invest to build community capacity and strengthen economic growth in Appalachia. The Area Development program relies on a flexible “bottom up” approach to economic development, empowering Appalachian communities to work with their state governments to design impactful investment opportunities supporting ARC’s mission and investment priorities. ARC’s Area Development program makes investments in two general areas: critical infrastructure and business and workforce development. Critical infrastructure investments mainly include water and wastewater systems, transportation networks, broadband, and other projects anchoring regional economic development. Business and workforce investments primarily focus on entrepreneurship, worker training and education, food systems, leadership, and other human capital development. In addition, ARC invests in Business Development Revolving Loan Funds to help the Region’s smaller businesses access capital. All ARC Area Development grant proposals originate at the state level in consultation with the ARC state program manager.

- ARC’s service area:

<https://www.arc.gov/about-the-appalachian-region/>

- ARC's investment priorities:  
<https://www.arc.gov/investment-priorities/>
- ARC's Business Development Revolving Loan Funds:  
<https://www.arc.gov/business-development-resolving-loan-fund-grants/>
- ARC State Program Managers:  
[https://www.arc.gov/state\\_partner\\_role/state-program-manager/](https://www.arc.gov/state_partner_role/state-program-manager/)

Appalachian Regional Commission (ARC) – READY Appalachia: READY Appalachia is ARC's new community capacity-building initiative offering flexible funding to organizations in four key economic development pillars: nonprofits, community foundations, local governments, and Local Development Districts, and free training to the Appalachians that work for them. Participants in each READY Appalachia learning track access 10 weeks of cohort-based learning, skill development, and grant opportunities to increase their capacity to solve pressing issues and create positive economic change.

<https://www.arc.gov/ready/>

National Endowment for the Arts—Challenge America: Challenge America offers support primarily to small organizations for projects in all artistic disciplines that extend the reach of the arts to groups/communities with rich and dynamic artistic and cultural contributions to share that are underserved.

<https://www.arts.gov/grants/challenge-america>

National Endowment for the Arts - Citizen's Institute on Rural Design: CIRDC is a program of the National Endowment for the Arts, in partnership with the Housing Assistance Council and design partner, To Be Done Studio. The program supports Local Design Workshops that address the selected community's specific rural design challenge, and a Design Learning Cohort program that will invite at least 15 rural communities to engage in peer learning and expert-led sessions online. All rural communities of 50,000 or less are eligible to apply for the CIRDC opportunities. Applications from nonprofits, tribal or municipal governments, regional planning and arts organizations, and other community partners are accepted.

<https://www.rural-design.org/>

National Endowment for the Arts—Our Town: Our Town is the NEA's creative placemaking grants program. Through project-based funding, the program supports activities that integrate arts, culture, and design into local efforts that strengthen communities. Our Town projects advance local economic, physical, or social outcomes in communities, ultimately laying the groundwork for systems change and centering equity. These projects require a partnership between a



nonprofit organization and a local government entity, with one of the partners being a cultural organization. Grants range from \$25,000 to \$150,000, with a minimum cost share/match equal to the grant amount.

<https://www.arts.gov/grants/our-town>

National Fish and Wildlife Foundation (NFWF) – Grant Opportunities: The National Fish and Wildlife Foundation provides funding on a competitive basis to projects that sustain, restore and enhance our nation's fish, wildlife and plants, and their habitats.

<https://www.nfwf.org/apply-grant>

National Park Service (NPS) – Chesapeake Gateways Network Grants: NPS Chesapeake Gateways welcomes grant proposals purposely focused on advancing equity, inclusion, accessibility, and community engagement across two strategic themes: Advance a Major Inclusive Interpretive Initiative with an Equity Lens and Promote Resilient Communities & Landscapes Through Tourism, Sustainability, Conservation & Local Economies. Eligible communities are located in the Chesapeake Bay watershed region.

<https://www.nps.gov/chba/getinvolved/grants.htm>

National Park Service (NPS) – Community Assistance: This website provides an overview and links to NPS funding, project assistance, and special designation programs that are available to the public and community groups.

<https://www.nps.gov/articles/community-assistance-national-regional-programs.htm>

National Park Service (NPS) – Federal Land Acquisition: The Federal portion of the Land and Water Conservation Fund is used to acquire lands, waters, and interests therein necessary to achieve the natural, cultural, wildlife, and recreation management objectives of the National Park Service.

<https://www.nps.gov/subjects/lwcf/federalside.htm>

National Park Service (NPS) – Historic Preservation Grant Programs: The NPS Historic Preservation Grant Programs can assist communities with a variety of historic preservation and community projects focused on heritage preservation.

<https://www.nps.gov/orgs/1623/whatwedo.htm>

National Park Service (NPS) – Land and Water Conservation Fund: The Land and Water Conservation Fund provides grants to states for park and recreation-related land acquisition and development. Individual state pages for LWCF funding are most helpful.

<https://www.nps.gov/subjects/lwcf/stateside.htm>

National Park Service (NPS)—Outdoor Recreation Legacy Partnership (ORLP) Program: ORLP is a nationally competitive grant program that delivers funding to urban areas – jurisdictions of at least 50,000 people – with priority given to projects located in economically disadvantaged areas and lacking in outdoor recreation opportunities. These awards help underserved communities address outdoor recreation deficits by supporting projects in cities and densely populated urbanized areas that create new outdoor recreation spaces, reinvigorate existing parks, and form connections between people and the outdoors.

<https://lwcfcoalition.org/orlp>

National Park Service (NPS) – Rivers, Trails, and Conservation Assistance Program (RTCA): RTCA Supports community-led conservation and outdoor recreation projects across the country. RTCA's network of planning and design professionals collaborate with community groups, nonprofits, tribes, and state and local government to design trails and parks, conserve and improve access to waterways, and protect special places.

[www.nps.gov/rtca](http://www.nps.gov/rtca)

National Telecommunications and Information Administration – Internet for All: Funding has been provided with the goal of connecting everyone in America to affordable, reliable high-speed internet. This multi-agency effort sponsors programs that support high-speed internet planning, infrastructure, and adoption.

<https://www.internetforall.gov/programs>

Northern Border Regional Commission (NBRC): The NBRC provides grants in support of community and economic development projects (including outdoor recreation) across a region that includes much of Maine, New Hampshire, New York, and all of Vermont. NBRC's largest annual grant opportunity is the State Economic & Infrastructure Development (SEID) program, which funds projects up to \$1 million (for true infrastructure), or \$350,000 (for non-infrastructure) per project. The SEID opportunity typically opens in March/April, with applications due in May, and awards made in early fall. For updates on funding opportunities, and a comprehensive listing of projects previously funded, please see NBRC's website.

<https://www.nbrc.gov>

Northern Border Regional Commission (NBRC) – Catalyst Program: The purpose of this program is to stimulate economic growth and inspire partnerships that improve rural economic vitality across the four-state NBRC region. The Catalyst Program includes funding from NBRC's core appropriations (SEID) and the Infrastructure Investment and Jobs Act (IIJA). Catalyst funds will be used to support the economic revitalization of

Northern Border communities through investments in infrastructure and non-infrastructure projects.

<https://www.nbrc.gov/content/Catalyst>

Northern Border Regional Commission (NBRC) – Forest Economy Program: The purpose of this program is to support the forest-based economy, and to assist in the industry's evolution to include new technologies and viable business models across the 4-state NBRC region. Whether funded directly or through partnerships, funds will be awarded to support projects in the forest economy, which may include community development projects, workforce training and development initiatives, marketing and education campaigns, business planning and technical assistance support, and public infrastructure projects.

<https://www.nbrc.gov/content/FEP>

U.S. Department of Housing and Urban Development – Continuum of Care: The U.S. Department of Housing and Urban Development (HUD) released a first-of-its-kind package of resources to address unsheltered homelessness and homeless encampments, including funds set aside specifically to address homelessness in rural communities. The \$322 million available under this NOFO will enhance communities' capacity to humanely and effectively address unsheltered homelessness by connecting vulnerable individuals and families to housing, healthcare, and supportive services. This Special NOFO strongly promotes partnerships with healthcare organizations, public housing authorities and mainstream housing providers, and people with lived expertise of homelessness.

[https://www.hud.gov/program\\_offices/comm\\_planning/coc/specialCoCNOFO](https://www.hud.gov/program_offices/comm_planning/coc/specialCoCNOFO)

U.S. Department of Labor – Workforce Opportunity for Rural Communities (WORC): The WORC Initiative funds grant projects within the Appalachian, Lower Mississippi Delta, and Northern Border regions. These grants are designed to address the employment and training needs of the local and regional workforce, created in collaboration with community partners and aligned with existing economic and workforce development plans and strategies.

<https://www.dol.gov/agencies/eta/dislocated-workers/grants/workforce-opportunity>

U.S. Department of Transportation—Pedestrian and Bicycle Funding Opportunities: The link below will take you to a table that indicates potential eligibility for pedestrian and bicycle activities and projects under U.S. Department of Transportation surface transportation funding programs. Activities and projects need to meet program eligibility requirements. Project sponsors should integrate the safety, accessibility, equity, and convenience of walking and bicycling into surface transportation projects.

[https://www.fhwa.dot.gov/environment/bicycle\\_pedestrian/funding/funding\\_opportunities.pdf](https://www.fhwa.dot.gov/environment/bicycle_pedestrian/funding/funding_opportunities.pdf)

U.S. Department of Transportation – Promoting Resilient Operations for Transformative, Efficient, and Cost-saving Transportation Program (PROTECT): Provides funding to ensure surface transportation resilience to natural hazards including climate change, sea level rise, flooding, extreme weather events, and other natural disasters through support of planning activities, resilience improvements, community resilience and evacuation routes, and at-risk coastal infrastructure.

<https://www.transportation.gov/rural/grant-toolkit/promoting-resilient-operations-transformative-efficient-and-cost-saving>

U.S. Department of Transportation – RAISE Grants: This program helps communities around the country carry out projects with significant local or regional impact. RAISE discretionary grants, which were originally created under the American Recovery and Reinvestment Act as TIGER grants, can be used for a wide variety of projects. Recent examples of funded projects include dedicated bus lanes in Baltimore, highway and bridge repair in New Mexico, dock replacements in Alaska, and a rail-to-trail project in Arkansas. Overall, USDOT has awarded \$9.9 billion to more than 700 projects.

<https://www.transportation.gov/RAISEgrants>

U.S. Department of Transportation – Reconnecting Communities Pilot Program: The first-ever Federal program dedicated to reconnecting communities that were previously cut off from economic opportunities by transportation infrastructure. Eligible facilities can be a highway, including a road, street, or parkway or other transportation facility, such as a rail line, that creates a barrier to community connectivity, including barriers to mobility, access, or economic development, due to high speeds, grade separations, or other design factors. Funding supports planning grants and capital construction grants, as well as technical assistance, to restore community connectivity through the removal, retrofit, mitigation, or replacement of eligible transportation infrastructure facilities.

<https://www.transportation.gov/grants/reconnecting-communities>

U.S. Department of Transportation – Rural and Tribal Assistance Pilot Program: The BIL created the Rural and Tribal Assistance Pilot Program, which makes \$10 million available over five years to provide states, local governments, and tribal governments with grants to support project development leading to future applications to DOT credit or grant programs. The grants can support legal, technical, and financial advisors to help them advance infrastructure projects. The first notice of funding opportunity will include two fiscal years and will make \$3.4 million available to eligible applicants on a first-come, first-served basis.

<https://www.transportation.gov/buildamerica/RuralandTribalGrants>

U.S. Department of Transportation – Rural Opportunities to Use Transportation for Economic Success (ROUTES): An initiative to address disparities in rural transportation infrastructure by developing user-friendly tools and information, aggregating DOT resources, and providing technical assistance. The ROUTES Initiative aims to ensure rural transportation infrastructure’s unique challenges are considered in order to meet priority transportation goals of safety, mobility, and economic competitiveness.

<https://www.transportation.gov/rural>

U.S. Department of Transportation – Safe Streets and Roads for All (SS4A): This is a discretionary program with \$5 billion in appropriated funds over the next 5 years. In fiscal year 2022 (FY22), up to \$1 billion is available. The SS4A program funds regional, local, and Tribal initiatives through grants to prevent roadway deaths and serious injuries. The following activities are eligible for the SS4A program: Develop or update a comprehensive safety action plan (Action Plan); Conduct planning, design, and development activities in support of an Action Plan; Carry out projects and strategies identified in an Action Plan.

<https://www.transportation.gov/grants/SS4A>

U.S. Department of Transportation – Thriving Communities Program: The Thriving Communities Program (TCP) aims to ensure that disadvantaged communities adversely or disproportionately affected by environmental, climate, and human health policy outcomes have the technical tools and organizational capacity to compete for federal aid and deliver quality infrastructure projects that enable their communities and neighborhoods to thrive.

<https://www.transportation.gov/grants/thriving-communities>

U.S. Department of Transportation Federal Highway Administration – Federal Lands Access Program: Improves transportation facilities that provide access to, are adjacent to, or are located within Federal lands. Funds, distributed among States by formula, supplement State and local resources for public roads, transit systems, and other transportation facilities, with an emphasis on high-use recreation sites and economic generators.

<https://flh.fhwa.dot.gov/programs/flap/>

U.S. Department of Transportation Federal Highway Administration – Recreational Trails Program: The Recreational Trails Program provides funds to the States to develop and maintain recreational trails and trail-related facilities for both nonmotorized and motorized recreational trail uses. Each State administers its own program, usually

through a State resource agency, and has a state coordinator.

[https://www.fhwa.dot.gov/environment/recreational\\_trails/rtpstate.cfm](https://www.fhwa.dot.gov/environment/recreational_trails/rtpstate.cfm)

<http://www.recreationaltrailsinfo.org/>

U.S. Department of Transportation Federal Highway Administration – Transportation Alternatives Set-Aside: These set-aside funds from the Surface Transportation Block Grant (STBD) program funding include all projects and activities that were previously eligible under the Transportation Alternatives Program, encompassing a variety of smaller-scale transportation projects such as pedestrian and bicycle facilities, recreational trails, safe routes to school projects, community improvements such as historic preservation and vegetation management, and environmental mitigation related to stormwater and habitat connectivity.

<https://www.fhwa.dot.gov/fastact/factsheets/transportationalternativesfs.cfm>

U.S. Economic Development Administration (EDA) – Economic Development Integration (EDI) Funding and Resources: EDA’s Economic Development Integration (EDI) team works with a wide range of federal partners to help communities access programs and coordinate resources to optimize federal assistance. The funding and resources page provides useful and relevant information about tools and funding opportunities available to communities.

<https://eda.gov/integration/funding-resources/>

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<https://eda.gov/integration/funding-resources/>

U.S. Economic Development Administration (EDA) - Public Works and Economic Adjustment Assistance Programs. Through this program, EDA provides grants ranging between \$100K to \$30million (with EDA Funding 50-80% of project costs depending on certain criteria). Each project funded under this program must be consistent with at least one of EDA’s Investment Priorities: 1. Equity 2. Recovery & Resilience 3. Workforce Development 4. Manufacturing 5. Technology-Based Economic Development 6. Environmentally-Sustainable Development 7. Exports & Foreign Direct Investment. Each project must be consistent with the region’s current Comprehensive Economic Development Strategy (CEDS), or if a CEDS does not exist, an equivalent EDA-accepted

regional economic development strategy that meets EDA's CEDS or strategy requirement.

<https://www.eda.gov/funding/funding-opportunities/category?category=266289>

U.S. Environmental Protection Agency (EPA) – Brownfields Program: EPA's Brownfields Program provides direct funding for brownfields assessment, cleanup, revolving loans, environmental job training, technical assistance, training, and research. To facilitate the leveraging of public resources, EPA's Brownfields Program collaborates with other EPA programs, other federal partners, and state agencies to identify and make available resources that can be used for brownfield activities.

<https://www.epa.gov/brownfields/types-epa-brownfield-grant-funding>

U.S. Environmental Protection Agency – Clean Water State Revolving Fund (CWSRF): The Clean Water State Revolving Fund (CWSRF) program is a federal-state partnership that provides communities low-cost financing for a wide range of water quality infrastructure projects.

<https://www.epa.gov/cwsrf>

U.S. Environmental Protection Agency (EPA) – The Environmental Justice Thriving Communities Technical Assistance Centers (EJ TCTAC) Program: EPA's new EJ Thriving Communities Technical Assistance Centers Program will establish technical assistance centers across the nation providing technical assistance, training, and related support to communities with environmental justice concerns and their partners. The services provided will include training and assistance on writing grant proposals, navigating federal systems such as Grants.gov and SAM.gov, effectively managing grant funds, community engagement, meeting facilitation, and translation and interpretation services for limited English-speaking participants.

<https://www.epa.gov/environmentaljustice/environmental-justice-thriving-communities-technical-assistance-centers>

U.S. Environmental Protection Agency (EPA) – The Environmental Justice Collaborative Problem-Solving (CPS) Cooperative Agreement Program: EPA's EJ Collaborative Problem-Solving Cooperative Agreement Program provides funding for eligible applicants for projects that address local environmental and public health issues within an affected community. The CPS Program assists recipients in building collaborative partnerships to help them understand and address environmental and public health concerns in their communities.

<https://www.epa.gov/environmental-justice/environmental-justice-collaborative-problem-solving-cooperative-agreement-0>

U.S. Environmental Protection Agency (EPA – The Environmental Justice Government-to-Government (EJG2G) Program - The EJG2G program provides funding to governmental entities at the state, local, territorial and tribal level to support and/or create model government activities that lead to measurable environmental or public health results in communities disproportionately burdened by environmental harms and risks.

<https://www.epa.gov/environmentaljustice/environmental-justice-government-government-program>

U.S. Environmental Protection Agency (EPA) – The Environmental Justice Small Grants Program: EPA's EJ Small Grants Program supports and empowers communities working on solutions to local environmental and public health issues. The program is designed to help communities understand and address exposure to multiple environmental harms and risks.

<https://www.epa.gov/environmentaljustice/environmental-justice-small-grants-program>

U.S. Environmental Protection Agency (EPA) – Office of Community Revitalization: EPA's Office of Community Revitalization works with communities to help them grow in ways that expand economic opportunity while protecting human health and the environment. The Office of Community Revitalization conducts research; produces reports and other publications; provides examples of outstanding smart growth communities and projects; and works with tribes, states, regions, and communities through grants and technical assistance programs on a range of smart growth topics.

<https://www.epa.gov/smartgrowth>

USDA Forest Service – Citizen Science Competitive Funding Program: Citizen Science Competitive Funding Program (CitSci Fund) was launched in 2017 to support innovative projects that address science and resource management information needs while connecting people to the land and one another. It is an opportunity for USDA Forest Service units and partners to apply for up to \$60,000 over the course of 6 years for collaborative citizen science projects.

<https://www.fs.usda.gov/working-with-us/citizen-science/competitive-funding-program>

USDA Forest Service – Community Forest & Open Space Program: The Community Forest and Open Space Conservation Program provides financial assistance grants to local governments, Indian tribes, and qualified nonprofit organizations (including land trusts) to establish community forests that provide defined public benefits such as recreational opportunities, the protection of vital water supplies and wildlife habitat, demonstration sites for private forest landowners, economic benefits from timber and non-timber products.

<https://www.fs.usda.gov/managing-land/private-land/community-forest/program>



USDA Forest Service – Forest Legacy Program: The Forest Legacy Program is a conservation program administered by the USDA Forest Service that provides grants to state agencies to permanently conserve important forest lands that support strong markets for forest products, protect air and water quality, provide recreational opportunities, and sustain important fish and wildlife habitat.

<https://www.fs.usda.gov/managing-land/private-land/forest-legacy>

USDA Forest Service – Forest Stewardship Program: The Forest Stewardship Program (FSP) works in partnership with state forestry agencies, cooperative extensions, and conservation districts to connect private landowners with the information and tools they need to manage their forests and woodlands. FSP works to assist landowners to actively manage their land and related resources, keep land in a productive and healthy condition for present and future owners and increase economic benefits of land (e.g., timber harvesting) while conserving the natural environment. FSP also helps landowners identify goals for their land and the management activities needed to realize them.

<https://www.fs.usda.gov/managing-land/private-land/forest-stewardship/>

USDA Forest Service – Regional Research Stations: Forest Service R&D research needs to reflect the diversity of natural resources across the country. To accomplish this, research is conducted at nearly 80 locations across the United States, organized around five regional research stations plus the International Institute of Tropical Forestry in Puerto Rico and the Forest Products Laboratory in Madison, Wisconsin. R&D laboratories are complemented by a network of 80 experimental forests. In addition, R&D research includes collaborations in other countries.

<https://www.fs.usda.gov/research/stations>

USDA Forest Service – Urban & Community Forestry Program: The Urban and Community Forestry Program supports the health of all our nation's forests by creating jobs, contributing to vibrant regional wood economies, enhancing community resilience, and preserving the unique sense of place in cities and towns of all sizes. By working with our state partners to deliver information, tools and financial resources, the program supports fact-based and data-driven best practices in communities, maintaining, restoring, and improving the more than 140 million acres of community forest land across the United States. Technical support is provided to communities by state forestry agencies and non-profit partners for local actions, such as conducting tree inventories, preparing management plans and policies, and planting and caring for trees.

<https://www.fs.usda.gov/managing-land/urban-forests/ucf>

USDA Forest Service and American Indian Alaska Native Tourism Association (AIANTA) – NATIVE Act: This program will award grants of up to \$250,000 out of a total funding amount of approximately \$900,000 and is intended to advance the intent and purpose of the NATIVE Act through supporting and investing in efforts to enhance and integrate cultural tourism/cultural recreation to empower Native American communities and to advance the National Travel and Tourism Strategy. The program seeks applications from Tribal Nations, Tribal Enterprises and native nonprofits that border and/or have historic ties to USFS managed lands and USFS Regions.

<https://www.aianta.org/request-for-proposal-us-forest-service-aianta-native-act-grant/>

USDA Natural Resources Conservation Service (NRCS): The NRCS has several grants and technical assistance programs that support community conservation efforts. Some of them include:

- Conservation Technical Assistance: NRCS can provide farmers and landowners technical assistance to manage their natural resources in a responsible and sustainable way.
- Environmental Quality Incentives Program (EQIP): Provides landowners and land managers with financial assistance to address natural resource concerns on private, working lands through conservation practices. Issues addressed can include soil erosion, water quality impacts, soil quality degradation (soil compaction, soil productivity/health), low plant productivity, and degraded wildlife habitat.
- Conservation Stewardship Program (CSP): Provides financial assistance to conservation minded agricultural and forestry producers by paying for existing conservation activity AND for newly adopted conservation measures. Adopting a new conservation activity is a requirement for program participation.

<https://www.nrcs.usda.gov/wps/portal/nrcs/site/national/home/>

USDA Rural Development – Business and Industry Loan Guarantees: Provide guarantees on loans made by private lenders to help new and existing businesses gain access to affordable capital by lowering the lender’s risk and allowing for more favorable interest rates and terms.

<https://www.rd.usda.gov/programs-services/business-industry-loan-guarantees/>

USDA Rural Development – Community Facilities Program: Provides affordable loans, loan guarantees, and grants to construct, expand, or improve facilities that provide essential public services in rural areas, such as health care, education, public safety, and others.

<https://www.rd.usda.gov/programs-services/all-programs/community-facilities-programs>

USDA Rural Development – Inflation Reduction Act Funding for Rural Development (IRA): IRA represents the largest single investment in rural electrification since the passage of the Rural Electrification Act in 1936. The Act provides funding to USDA Rural Development to help eligible entities purchase renewable energy and zero-emission systems and make energy-efficiency improvements that will significantly reduce greenhouse gas emissions.

<https://www.rd.usda.gov/inflation-reduction-act>

USDA Rural Development – Rural Business Development Grants: Help small and emerging private businesses and/or nonprofits in rural communities startup or expand businesses. Funds may be used to acquire or develop land, buildings, plants, and equipment; build or improve access roads, parking areas, utility extensions, and water and waste disposal facilities; provide technical assistance; establish revolving loan funds; and support rural distance learning programs that provide educational or job training.

<https://www.rd.usda.gov/programs-services/rural-business-development-grants>

USDA Rural Development – Rural Innovation Stronger Economy (RISE) Grants: The Rural Innovation Stronger Economy (RISE) Grant Program offers grant assistance to create and augment high-wage jobs, accelerate the formation of new businesses, support industry clusters and maximize the use of local productive assets in eligible low-income rural areas.

<https://www.rd.usda.gov/programs-services/business-programs/rural-innovation-stronger-economy-rise-grants>

USDA Rural Development – Rural Microentrepreneur Assistance Program: The program provides loans and grants to Microenterprise Development Organizations (MDOs) to help microenterprises startup and growth through a Rural Microloan Revolving Fund. The program also provides training and technical assistance to microloan borrowers and micro entrepreneurs.

<https://www.grants.gov/web/grants/view-opportunity.html?oppld=343324>

USDA Rural Development – Single Family Housing Programs: Provide loans, loan guarantees, and grants to give families and individuals the opportunity to buy, build, repair, or own safe and affordable homes located in rural America. Includes grants and loans for rural housing, housing preservation, and direct home loans. Eligibility for these loans, loan guarantees, and grants is based on income and varies according to the average median income for each area.

<https://www.rd.usda.gov/programs-services/all-programs/single-family-housing-programs>

USDA Rural Development – Summary of Major Programs: A summary document that catalogs the more than 40 programs USDA has to support rural America, including telecommunications, electric, community facilities, water and environment, business and cooperative programs, and single and multi-family housing programs.

[https://www.rd.usda.gov/files/RD\\_ProgramMatrix.pdf](https://www.rd.usda.gov/files/RD_ProgramMatrix.pdf)

USDA Rural Development – Telecom Programs: Loans and grants to build and expand broadband networks in eligible rural areas. Loans build broadband networks and deliver service to rural households and businesses and provide capital for rural telecommunications companies and broadband providers. Grants are reserved for communities with the highest need.

<https://www.rd.usda.gov/programs-services/all-programs/telecom-programs>

USDA Rural Development – Water and Waste Disposal Loan and Grant Programs: Provides funding for clean and reliable drinking water systems, sanitary sewage disposal, sanitary solid waste disposal, and storm water drainage to households and businesses in eligible rural areas.

<https://www.rd.usda.gov/programs-services/water-waste-disposal-loan-grant-program>

U.S. Small Business Administration (SBA): Created in 1953, SBA helps small business owners and entrepreneurs pursue the American dream. The SBA is the only cabinet-level federal agency fully dedicated to small businesses and provides counseling, capital, and contracting expertise as the nation's only go-to resource and voice for small businesses. If you need access to capital to help you achieve your business goals, the SBA offers various funding programs for all business types. Whether you need to create a successful business plan, get expert advice on expanding your business, or train your team, SBA's resource partner network is here to help!

- For Funding Programs: <https://www.sba.gov/funding-programs>
- For Local Assistance visit: <https://www.sba.gov/local-assistance/find?address=87107&pageNumber=1>

## Non-Federal Funding and Technical Assistance

AARP Community Challenge Grants: These grants fund projects that help communities make immediate improvements and jump-start long-term progress towards livability for people of all ages in communities across the nation. 2019 projects were designed to create vibrant public places, demonstrate the tangible value of "Smart Cities," deliver a range of transportation and mobility options, and/or support the availability of a range of housing choices.

<https://www.aarp.org/livable-communities/community-challenge/>

America Walks – Technical Assistance for Walkable Communities: America Walks provides technical assistance and “rapid-response” services at no charge. We regularly receive questions on a variety of walking topics, including starting community groups, getting a crosswalk installed, passing a Vision Zero policy, and more. We respond with advice, best practices, case studies, and provide connections to other practitioners.

<https://americawalks.org/programs/technical-assistance-for-walkable-communities/>

American Trails – Legacy Trails Grant Program: American Trails has partnered with the U.S. Forest Service to create the Legacy Trails Grant Program. The goal of the program is to support projects that restore, protect, and maintain watersheds on our national forests and grasslands. The Forest Service identifies and prioritizes watershed acres or areas where Forest Service roads and trails may impact water quality in streams and water bodies. American Trails will be looking to fund projects that restore fish and aquatic organism passage, improve trail resiliency, preserve trail access, decommission unauthorized trails, and convert unneeded Forest Service roads to trails. American Trails is administering this grant program, and is soliciting applications for funding, with awards up to \$100K per project.

<https://www.americantrails.org/legacy-trails-program>

Bass Pro Shops & Cabela’s: Together with their partners in conservation, Bass Pro Shops and Cabela’s are working to positively shape the future of the outdoors through donations, grant-making and advocacy. They invest in programs and initiatives aimed at conserving wildlife and habitat, connecting new audiences to the outdoors, advocating for access and sportsmen’s rights, supporting military and veterans, and strengthening communities in the Missouri Ozarks.

<https://about.basspro.com/community/support/?lcab.rdr=TRUE>

Blue Zones – Made to Move: The Made to Move program is a competitive funding opportunity created to assist communities in advancing active transportation through local project development, implementation, and supporting policies. With the ultimate goal of promoting more walkable, bikeable, transit-friendly environments for all ages, incomes, and abilities, this funding opportunity will be awarded to five mid-sized communities in the United States. Each community will receive \$100,000 plus technical assistance from the Blue Zones, LLC, built environment team.

<https://www.bluezones.com/made-to-move/>

Causality Brand Grant: Causality offers both full (pro bono) and matching (partial, funding requirement of 50 percent) service grants to nonprofits for brand marketing

and creative services such as brand assessment and development, identity design or logo refresh, marketing materials, marketing campaign development, website design and build, digital/social media graphics, and more.

<https://www.causalitybrandgrant.com/>

Cliff Family Foundation: The Cliff Family Foundation awards grants on an annual basis for general operational support as well as for specific projects. The Foundation's funding priorities include strengthening foods systems, enhancing equitable community health outcomes, and safeguarding the environment and natural resources. Priority is given to applicants that address two of their funding priorities at the same time, demonstrate strong community ties, and operate within visible and clearly defined plans for positive change.

<https://clifffamilyfoundation.org/grants-program>

Community Transportation Association of America – Rural Passenger Transportation Technical Assistance Program: Funded by USDA Rural Development, this program helps rural communities enhance economic growth and development by improving transportation services. The program provides planning assistance for facility development, transit service improvements and expansion, new system start-up, policy and procedure development, marketing, transportation coordination, training, and public transit problem-solving activities.

<https://ctaa.org/rural-tribal-passenger-transportation-technical-assistance/>

Fluor Giving: Grants are only made to organizations that are 501(c)(3) non-profit organizations or qualifying non-governmental organizations. An emphasis is placed on programmatic and operating support. Special event and fundraising support is generally not considered. Priority is given to organizations that align to Fluor's strategic focus areas and provide opportunities for employee volunteerism. Fluor's key focus areas are Education, Public Health and Critical Human Needs, Economic Development, and Environment.

<https://www.fluor.com/sustainability/community>

GrantWatch: A website listing thousands of current grants, funding opportunities, awards, contracts and archived grants.

<https://www.grantwatch.com/>

Institute of Museum and Library Services – Native American Library Services Enhancement Grants: This program is designed to assist Native American tribes in improving core library services for their communities. Reflecting IMLS's agency-level goals of championing lifelong learning, strengthening community engagement, and

advancing collections stewardship and access, the goals for this program are to improve digital services to support needs for education, workforce development, economic and business development, health information, critical thinking skills, and digital literacy skills; improve educational programs related to specific topics and content areas of interest to library patrons and community-based users; and enhance the preservation and revitalization of Native American cultures and languages.

<https://www.imls.gov/grants/available/native-american-library-services-enhancement-grants>

KaBoom! Playground Grants: Several KaBoom! grants support the development of playgrounds in communities.

<https://kaboom.org/grants>

National Center for Rural Road Safety: A national hub of training, resources, and technical assistance for rural road safety improvements. The center is intended to develop and share multidisciplinary rural road safety training, resources, and technical assistance that is dynamic, collaborative, and responsive. The funding page provides updated links to grants and funds that focus on rural transportation safety.

<https://ruralsafetycenter.org/resources/funding/>

National Recreation and Park Association (NRPA): NRPA provides information about grant and fundraising opportunities that are available for park and recreation agencies and affiliated friends groups and 501(c)(3) nonprofits.

<https://www.nrpa.org/our-work/Grant-Fundraising-Resources/>

National Wilderness Stewardship Alliance: NWSA is a network of volunteer-based organizations to provide stewardship for America's enduring resource of wilderness. They have variety of funding grant programs (\$2-10,000 range) related to stewardship and trails. Applications are usually due by late March of each year.

[https://www.wildernessalliance.org/funding\\_programs](https://www.wildernessalliance.org/funding_programs)

People for Bikes: The People for Bikes Community Grants Program provides funding for important projects that build momentum for bicycling in communities across the U.S. These projects include bike paths and rail trails, as well as mountain bike trails, bike parks, BMX facilities, and large-scale bicycle advocacy initiatives. Grant cycles are 1-2 per year and are up to \$10,000.

<https://www.peopleforbikes.org/grants>

Project for Public Spaces – Community Placemaking Grants: Provides funding to US-based nonprofits and government agencies to address inequalities in public space

access by working directly with local stakeholders to transform public spaces or co-create new ones. We do this by providing direct funding, technical assistance, and capacity building facilitated by Project for Public Spaces.

<https://www.pps.org/community-placemaking-grants>

Rails-to-Trails Conservancy: This website lists many federal, state, and local government funding mechanisms, as well as grants, partnerships, and other creative funding methods available for trail building – for acquisition and maintenance.

- Acquisition Funding: <https://www.railstotrails.org/build-trails/trail-building-toolbox/funding/acquisition-funding/>
- Bipartisan Infrastructure Law Trail and Infrastructure Funding: [https://www.railstotrails.org/media/1167725/bil\\_eligibilities\\_2021final.pdf](https://www.railstotrails.org/media/1167725/bil_eligibilities_2021final.pdf)
- Carbon Reduction Program: <https://www.railstotrails.org/policy/funding/climate/crp/>
- Congestion Mitigation and Air Quality: <https://www.railstotrails.org/policy/funding/climate/cmaq/>
- Earmarks: <https://www.railstotrails.org/policy/funding/earmarks/>
- Neighborhood Access and Equity Grant Program: <https://www.railstotrails.org/policy/funding/equity/nae/>
- New Federal Funding for Trails: <https://www.railstotrails.org/policy/funding/>
- Maintenance Funding: <https://www.railstotrails.org/build-trails/trail-building-toolbox/funding/maintenance-funding/>
- Rural Surface Transportation Grant: <https://www.railstotrails.org/policy/funding/rstg/>

Safe Routes Partnership – Safe Routes to Parks: The Safe Routes to Parks Activating Communities program provides in-depth technical assistance and grant funding to ten communities working to improve safe, secure park access for people of all ages and abilities in low-income communities and communities of color.

<https://www.saferoutespartnership.org/healthy-communities/saferoutestoparks>

Shell Oil Grant Program: Shell partners with leading organizations that are aligned to our global footprint and have proven track records for making a difference in our three areas of focus: Community, Education, and Environment. While the program generally funds large national non-profit organizations it also invests in local communities where Shell has a strong presence. Typically, Shell chooses to work with community organizations with which we have established or proactively developed relationships.

<https://www.shell.us/sustainability/request-for-funding-from-shell.html#vanity-aHR0cHM6Ly93d3cuc2h1bGwudXMvc3VzdGFpbmFiaWxpdkHkvcnVxdWVzdC1mb3ltYS1ncmFudC1mcm9tLXNoZWxsLmh0bWw>



Smart Growth America – Community Connectors Grants: The Community Connectors program to help advance locally driven projects that will reconnect communities separated or harmed by transportation infrastructure and tap available federal and state funds to support them. 15 teams from small to mid-sized cities (between approximately 50,000 and 500,000 in population) will be selected to receive a capacity-building grant to advance these projects.

<https://smartgrowthamerica.org/program/community-connectors-grants/>

T-Mobile Hometown Grant Program: T-Mobile's Hometown Grant program is investing big in small towns by awarding up to 100 towns a year with project funding—up to \$50,000 each. The program focuses on projects that revitalize community spaces in towns with 50,000 people or less. Recipients are selected and awarded on a quarterly basis.

<https://www.t-mobile.com/brand/hometown-grants>

The Conservation Alliance: The Conservation Alliance Grants Program seeks to protect threatened wild places throughout North America for their habitat and recreational values. These grants are given to registered 501(c)3 nonprofit organizations working to protect the special wild lands and waters in their backyards. While these funds are often for protecting land, they have been utilized for providing pedestrian access to wild lands, which includes trail development.

<http://www.conservationalliance.com/grants/>

The Conservation Fund – Balancing Nature and Commerce Course: The Conservation Fund's Conservation Leadership Network offers several resources, including the Balancing Nature and Commerce Course. This course is an opportunity for gateway communities from around the country to participate in 2 webinars and a 3-day in-person workshop to catalyze collaborative action, cultivate local leadership and advance solutions. During the course, community-based teams will identify opportunities to build healthier communities based upon their unique assets and hear about the latest trends in resilient natural and cultural resources, diverse recreation assets, accessibility as a foundation, and revitalized main streets and downtowns. Teams will develop specific action plans for implementation when they return home.

<https://www.conservationfund.org/our-work/conservation-leadership-network>

Together Outdoors – Grant Programs: The goal of Together Outdoors is to fund outdoor inclusion initiatives that are "by the community, for the community." They use a trust-based approach to dismantle historical barriers to funding. In this initial pilot round of grants, Together Outdoors will make one-time awards of \$5,000 to \$10,000. Funding

supports two main initiatives. “Research + Resources” provides monetary support for the development of research and resources concerning inclusion in the outdoors, such as toolkits, educational resources, audio and video resources and linguistic translations. “Activating Change Outdoors” supports outdoor recreation-related programming, events and leadership development initiatives that benefit communities of color and intersecting minority groups.

<https://www.togetheroutdoors.com/grantprograms>

Toshiba America – Toshiba America Foundation Grants: Sixth to 12th grade teachers can apply for a grant of up to \$5,000 and more than \$5,000 to help bring an innovative project can improve STEM (Science, technology, engineering, and math) learning in their classroom. Applications must be for project-based learning.

<https://www.toshiba.com/taf/612.jsp>

U.S. Endowment for Forestry and Communities – Innovative Finance for National Forests Grant Program: This grant program, developed in partnership with the USDA Forest Service National Partnership Office and the National Forest Foundation, develops, refines, and scales tools, templates, and approaches that direct private investment capital to improve the health of the National Forest System through projects that deliver environmental and social outcomes and financial returns. Project activities may take place on the National Forest System; on adjacent state, private or tribal lands; or across boundaries provided outcomes contribute to the health of Forest Service ownership.

<http://www.ifnfgiants.org/>

Vision Maker Media – Fund Your Film: Vision Maker Media funds Native American and Alaska Native media at all stages of development, including Native Youth media projects, creative shorts, and public media.

<https://visionmakermedia.org/fund-your-film>

## State-Specific Funding and Technical Assistance

### Alaska

Alaska Department of Commerce, Community, and Economic Development – Community Assistance Program: The Community Assistance Program (CAP) provides Alaska’s boroughs, cities, and unincorporated communities with funds vital to the delivery of basic public services. CAP funds can be used for any public purpose that have been determined as a priority of the funding recipient.

<https://www.commerce.alaska.gov/web/dcra/GrantsSection/CommunityRevenueSharing.aspx>

Alaska Department of Commerce, Community, and Economic Development – Community Development Block Grants: The goals of the Alaska Community Development Block Grant Program (CDBG) are to provide financial resources to Alaskan communities for public facilities and planning activities which address issues detrimental to the health and safety of local residents and to reduce the costs of essential community services. The program may also fund Special Economic Development activities which result in the creation of jobs for low- and moderate-income persons.

<https://www.commerce.alaska.gov/web/dcra/GrantsSection/CommunityDevelopmentBlockGrants.aspx>

Alaska Department of Commerce, Community, and Economic Development – Small Business Assistance Center: Thinking about starting or growing a business? The Small Business Assistance Center provides direction for entrepreneurs, start-ups, and existing businesses in Alaska.

<https://www.commerce.alaska.gov/web/ded/DEV/SmallBusinessAssistanceCenter.aspx>

Alaska Department of Environmental Conservation (DEC) – DEC Brownfields Assessment and Cleanup (DBAC) Program: DEC can provide technical assistance and site-specific services through its DBAC program, including conducting environmental site assessments, cleanups, and cleanup planning activities of contaminated or potentially contaminated properties.

<https://dec.alaska.gov/spar/csp/brownfields/assessment-cleanup/>

Alaska Department of Fish and Game – Wildlife Restoration: The Federal Aid in Wildlife Restoration Act, often referred to as the Pittman-Robertson Act, provides funds to state fish and wildlife agencies and territories for wildlife management and research, and also funds projects to restore, conserve, and enhance wildlife populations and their habitats. Projects also include providing public use and access to wildlife resources, hunter education, and development and management of shooting ranges.

<http://www.adfg.alaska.gov/index.cfm?adfg=access.hunter>

Alaska Department of Health and Human Services – Social and Economic Development Strategies for Alaska (SEDS-AK): SEDS-AK is designed to provide targeted support for Village-specific projects to improve and enhance the core capacity of Alaska Native

Village governments, who are central to fulfilling social and economic self-sufficiency in Alaska. This program supports the principle that social and economic development is interrelated and essential for the growth of thriving Native communities. ANA is interested in supporting community-driven projects that build and strengthen core governmental capacity in the areas of administration and project management at the Alaska Native Village level.

<https://www.grants.gov/web/grants/view-opportunity.html?oppld=329542>

Alaska Department of Natural Resources Division of Parks and Outdoor Recreation – Historic Preservation Fund: This federally funded matching grant program provides two types of grants. The Certified Local Government (CLG) Program is a 60/40 matching grant program is only open to local governments that are certified through the Alaska State Historic Preservation Officer. The CLG program is concerned with preserving properties significant in history, architecture, engineering, archaeology, and culture. The purpose of the program is to assist local governments in the identification, evaluation, and protection of historic properties. The Historic Preservation Fund Development/Predevelopment Grant Program is a 50/50 matching grant program provides funding for Alaska buildings and structures listed in the National Register of Historic Places, individually or as a contributing property to a historic district.

<http://dnr.alaska.gov/parks/oha/designations/grants.htm>

Alaska Department of Natural Resources Division of Parks and Outdoor Recreation – Land and Water Conservation Fund: This 50/50 federal matching grant program was established to provide a nationwide legacy of high-quality outdoor recreation. Projects range from wildlife viewing areas to neighborhood parks; from downhill ski areas to handicapped accessible trails; from our most urban areas to our most rural areas. Local, regional, and state entities with legal authority to provide outdoor recreation services on public lands are eligible to apply for LWCF assistance.

<http://dnr.alaska.gov/parks/grants/lwcf.htm>

Alaska Department of Natural Resources Division of Parks and Outdoor Recreation – Recreation Trails Grant Program: The Recreational Trails Grant Program is for development and maintenance of trails and facilities, acquisition of trail rights-of-way, and development of safety and environmental protection education programs. This matching grant program provides up to \$100,000 to successful applicants.

<http://dnr.alaska.gov/parks/grants/trails.htm>

Alaska Department of Natural Resources Division of Parks and Outdoor Recreation – Snowmachine Grant Program: Snowmachine Trail Grants are available for developing snowmachine safety and education programs and projects.

<http://dnr.alaska.gov/parks/grants/snowmotr.htm>

Denali Commission – As a grant making agency, the Denali Commission implements its mission through partnerships: The Denali Commission will partner with tribal, federal, state, and local governments and collaborate with all Alaskans to improve the effectiveness and efficiency of government services, to develop a well-trained labor force employed in a diversified and sustainable economy, and to build and ensure the operation and maintenance of Alaska’s basic infrastructure.

<https://www.denali.gov/grants/>

State of Alaska – Designated Legislative (DL) Grants: Communities and organizations seek funding through their state senators and representatives for identified capital projects. DL Grants may include feasibility studies, construction projects, building improvements and upgrades, design and engineering, land acquisition, and equipment purchase, upgrades, or repairs. Appropriations are included in the Capital Bill by the legislature at their discretion, with final approval by the governor. Under the governor’s discretion, project funding may be reduced or vetoed entirely.

<https://www.commerce.alaska.gov/web/dcra/GrantsSection/DLGrants.aspx>

University of Alaska Anchorage – Business Enterprise Institute: The University of Alaska Anchorage (UAA) Business Enterprise Institute (BEI) links economic development programs across the University of Alaska (UA) system and supports businesses and entrepreneurial capacities across Alaska. BEI provides a platform for high-level consultancy between industries and UAA. Providing economic development-related research and technical assistance, high-level professional education, small business development services and economic ecosystem enhancement for Alaska, BEI serves as a bridge to expertise and talents throughout UAA.

<https://www.uaa.alaska.edu/academics/business-enterprise-institute>

## APPENDIX D: REFERENCES

This compendium of references was developed for the Recreation Economy for Rural Communities planning assistance program sponsored by the U.S. Environmental Protection Agency, the USDA Forest Service, the Northern Border Regional Commission, and the Appalachian Regional Commission. For more information on the Recreation Economy for Rural Communities Program, visit:

<https://www.epa.gov/smartgrowth/recreation-economy-rural-communities>

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## Community Engagement, Diversity, Equity, and Inclusion

American Indian Alaska Native Tourism Association (AIANTA). AIANTA has served as the national voice for American Indian nations engaged in cultural tourism. In addition to serving as the voice for Indian Country tourism, AIANTA provides technical assistance and training to Tribal nations and Native-owned enterprises engaged in tourism, hospitality, and recreation.

<https://www.aianta.org/>

<https://www.aianta.org/resources/publications/>

Appalachian Regional Initiative for Stronger Economies. *A Regional Multistate Collaboration Toolkit*. (2022). The Appalachian Regional Initiative for Stronger Economies (ARISE) is intended to support economic, workforce, and community development projects through partnerships across states in the Appalachian Region with planning and implementation grants funded under the Infrastructure Investment and Jobs Act of 2021. This toolkit provides case study examples of successful regional multistate partnerships and offers more detailed information regarding partnership building, grant operations, challenges, and best practices involved in building a successful multistate initiative.

[https://www.arc.gov/wp-content/uploads/2022/08/Case-Studies-](https://www.arc.gov/wp-content/uploads/2022/08/Case-Studies-Toolkit_Final_081522r1.pdf)

[Toolkit\\_Final\\_081522r1.pdf](https://www.arc.gov/wp-content/uploads/2022/08/Case-Studies-Toolkit_Final_081522r1.pdf)

Diversify Outdoors. Diversify Outdoors is a coalition of social media influencers – bloggers, athletes, activists, and entrepreneurs – who share the goal of promoting diversity in outdoor spaces where people of color, LGBTQIA, and other diverse identities have historically been underrepresented. We are passionate about promoting equity and access to the outdoors for all, that includes being body positive and celebrating people of all skill levels and abilities.

<https://www.diversifyoutdoors.com/>

Outdoor Afro: Where Black People and Nature Meet. Outdoor Afro has become the nation's leading, cutting-edge network that celebrates and inspires Black connections and leadership in nature. Outdoor Afro is a national not for profit organization with leadership networks around the country. With nearly 90 leaders in 30 states from around the country, the organization connects thousands of people to outdoor experiences, who are changing the face of conservation.

<https://outdoorafro.org/>

Together Outdoors: Together Outdoors is an initiative of the Outdoor Recreation Roundtable and is a coalition of under-represented individuals and diversity, equity, and inclusion champions on the frontlines who are working to make the outdoors more

inclusive for all. This coalition has been and will continue to be designed and pursued in close partnership with these key experts who are actively work together to make the outdoors a more inviting place through education, inclusion, equity, and action. Together Outdoors has created a Resource Hub that features search functionality – the ability to sort content by resource type, focus area, activity type, target group, or activity. Users also able to submit content and organizations.

<https://resourcehub.togetheroutdoors.com/>

## Community and State-Specific Strategies and Examples

Oregon Outdoor Recreation Network. The Travel Oregon website has many great resources on many aspects of outdoor recreation.

<https://industry.traveloregon.com/opportunities/programs-initiatives/outdoor-recreation/outdoor-recreation-development/>

Pennsylvania Department of Conservation and Natural Resources. Outdoor Recreation Plan Webinar Series. (October 2020). This video series was produced to support Pennsylvania’s Outdoor Recreation Plan.

<https://www.dcnr.pa.gov/Recreation/PAOutdoorRecPlan/Pages/default.aspx>

1. Recreation for All: <https://youtu.be/P6Ubw9yrbjE>
2. Sustainable Systems: <https://youtu.be/ORTzpvo9VcA>
3. Funding and Economic Development: <https://youtu.be/HYid2q9Ay-Q>
4. Technology: <https://youtu.be/BSquMY-Kde4>
5. Health and Wellness: <https://youtu.be/StUz6s2J8pc>

Skowhegan, Maine. *Skowhegan Americorps Outdoor Recreation Program*. (2016). Residents of Skowhegan came together to share ideas for the future of their town, resulting in the Skowhegan Strategic Plan for Community Transformation at which voters adopted during the June 2016 town meeting.

<https://runofriver.org/outdoor-recreation-plan/>

<https://mainstreetskowhegan.org/strategic-planning/>

State of Colorado. *Colorado Statewide Comprehensive Outdoor Recreation Plan (SCORP)* (2019). Colorado’s SCORP considers both conservation and recreation together and looks at current and changing demographics and recreation trends to help the outdoor recreation sector be culturally relevant and respond to future shifts.

<https://cpw.state.co.us/Documents/Trails/SCORP/Final-Plan/SCORP-Without-Appendices.pdf>



The Conservation Fund. *Conservation Leadership Network Project Profiles*. This landing page provides access to various rural and gateway community projects from across the U.S., with many examples of communities that have successfully leveraged the outdoor recreation economy.

<https://www.conservationfund.org/our-work/conservation-leadership-network/our-projects>

Tompkins County, New York. *Tompkins County Outdoor Recreation Tourism Implementation Plan*. (2018). Identifies collective steps to develop and promote Ithaca and Tompkins County as a premier regional destination for outdoor recreation.

<https://www2.tompkinscountyny.gov/files2/tourism/2018-April-Outdoor%20Rec%20Implementation%20Plan.pdf>

Vermont Urban and Community Forestry. *Town Forest Recreation Planning Toolkit and Webinar Series*. (June 2020). This toolkit offers the resources needed to develop a town forest recreation plan for your community from start to finish, including step by step planning and detailed materials organized around planning themes such as stories, existing conditions, public engagement, natural resources, plan development, and implementation. Links to several webinars in the “Town Forest Recreation Planning Webinar Series” are also included below.

<https://vtcommunityforestry.org/places/town-forests/recreation-planning-initiative/recreation-planning-toolkit>

- New Tools for Sustainable Forest Based Recreation Webinar  
<https://youtu.be/UTHEj0AC3pE>
- Connecting Downtowns w/Trails for Economic Vibrancy Webinar  
<https://youtu.be/s1SQoUqN22s>
- Trails for People and Wildlife Webinar  
<https://youtu.be/uhbYUMrgLqU>
- Mountain Biking Trails 101 Webinar  
<https://youtu.be/zCmco-WDrPM>
- Trail Building & Maintenance Webinar  
<https://youtu.be/lrv9eqoUQNE>

### **Land Conservation, Stewardship, Parks, and Health**

National Park Service and Centers for Disease Control and Prevention. *Parks, Trails, and Health Workbook: A Tool for Planners, Parks & Recreation Professionals, and Health Practitioners*. A workbook to help strengthen the design and implementation of community-based parks and trails projects.

[https://www.nps.gov/orgs/rtca/upload/Parks-Trails-and-Health-Workbook\\_2020.pdf](https://www.nps.gov/orgs/rtca/upload/Parks-Trails-and-Health-Workbook_2020.pdf)

The Trust for Public Land and the City Parks Alliance. *The Field Guide for Creative Placemaking and Parks* (2017). How-to guide that connects creative placemaking with parks and open spaces by strengthening the role of parks and open space as an integrated part of comprehensive community development, advancing arts- and culturally-based approaches to park making, and highlighting the role of parks as cultural products unto themselves.

<https://www.tpl.org/field-guide-creative-placemaking-and-parks>

U.S. Department of Agriculture Forest Service. *The Stewardship Mapping and Assessment Project (STEW-MAP)*. STEW-MAP is a research methodology, community organizing approach, and partnership mapping tool developed by scientists at the USDA Forest Service Northern Research station that answers the question: who takes care of the local environment? This question is important because stewards, or civic groups that engage in caring for local nature, play a significant role in building stronger, healthier, greener, and more resilient communities.

[https://www.fs.usda.gov/nrs/pubs/gtr/gtr\\_nrs156.pdf](https://www.fs.usda.gov/nrs/pubs/gtr/gtr_nrs156.pdf)

### **Main Street Revitalization and Economic Development**

International City/County Management Association and Smart Growth Network. *Putting Smart Growth to Work in Rural Communities*. (2010). Focuses on smart growth strategies that can help guide growth in rural areas while protecting natural and working lands and preserving the rural character of existing communities.

<https://www.epa.gov/smartgrowth/putting-smart-growth-work-rural-communities>

Main Street America Resource Center. The Main Street Resource Center is a comprehensive digital library containing a broad range of member resources, including their signature Main Street Approach handbooks and guides, newly released revitalization toolkits, and the popular Main Street Now Journal archive. There are some non-member materials available here as well.

<https://www.mainstreet.org/howwecanhelp/resourcecenter>

McMahon, Ed. *Why Some Places Thrive and Others Fail: The New Formula for Community Revitalization*. Virginia Town and City. (January/February 2017). This article describes why some communities can maintain and build on their economic vitality and quality of life in an ever-changing world.

[https://www.vml.org/wp-content/uploads/pdf/VTCJanFeb17\\_pg21-25.pdf](https://www.vml.org/wp-content/uploads/pdf/VTCJanFeb17_pg21-25.pdf)

National Association of Counties (NACo). *Resources for Transitioning Economies*. (2015). Website developed by NACo and the National Association of Development Organizations to share publications, tools and training, funding and other resources on

economic diversification with communities and regions seeking to strengthen their local economies.

<http://diversifyeconomies.org/>

National Association of Development Organizations (NADO). *Planning for Prosperity in Small Towns and Rural Regions*. (2015). Contains materials developed by NADO and its partners through the HUD Sustainable Communities Initiative capacity building program, including publications, webinars, workshop materials, and other information on a variety of topics such as economic resilience, entrepreneurship, community engagement, downtown redevelopment, food systems, and many more.

<https://www.nado.org/online-resource-planning-for-prosperity-in-small-towns-and-rural-regions/>

National Association of Development Organizations, *WealthWorks Rural Economic Development Case Studies*. (2019). Series of case studies examining how rural communities are applying concepts of wealth creation, an approach to community and economic development that is demand-driven, focusing on market opportunities that capitalize on a community's existing assets or underutilized resources. Includes stories of communities building lasting livelihoods and supporting local ownership and control of assets related to outdoor recreation, tourism, and more.

<https://www.nado.org/wealthworks-case-studies/>

National Endowment for the Arts. *How To Do Creative Placemaking: An Action-Oriented Guide to Arts in Community Development*. (2016). This action-oriented guide is focused on making places better. It includes instructional and thought-provoking case studies and essays from leading thinkers in creative placemaking and describes the diverse ways that arts organizations and artists can play essential roles in the success of communities across America.

<https://www.arts.gov/publications/how-do-creative-placemaking>

Project for Public Spaces (PPS). *The Power of Ten*. The Power of 10+ is a concept PPS developed to evaluate and facilitate Placemaking at multiple city scales. The idea behind this concept is that places thrive when users have a range of reasons (10+) to be there. This concept can be applied to outdoor recreation economy resources and assets at the main street, town, and area scale, namely to increase the reasons for people to come, stay longer, and do more in a place.

<https://www.pps.org/article/the-power-of-10>

Smart Growth America. *(Re-)Building Downtown: A Guidebook for Revitalization*. (2015). This guide uses Smart Growth America's seven-step approach to downtown

redevelopment and is aimed at local elected officials who want to re-invigorate and strengthen neighborhood centers of economy, culture, and history.

<https://smartgrowthamerica.org/introducing-rebuilding-downtown-a-guidebook-for-revitalization/>

The Democracy Collaborative. *Community Wealth*. This website offers resources, guides, case studies, videos and examples of strategies for building wealth in a community. Some strategies are nonprofit and profit-making models such as community development corporations (CDCs), community development financial institutions (CDFIs), employee stock ownership plans (ESOPs), community land trusts (CLTs), cooperatives, and social enterprise.

<https://democracycollaborative.org/programs/cwb>

U.S. Department of Agriculture. National Agricultural Library Rural Information Center. The Rural Information Center (RIC), a service of the National Agricultural Library (NAL), assists rural communities by providing information and referral services to rural government officials, community organizations, libraries, businesses, and citizens working to maintain America's rural areas. The "Downtown Revitalization" sections features a wide variety of planning resources, case studies, funding, journal, and organizations.

<https://www.nal.usda.gov/ric/community-development-resources>

<https://www.nal.usda.gov/ric/downtown-revitalization>

U.S. Department of Agriculture Rural Development & University of Kentucky. *Rural America Placemaking Toolkit* (2022). This toolkit is a resource guide to showcase a variety of placemaking activities, projects, and success stories across rural America. Specifically it includes a Technical Assistance Directory, Financial Assistance Directory, and a Placemaking Assessment Survey.

<https://www.ruralplacemaking.com/>

U.S. EDA. *Tools for Economic Development*. Through the Research and National Technical Assistance Program, the U.S. Economic Development Administration (EDA) funds the development and dissemination of new tools for economic development practitioners and policymakers to utilize to help make informed development decisions.

<https://www.eda.gov/grant-resources/tools>

U.S. EPA. *Essential Smart Growth Fixes for Rural Planning, Zoning, and Development Codes*. (2012). Offers 10 essential fixes to help rural communities amend their codes, ordinances, and development requirements to promote more sustainable growth.

<https://www.epa.gov/smartgrowth/essential-smart-growth-fixes-communities>

U.S. EPA. *Framework for Creating a Smart Growth Economic Development Strategy: A Tool for Small Cities and Towns*. (2016). Provides a step-by-step guide to building a place-based economic development strategy for small and mid-sized cities, particularly those that have limited population growth, areas of disinvestment, or a struggling economy. <https://www.epa.gov/smartgrowth/framework-creating-smart-growth-economic-development-strategy>

U.S. EPA. *Smart Growth Self-Assessment for Rural Communities*. (2015). Tool designed specifically for rural communities that helps villages, towns, and small cities evaluate their policies to create healthy, environmentally resilient, and economically robust places. <https://www.epa.gov/smartgrowth/smart-growth-self-assessment-rural-communities>

### Outdoor Recreation

Aspen Institute Community Strategies Group, *Growing Rural Equitable Outdoor Recreation Economies*. The Aspen Institute has several resources on the topic of making outdoor recreation economies more equitable for rural communities. <https://www.aspeninc.org/growing-rural-equitable-outdoor-recreation-economies/>

Bureau of Economic Analysis, *Outdoor Recreation Satellite Account*. Federal dataset measuring the economic activity as well as sales and receipts generated by outdoor recreational activities across the U.S. and by state. These statistics also measure each industry's production of outdoor goods and services and its contribution to the U.S. GDP. Industry breakdowns of outdoor employment and compensation are also included. <https://www.bea.gov/data/special-topics/outdoor-recreation>

Daily Yonder. Provides articles on outdoor recreation, many based on Headwaters Economics research. A few relevant articles are listed here:

- *How Outdoor Recreation Supports Rural Economic Development*. (Feb 24, 2019). <https://www.dailyyonder.com/speak-piece-outdoor-recreation-supports-rural-economic-development/2019/02/25/>
- *Recreation Is Bigger Share of U.S. Economy than Ag or Mining, Report Says*. (May 10, 2018). <https://www.dailyyonder.com/recreation-bigger-share-u-s-economy-ag-mining-report-says/2018/05/10/>
- *Rural "Recreation Counties" Show More Population Resilience*. (Feb 10, 2019) <https://www.dailyyonder.com/rural-recreation-counties-show-population-resilience/2019/02/11/>

Headwater Economics. Headwaters Economics is an independent, nonprofit research group that works to improve community development and land management decisions. The organization receives funding from a wide variety of sources, including contracts with federal agencies such as the Bureau of Land Management and U.S. Forest Service; charitable foundations; and contract work for partner organizations. Its website provides outdoor recreation economic data by state in addition to other outdoor recreation industry research and analysis. <https://headwaterseconomics.org/outdoor-recreation/> Several relevant reports are listed below:

- *The Amenity Trap: How High-Amenity Communities Can Avoid Being Loved to Death.* (2023). A report analyzing four major challenges and ways they uniquely affect amenity communities: housing, infrastructure, fiscal policy, and natural disasters. <https://headwaterseconomics.org/outdoor-recreation/amenity-trap/>
- *Best Practices for States to Fund Outdoor Recreation.* (2017). Seven case studies illustrate best practices and lessons learned to develop programs for outdoor state recreation funding. <https://headwaterseconomics.org/economic-development/state-recreation-funding/>
- *Economic Profile System.* Tool allowing users to produce free, detailed socioeconomic reports at the community, county, or state level and including topics such as Land Use and Public Land Amenities as well as Agriculture, Timber, and Mining. EPS is also known as the Human Dimensions Toolkit by the Forest Service. <https://headwaterseconomics.org/tools/economic-profile-system/about/>
- *How Outdoor Recreation Supports Rural Economic Development.* (2019). Report that finds that counties with outdoor recreation economies are more likely to attract new residents with greater wealth and have faster-growing wages than their non-recreation counterparts, particularly in rural communities. <https://headwaterseconomics.org/economic-development/trends-performance/outdoor-recreation/>
- *National Forest Socioeconomic Indicators Tool.* Tool allowing users to run free, easy-to-use reports detailing economics, demographics, land use, business sectors, and other topics for communities near every National Forest. <https://headwaterseconomics.org/tools/forest-indicators/>
- *The Outdoor Recreation Economy by State.* (2021, updated 2023). Report outlines the outdoor recreation economy impacts by state, using Bureau of Economic Analysis data. <https://headwaterseconomics.org/economic-development/trends-performance/outdoor-recreation-economy-by-state/>

National Governors' Association. *Outdoor Recreation Learning Network*. This resource highlights many opportunities for states to advance the outdoor recreation economy and conservation, stewardship, education, workforce training, economic development, infrastructure, equity, inclusion, public health, and wellness.

<http://nga.org/outdoors>

National Park Service, *River Access Planning Guide*. An online and downloadable resource for planning river access. The step-by-step process guides planning for river access with recreation users in mind. This guide can assist the challenging task of providing for a variety of uses while protecting natural resources in rivers and other waterways. The guide's approach provides a framework for meeting the needs of people seeking to enjoy river recreation on, off, and in the water.

<https://www.nps.gov/articles/river-access-planning-guide-a-decision-making-framework-for-enhancing-river-access.htm>

Northern Forest Center. *The Northern Forest Outdoor Recreation Economy Symposium*. (2018). Summarizes the 2018 gathering, which explored evolving trends in outdoor recreation and its role as a critical economic driver in the Northern Forest region. Links to presentations, notes, and priorities for each of the participating states (Maine, New Hampshire, Vermont and New York).

<https://northernforest.org/recreation-symposium/>

Outdoor Industry Association (OIA). OIA synthesizes the different strategies and programs currently employed in the U.S. and overarching themes, best practices, and lessons learned. Several relevant resources are listed below.

<https://outdoorindustry.org/>

- *Outdoor Participation Report*. (2023). Study showing levels of participation in outdoor activities.  
<https://outdoorindustry.org/resource/2023-outdoor-participation-trends-report/>
- *State Funding Mechanisms for Outdoor Recreation*. (2017). Provides a summary from Headwaters Economics that outlines state funding mechanisms for outdoor recreation.  
<https://outdoorindustry.org/wp-content/uploads/2017/08/Headwaters-Economics-v4-Screen.pdf>
- *State-Level Outdoor Recreation Reports*. (2021). Provides links to reports describing the participation in and economic impact of the outdoor recreation sector in every state and Congressional district.  
<https://outdoorindustry.org/advocacy/>
- *The Outdoor Recreation Economy*. (2017). Summarizes the economic impact of the outdoor recreation sector across the U.S. and includes national statistics on

consumer spending, jobs, and tax revenue, along with statistics for specific recreation activities.

[https://outdoorindustry.org/wp-content/uploads/2017/04/OIA\\_RecEconomy\\_FINAL\\_Single.pdf](https://outdoorindustry.org/wp-content/uploads/2017/04/OIA_RecEconomy_FINAL_Single.pdf)

- *White Paper on State Leadership Roles for Outdoor Recreation*. (2016). This white paper describes the role that states can play in promoting outdoor recreation, with examples from states that were early to adopt state-level directors of outdoor recreation.

<https://industry.traveloregon.com/wp-content/uploads/2016/08/Outdoor-Industry-Association-White-Paper-on-State-Leadership-Roles-for-Outdoor-Recreation.pdf>

Outdoor Recreation Roundtable (ORR). ORR promotes the growth of the outdoor recreation economy and outdoor recreation activities, educating decision makers and the public on balanced policies that conserve public lands and waterways and enhance infrastructure to improve the experience and quality of life of outdoor enthusiasts everywhere. ORR publishes many white papers, research, statistics, and reports on the importance of outdoor recreation.

<https://recreationroundtable.org/>

- *Outdoor Career Path Module*. These interactive profiles showcase real people in the outdoor industry and the career paths, motivations, and work / life balance attributes that have propelled them in their work.
- *Outdoor Rec Drives Jobs: Careers in the Recreation Economy*. (2023). This report provides a comprehensive look at the outdoor recreation economy and the breadth of high-quality jobs that exist within, tailored to workers with a variety of skillsets. It also includes links to workforce resources and academic programs supporting work in the recreation economy.

<https://osucore.s3.us-west-2.amazonaws.com/orr-workforce-profiles-2022/story.html>

- *Outdoor Recreation Drives the American Economy*. This section of the ORR website hosts summary economic statistics overall and by state. The State site hosts summary statistics on the outdoor recreation economy by state, each of which links to the more detailed state report published by the US Department of Commerce Bureau of Economic Analysis Outdoor Recreation Satellite Account (ORSA) data.

<https://recreationroundtable.org/resources/national-recreation-data/>  
<https://recreationroundtable.org/resources/state-recreation-data/>



- *The Outdoor Recreation Roundtable Rural Economic Development Toolkit*. (2021). This toolkit outlines strategies for using outdoor recreation as a tool for economic development, including key best practices and examples from around the country.  
<https://recreationroundtable.org/rural-development-toolkit/>
- *Work in the Outdoors: Resources to Support the Outdoor Workforce and Career Paths in the Rec Economy* (2022). To release the “Outdoor Rec Drives Jobs” report, ORR used this webinar to feature several of the outdoor professionals featured in the report and to share about their connection to the outdoor workforce.  
<https://www.youtube.com/watch?v=UOYCPtKIJkk>

Sausser, Brooke and Jordan W. Smith, Ph.D. *Elevating Outdoor Recreation*. Institute of Outdoor Recreation and Tourism at Utah State. (July 2018). This study provides an overview and analysis of eleven state offices of initiatives of outdoor recreation.  
[https://www.nps.gov/orgs/1892/upload/Elevating\\_Outdoor\\_Rec\\_Together.pdf](https://www.nps.gov/orgs/1892/upload/Elevating_Outdoor_Rec_Together.pdf)

Society of Outdoor Recreation Professionals (SORP). SORP is the nation’s leading association of outdoor recreation and related professionals who strive to protect natural and cultural resources while providing sustainable recreation access. The organization’s website provides access to webinars, scholarships, and tools for outdoor recreation planning including a library of all state comprehensive outdoor recreation plans (SCORPs) and technical resources.  
<https://www.recpro.org/>

U.S. Department of Agriculture. *Federal Outdoor Recreation Trends: Effects on Economic Opportunities*. (2016). Summarizes participation trends and projections for 17 outdoor recreation activities common on federal lands, describes the current economic activity supported by outdoor recreation, and discusses how anticipated future changes in recreation participation and climate may impact the economic activity supported by outdoor recreation.  
<https://www.fs.usda.gov/treesearch/pubs/53247>

U.S. Department of Agriculture. *Recreation Economy at USDA Economic Development Resources for Rural Communities*. (2020). USDA’s Forest Service, Rural Development, and the National Institute for Food and Agriculture developed this resource guide for rural communities to identify resources that develop the recreation economy. It describes the roles of federal agencies and programs in the recreation economy and highlights numerous financing strategies and case studies from communities.  
[https://www.rd.usda.gov/sites/default/files/usdard\\_recreational\\_economy508.pdf](https://www.rd.usda.gov/sites/default/files/usdard_recreational_economy508.pdf)

U.S. Department of Agriculture. *Recreation Economic Values for Estimating Outdoor Recreation Economic Benefits from the National Forest System*. (2017). This report presents the most recent update of the Recreation Use Values Database, based on an exhaustive review of economic studies spanning 1958 to 2015 conducted in the United States and Canada, and provides the most up-to-date recreation economic values available.

<https://www.fs.usda.gov/research/treesearch/54602>

Utah State University. *Gateway & Natural Amenity Region (GNAR) Initiative*. The GNAR Online Community Toolkit is designed to be a resource for planners, public officials, community members, consultants, and all others who are working in communities with access to significant natural amenities and recreation opportunities. This toolkit provides resources, case studies, model ordinances, and other tools to help GNAR communities plan for and respond to the unique planning, transportation, economic, community development, and sustainability challenges and opportunities they face. The toolkit is a living resource; it will grow and adapt in order to provide the most useful and up-to-date information possible.

<https://www.usu.edu/gnar/toolkit>

## Trails and Transportation

American Trails. *Resource Library*. Search thousands of articles, studies, training, and projects on every aspect of trails and greenways. This website also has a national map searchable by state for agencies, organizations, training, and state-specific resources relating to trails and greenways.

<https://www.americantrails.org/resource-library/>

Centers for Disease Control and Prevention. *Increasing Physical Activity Through Community Design*. This website contains a compilation of real world examples, an Implementation Resource Guide, and a Visual Guide to help communities implement recommendations for built environment approaches that combine one or more interventions to improve transportation systems (activity-friendly routes) with one or more land use and community design interventions (everyday destinations) to increase physical activity.

<https://www.cdc.gov/physicalactivity/community-strategies/activity-friendly-routes-to-everyday-destinations.html>

Federal Highway Administration. *Bicycle and Pedestrian Program*. The Federal Highway Administration's Bicycle and Pedestrian Program promotes safe, comfortable, and convenient walking and bicycling for people of all ages and abilities. This program supports pedestrian and bicycle transportation through funding, policy guidance,

program management, and resource development. The website contains information on funding resources, design and implementation, case studies, guidebooks, and other information.

[https://www.fhwa.dot.gov/environment/bicycle\\_pedestrian/](https://www.fhwa.dot.gov/environment/bicycle_pedestrian/)

[https://www.fhwa.dot.gov/environment/bicycle\\_pedestrian/funding/funding\\_opportunities.pdf](https://www.fhwa.dot.gov/environment/bicycle_pedestrian/funding/funding_opportunities.pdf)

Federal Highway Administration. *Small Town and Rural Multimodal Networks*. (2016).

This document helps small towns and rural communities support safe, accessible, comfortable, and active travel for people of all ages and abilities. It provides a bridge between existing guidance on bicycle and pedestrian design and rural practice, encourages innovation in the development of safe and appealing networks for bicycling and walking, and shows examples of project implementation.

[https://www.fhwa.dot.gov/environment/bicycle\\_pedestrian/publications/small\\_towns/fhwahep17024\\_lg.pdf](https://www.fhwa.dot.gov/environment/bicycle_pedestrian/publications/small_towns/fhwahep17024_lg.pdf)

Headwaters Economics. *Trails Research and Searchable Benefits Library*. (2019).

Compilation of 144 trail studies on the impacts of trails in a single library, searchable by type of benefit, use, year, and region.

<https://headwaterseconomics.org/economic-development/trails-pathways/trails-research/>

Main Street America and Project for Public Places. *Navigating Main Streets as Places: A People-First Transportation Toolkit*. (2019). This toolkit provides guidance on how to evaluate streets and transportation through the lens of placemaking; balance the needs of mobility and other street activities; and build stronger relationships with other decisionmakers and the community. It's a one-stop-shop toolkit featuring guidance and best practices for rural downtowns and urban neighborhood commercial districts.

<https://www.mainstreet.org/howwecanhelp/navigatingmainstreets>

Rails-to-Trails Conservancy. *Trail-Building Toolbox*. A one-stop-shop for the basics to create a vibrant rail-trail for your community, including technical tips and tried-and-true methods for generating neighborhood, political, and funding support for your project. Parts of the toolbox include organization, acquisitions, funding, planning, design, and maintenance.

<https://www.railstotrails.org/build-trails/trail-building-toolbox/>

Rails-to-Trails Conservancy. *Trail Towns*. Provides examples, best practices, and resources for communities and regions seeking to start or grow Trail Town programs,

which can help to entice trail users off the trail and into adjacent communities, supporting economic development.

<https://www.railstotrails.org/build-trails/trail-building-toolbox/planning/trail-towns/>

Sate Routes to School National Partnership. *Dollars and Deadlines: A State-by-State look at the Transportation Alternatives Program*. The Transportation Alternatives program is a primary source of federal funding for biking and walking improvements. The Safe Routes Partnership created state-specific fact sheets that detail how local communities can access these funds.

<https://www.saferoutespartnership.org/blog/dollars-and-deadlines-state-state-look-transportation-alternatives-program>

Safe Routes to School National Partnership. *Get to Know Your Neighborhood with a Walk Audit*. Walk audits are a great tool to gather information about street conditions, engage community members, and inform planning and traffic safety projects. This is a how-to manual to conduct your own walk audit. Though designed for safe routes to school, it can be applied to routes and connections between amenities in and around a downtown/Main Street area.

[https://www.saferoutespartnership.org/sites/default/files/get\\_to\\_know\\_your\\_neighborhood\\_with\\_a\\_walk\\_audit.pdf](https://www.saferoutespartnership.org/sites/default/files/get_to_know_your_neighborhood_with_a_walk_audit.pdf)

The Scenic Route. *Getting Started with Creative Placemaking and Transportation*. A guide for using creative placemaking strategies in transportation projects to reflect and celebrate local culture, heritage, and values.

[http://creativeplacemaking.t4america.org/?utm\\_source=Design+-+2016+Highlights&utm\\_campaign=Design+2016+Highlights+Newsletter&utm\\_medium=email](http://creativeplacemaking.t4america.org/?utm_source=Design+-+2016+Highlights&utm_campaign=Design+2016+Highlights+Newsletter&utm_medium=email)