



2035 Haines Comprehensive Plan Revision

*Public Review Draft: Core Plan
June 2024*

ACKNOWLEDGEMENTS

Thank you to all Haines Borough residents, businesses, organizations, and other local, regional, state, and federal partners who have contributed to the Haines Comprehensive Plan 2024-2029 development process, including Haines Borough staff and past and present Haines Borough Assembly and Planning Commission members.

A detailed list of key individuals and contributors is listed in the Appendices (to come).

Photos courtesy of Haines Borough Visitors Center and Agnew::Beck unless otherwise noted.

Land and Waters Acknowledgment: *“As duly elected members of the Planning Commission, we wish to express heartfelt acknowledgment that we will be discussing use, protection, and management of unceded lands and waters of the Tlingit. We honor and respect their legacy of stewardship that allows all of us to live a life rich in the resources and spaces that have sustained their generations materially and spiritually. We will do our best to uphold similar values even as we know some change is inevitable. We are committed to listen to all voices in and next to the Haines Borough and to continue to value the natural systems that provide for us all.*

– Adopted by Haines Borough Planning Commission on December 14, 2023.

This plan was produced by Agnew::Beck Consulting with support from Southeast-based *Rain Coast Data*, *Corvus Design*, and Fairbanks-based *RESPEC* to ensure the planning process, and ultimately the final plan, meets community needs.



Haines Borough Assembly Ordinance No.

To come in final document when adopted.

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1. INTRODUCTION

Our Vision

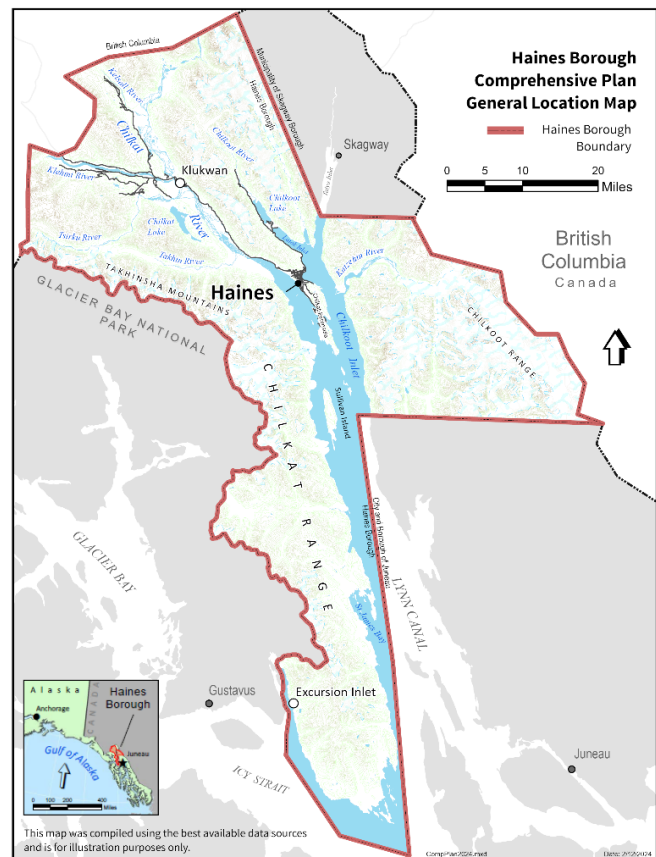
Haines is a vibrant Southeast Alaska town known for its uniquely diverse economic sectors, abundance of outdoor opportunities, beautiful landscapes and healthy ecosystems, engaged community, entrepreneurial spirit, and cultural heritage.



Project Area

The project area is within the Haines Borough, located on the shores of Lynn Canal between the Chilkoot and Chilkat Rivers in northern Southeast Alaska. The borough shares a border with British Columbia to the northwest and the Municipality of Skagway is its neighbor to the northeast. Juneau is 80 air miles to the southeast. Glacier Bay National Park shares about 85% of the borough's western boundary. Icy Strait is the main water body off the southwestern border. Haines Borough encompasses approximately 2,350 square miles of land, or almost 1.5 million acres, and another 382 square miles of water are within its border. It stretches nearly 120 miles long and is 80 miles at its widest point. The region is typified by snow-capped mountains, some over 6,000 feet, glaciated and forested valleys, and numerous salmon-rich streams and rivers descending to saltwater fjords. The Haines Borough encompasses one of the most productive and biodiverse ecosystems in Alaska.

Figure 1- 1.



The Chilkat and Chilkoot valleys have been inhabited by Tlingit people for thousands of years who named the Haines area "Dei-Shu," or "End of the Trail." Chilkat Indian Village (Klukwan) is a federally recognized Tribal government within the boundaries of the Haines Borough.

Purpose

The 2035 Haines Borough Comprehensive Plan Revision will serve as a community resource and guide for land use and environment, transportation, utilities, economic development, housing, quality of life, and borough governance. The plan offers recommendations that protect what residents value most about Haines Borough while benefiting and enhancing the quality of life for current and future residents. The plan is a community-driven tool that will provide direction to community leaders, residents, and other partners. Haines' Comprehensive Plan was last updated in 2012. This plan should be revised every 5-10 years and/or when the population changes by 20 percent or more.

How does the 2035 Haines Borough Comprehensive Plan Revision relate to the 2012 Comprehensive Plan?

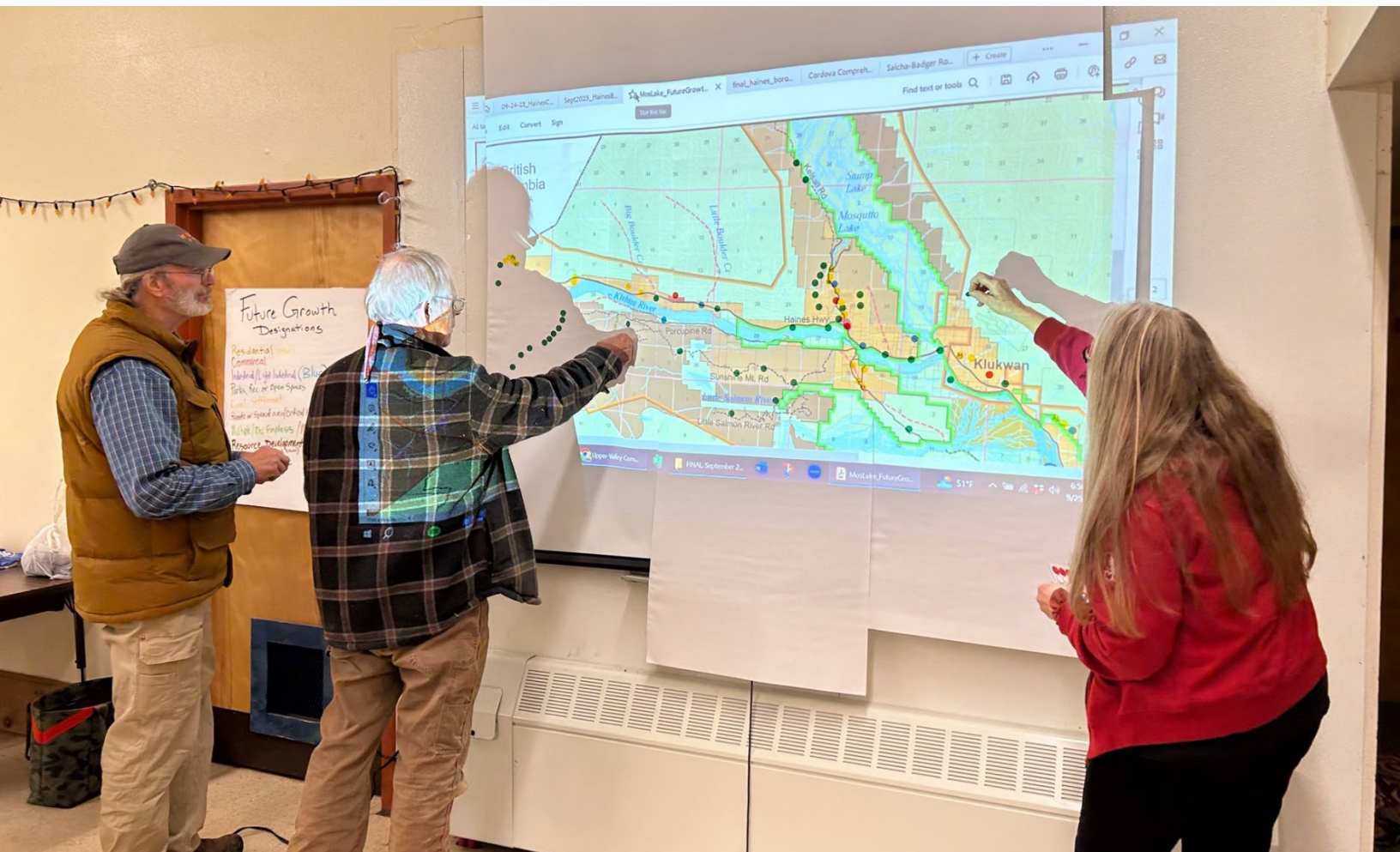
The 2035 Haines Borough Comprehensive Plan Revision and accompanying Future Land Use Map provide broad direction and guidance for the entire borough. This revision process recognized changes to community characteristics and needs of residents in the last ten years. For example, this plan includes a chapter on Housing to reflect the concerns in Haines and much of the state about making quality, affordable, and attainable housing available. This revised plan does not include updates to all chapters in the 2012 plan but focuses on the core topics. It aims to have practical strategies and goals that are widely accepted by the community.

Like the 2012 plan, the centerpiece of the 2035 Haines Borough Comprehensive Plan Revision is a Future Land Use Map (*see Land Use and Environment chapter for details*).

A Future Land Use Map DOES:	A Future Land Use Map DOES NOT:
<ul style="list-style-type: none"> • Anticipate development needs. • Identify development issues, opportunities, constraints. • Identify suitable/unsuitable types of development. • Propose recommendations for how an area should develop. • Establish policies and standards to guide development. • Recommend improvements to zoning codes. 	<ul style="list-style-type: none"> • Act as a regulatory or zoning document. • Make changes to existing zoning codes. • Apply retroactively.

How does this plan relate to Zoning?

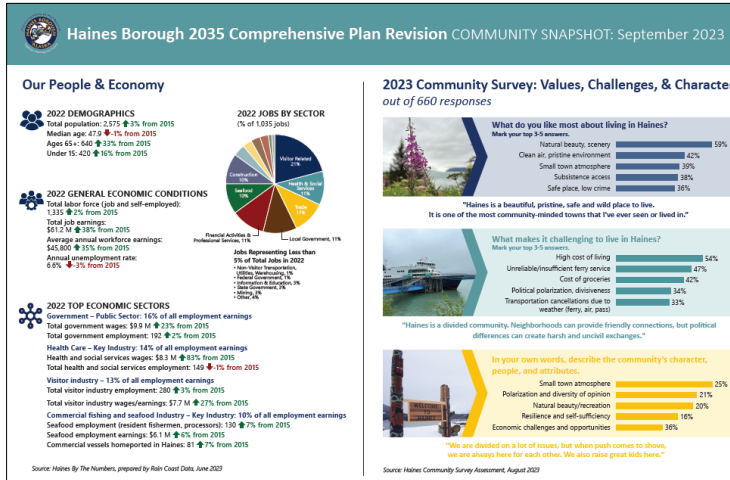
Zoning is a regulatory framework or policy that describes how land can be used in the present; it provides some overarching restrictions to ensure land uses within a designated area do not conflict. Land use maps identify broad future intentions for an area. Zoning codes are a way to implement and enforce land use within a specified area. The Future Land Use Map aligns with existing and/or desired future land use in the project area. The plan and the associated Future Land Use Map will not immediately result in zoning changes. Rather, the proposed land use categories and recommended zoning improvements in this plan provide categories and tools to guide land use decisions in the borough in a way that aligns with the vision for the area, promotes planning best practices, and considers local context. If there are proposed rezones in the project area the Future Land Use Map will guide the zoning actions. Boundary lines in the Future Land Use Map are approximate and may out of necessity be changed. It is not the intent to divide lots or specific uses by these boundary lines.



Methodology

How was this plan developed?

This plan was developed with extensive input from residents, stakeholders, and regional partners and included the activities on the following pages. *A summary of all outreach events can be found in the Appendices (to come) and on the project website.*



Haines Comprehensive Plan Update

Upcoming Events

Date	Time	Event
Monday Sept. 25th	5:30-7:30 PM	Upper Valley Community Open House at Mosquito Lake School
Tuesday Sept. 26th	4:00-5:30 PM	Mud Bay Community Open House at Chikot Int'l Retreat
Tuesday Sept. 26th	6:30 PM	Update to the Haines Borough Assembly of Haines Borough Assembly Citizens and no Zoom (ask the Haines Borough Council for details)
Wednesday Sept. 27th	6:00-8:00 PM	Haines Community Open House at the ANB/ANS Hall
Thursday Sept. 28th	6:00-8:00 PM	Haines Community Open House at the ANB/ANS Hall

Community open houses will share what the planning team has learned and heard, including the emerging vision, values, priorities and policies for the comprehensive plan. Please join us - everyone is welcome to all events!

Contact us to Share Your Ideas and Questions

- Annette Bretter, Haines Borough Manager, 907-966-8894, annette@haineborough.com
- Shelly Wade, Agency Back Project Manager, 907-242-2326, shelly@haineborough.com
- Visit the project website: www.HainesCompPlanRevision.com

Public Stakeholder Meetings

The project team hosted **stakeholder dialogues** in June 2023 that focused on each of the core topics for the 2035 Haines Comprehensive Plan Revision: Land Use and Environment, Transportation, Utilities, Housing, and Economic Development. The two-hour meetings included invited stakeholders from local, regional, state, and federal private and public partners as well as members of the public. The hybrid meetings allowed for both in person and online participation.

Borough Meetings



The project team routinely provided updates at the **Haines Borough Assembly meetings and Planning Commission meetings**. The project team facilitated a **Joint Assembly and Planning Commission Work Session** in June 2023 to kick off the project, review the overall purpose and legal basis for comprehensive plans and prepare the planning commissioners, assemblymembers, and staff for the comprehensive plan revision process. The project team also attended and engaged the **Haines Ports and Harbor Advisory Board** in June 2023 and December 2023 and the **Tourism Advisory Board** in January 2023.

Community Conversations and Open Houses

The project team hosted the following public community conversations and open houses in July and September 2023 where the project team revealed and discussed the survey results, emerging vision, values, priorities, and policies for the Haines Comprehensive Plan:

- July 23rd – **Upper Valley Community Open House** at Mosquito Lake School
- September 25th – **Upper Valley Community Open House** at Mosquito Lake School
- September 26th – **Mud Bay Community Open House** at Chilkat Inlet Retreat
- September 27th and 28th – **Haines Community Open Houses** at the ANB/ANS Hall.



A summary of the community conversations can be found in the appendix and on the project website.

Events and Information Tables

The project team attended the following community events or locations to engage with the community:

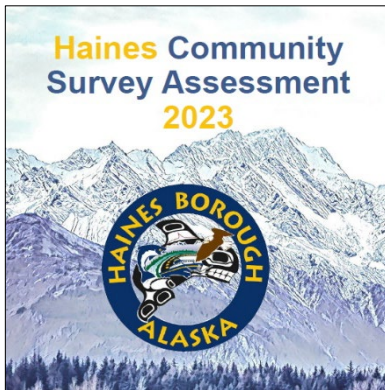
- Set up a table at **Mountain Market** and **Haines Brewing Company** in June 2023, asking for feedback and providing information and Haines Comprehensive Plan process.
- Hosted an information table at the **Haines Farmer's Market** on a Saturday in July 2023 to engage with residents and visitors.
- Spent three days sharing information and talking with residents and visitors at a booth at the 2023 **Southeast Alaska State Fair**. Haines Borough Assembly members and Planning Commission members assisted the project team in manning the booth.
- Collected feedback from Haines youth through a visit to Mr. Anderson's Civic Class at **Haines High School** in September 2023.
- Talked with harbor users during a two-hour visit to the **Haines Small Boat Harbor** in July 2023.



Interviews

The project team conducted more than 50 in-depth interviews with stakeholders, business owners, community leaders, community organizations, and committees to learn about community challenges, priorities and collect suggestions for the plan.

Community Survey



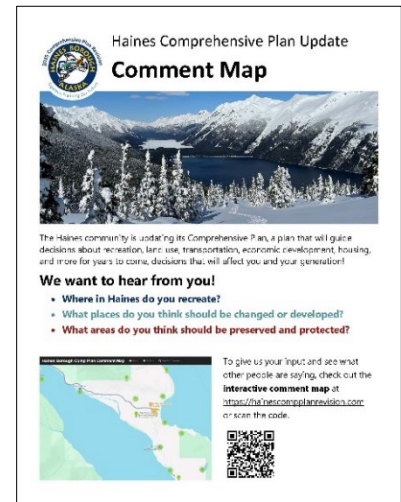
The Community Survey was aimed at engaging residents and gathering feedback. The survey was open June 22, 2023, through August 31, 2023 and received 660 unique responses. The survey was distributed online, announced via project e-newsletters, available in hard copy at public meetings and at events including the Southeast Alaska State Fair, advertised in the Chilkat Valley News, and announced on KHNS public radio and via social media. Survey respondents were entered in a drawing to win gift cards for coffee, groceries, and heating fuel.

A detailed summary of the survey is available in the appendix and on the website.

Interactive Map

The project team collected 350 comments from residents via an interactive mapping tool aimed at soliciting location-based input on community priorities. The tool was open to comments from December 4, 2023 through January 21, 2024.

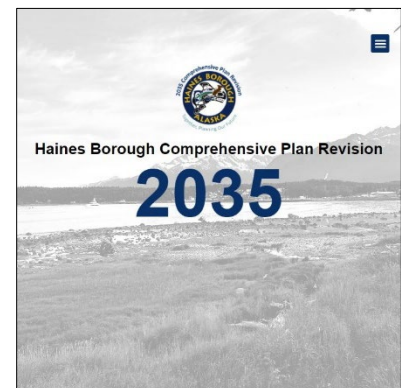
A detailed summary of the map tool is available in the appendix and on the website.



Project Website

The project website provided a place for residents to easily find background information about the project, downloads of past presentations and draft files, announcements of upcoming meetings, links to project surveys and a form to sign up for project e-newsletters.

Visit the project website at hainescompplanrevision.com.



Email Distribution

Throughout the project, the project team developed and sent multiple email project updates to more than 400 interested community and partner subscribers.

Social Media

The project team announced project updates on social media, the Haines Borough Facebook page and community Facebook pages including Haines Chatters, Haines Alaska Happenings, Haines/Deishu/Klukwan Community Forum, and Four Winds Resource Center at Mosquito Lake School.

Radio

The project team participated in three radio interviews to discuss the importance of the project and how residents can get involved over KHNS’ Soundwaves program in July 2023 and on KHNS News in June and July 2023.

Example: <https://khns.org/haines-comprehensive-plan-is-moving-towards-draft-phase>

Newspaper



Weekly ads were published throughout the project in the Chilkat Valley News and newspaper staff was invited to cover community events and conversations; the ad included the link to the website and the survey, with a QR code for mobile phone users to quickly locate the page.

Public Comment Period

A 45-day public comment period was established beginning February 16, 2024 for residents and community partners to provide input on the draft plan.

Mapping

The project team developed land use, transportation, and other relevant maps to use as decision-making tools and guide future development.

Secondary Research

The project team collected information from local, state, and federal sources to tell the story of Haines: how it is changing and how the population, housing, economy, and land use characteristics compare to other Southeast communities. Most data used to develop key trends in the plan was collected in 2022.

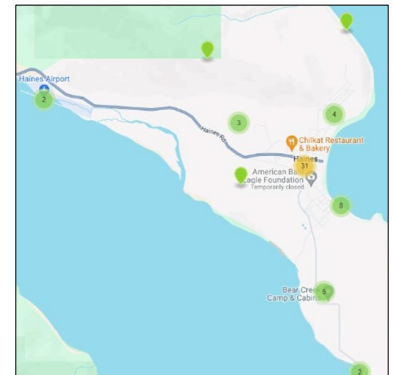
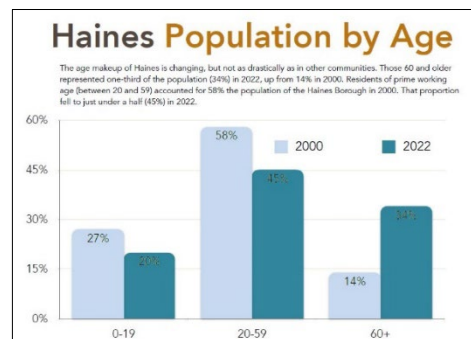
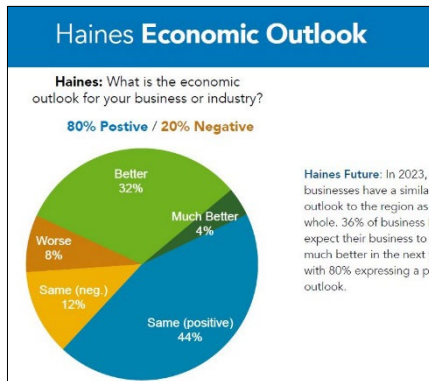
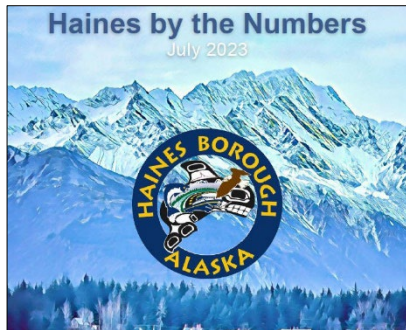


Figure 1- 2.

Documents reviewed	Entity	Year Published
Haines Sewer Master Plan	Haines Borough	2023
Haines Water Master Plan	Haines Borough	2023
Haines Coordinated Transportation Plan	Haines Borough	2023
University of Alaska Land Management Reevaluating Haines Land Holdings	University of Alaska Land Management	2023
Haines 5-year Economic Development Plan 2023-2028	Haines Economic Development Corp.	2023

Recreation Economy for Rural Communities	Haines Economic Development Corp.	2023
<u>The Haines Highway Ore Transport Corridor: An Analysis of Potential Impacts</u>	Safe Haines Highways	2023
<u>Southeast Alaska 2025 Economic Plan</u>	Southeast Conference	2021 (Updated 2023)
<u>Hazard Mitigation Plan</u>	Haines Borough	2022
<u>Haines Borough Emergency Operations Plan</u>	Haines Borough	2022
<u>Current Approved Heliskiing Map</u>	Haines Borough	2022
<u>Haines State Forest Timber Sale Schedule And Plans</u>	State of Alaska	2022
<u>Ring of Fire Resource Management Plan 2020 (with more recent updates and memos)</u>	Bureau of Land Management	2020 with updates in 2022 and 2023
<u>Climate Change Adaptation Plan</u>	Central Council of the Tlingit & Haida Indian Tribes of Alaska	2019
<u>Portage Cove Trail Framework Plan</u>	Haines Borough and Chilkoot Indian Association	2019
<u>Alaska State Rail Plan</u>	State of Alaska	2016
<u>Winter Visitor Industry Report</u>	Haines Borough	2015
<u>Noise Measurement Study</u>	Haines Borough	2015
<u>Haines Rail Access Report</u>	Haines Borough	2014
<u>Lutak Dock Structural Assessment</u>	Haines Borough	2014 – <i>The Lutak Dock project is in-progress and has evolved since this assessment.</i>
<u>Southeast Alaska Transportation Plan</u>	State of Alaska	2014
<u>Alaska Maritime Workforce Plan</u>	State of Alaska and University of Alaska	2014
<u>Alaska Mining Workforce Development Plan</u>	Alaska Miners Association	2014
<u>Haines Facilities Master Plan Development Survey</u>	Haines Borough	2012
<u>Port of Haines: Potential for Development</u>	Haines Borough	2012
<u>Haines Port Study Recommendations Memo</u>	Haines Borough	2012
<u>Chilkat River Critical Habitat Map</u>	Alaska Department of Fish & Game	Website
<u>Anadromous Waters Catalog</u>	Alaska Department of Fish & Game	Website
<u>ADF&G Habitat Permits Overview</u>	Alaska Department of Fish & Game	Website
<u>Alaska Marine Highway Reform Initiative</u>	Alaska Marine Highway System	Ongoing
<u>Haines Borough Maps (flood plain, recreation in townsite)</u>	Haines Borough	Maps

Chilkat Territory 1946	Haines Borough	Map
Haines Cruise Passenger Survey	Haines Borough	2011
Downtown Revitalization Plan	Haines Borough	2010
Portage Cove Harbor Master Plan	Haines Borough	2009
Borough Energy Conservation Plan	Haines Borough	2008
Haines Coastal Zone Management Plan (CZMP)	Haines Borough	2007. Repealed in 2018. The reason it was repealed is because the state abolished the CZMP. After reviewing the plan, the borough decided that the important provisions were already captured through current zoning code.
Haines Highway Corridor Partnership Plan	Haines Borough	2007
Haines Convention Center Feasibility Study	Haines Borough	2003
Chilkat Bald Eagle Preserve Management Plan	State of Alaska	2002
Haines Tourism Management Plan	Haines Borough	2002
Haines State Forest Management Plan	Alaska Department of Natural Resources	2002
Economic Development Action Plan	Haines Borough	2001



Contents: What's in the plan?

There are three components to the plan:



Executive Summary

Offers a graphic, condensed summary of the plan, including the borough's vision, goals, and strategies for each topic; also includes the Future Land Use Map.

Comprehensive Plan

(this document)

Includes additional information on the process, area, and key issues that were used to inform the goals and strategies.

Appendices

(coming soon)

Includes extensive background information, context and discussion used to inform the Future Land Use Map and related plan goals and strategies.

Several maps were produced through this process to help guide development of the Future Land Use Map and plan policies. These maps can be found in the Appendices (to come).

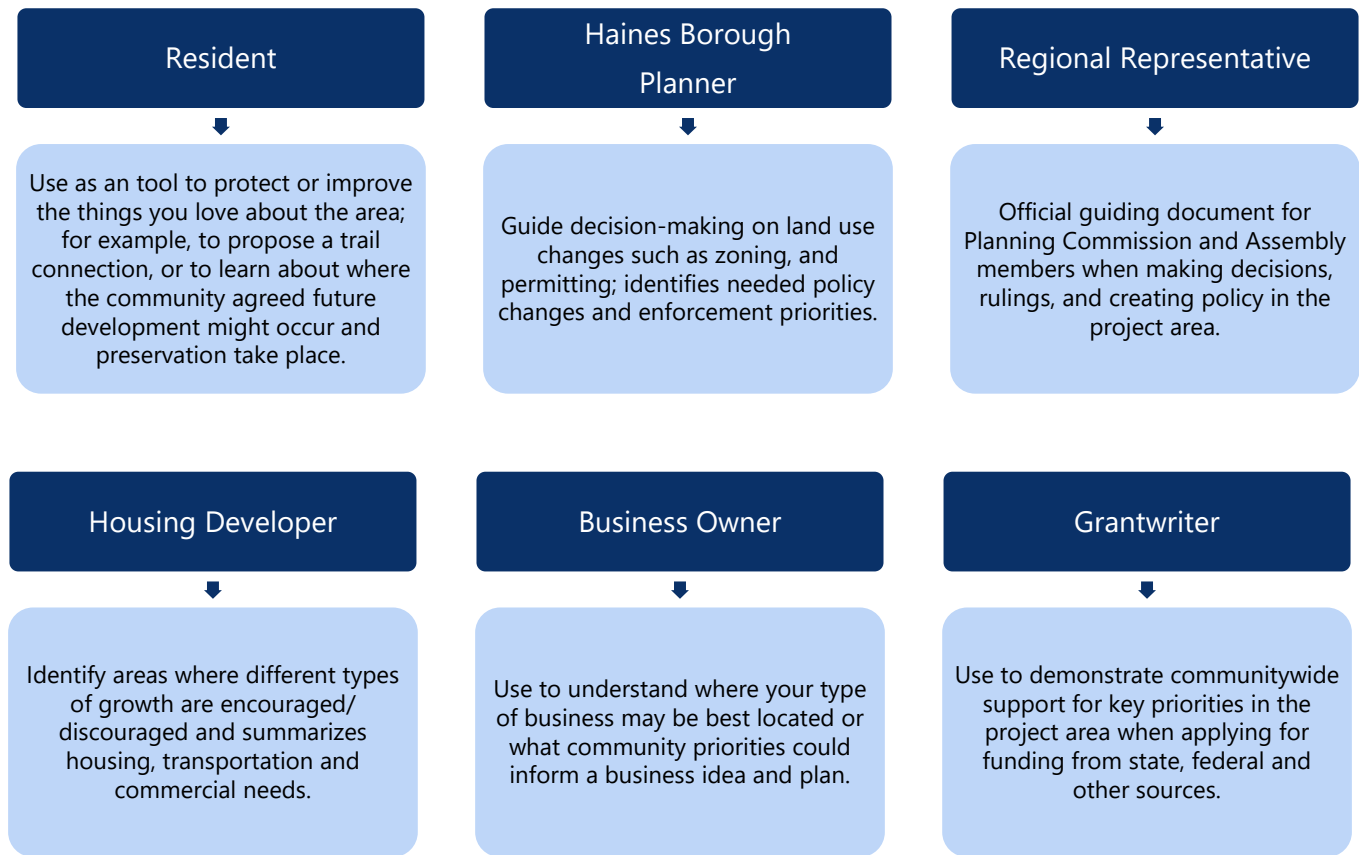
How to Use This Plan

This plan serves as a basis and rationale for other community policies and actions, including: site-specific and neighborhood plans; specialized plans addressing housing and other topics; ordinances and other policies carrying out the goals of the Comprehensive Plan; projects carried out by borough staff; and a tool for communicating priorities and funding requests to state and federal government or other funders, such as the Capital Improvement Projects (CIP) list, neighborhood-initiated rezones or special legislative appropriations.

The goals of this plan give the borough and community a broad vision and direction to work toward in the coming years. A key element of this plan is the Future Land Use Map, which offers broad guidance on preferred future land use and will inform future changes to zoning, land uses, housing, transportation, and recreation-related policy decisions.

Most importantly, this plan should serve as a key tool for community leaders and residents in their short-term and long-term planning and decision-making. In conjunction with more detailed plans and current information, the plan should be the backdrop and foundational reference for all borough Planning Commission and Assembly meetings and rulings regarding the project area, and for borough departments in their daily operations. See below for a specific breakdown of how different stakeholders might use the plan.

How to use this Plan if you are a...



Plan Amendments and Updates

Outlined below are the steps for amending and/or updating the Haines Borough Comprehensive Plan:

- A minor change is a change that does not modify or add to the plan’s basic intent, and that serves only to clarify the plan, make it consistent, facilitate its implementation, or make technical corrections. Such changes can be made administratively and do not require additional approval.
- An amendment permanently changes the plan by adding to or modifying the basic intent. Such changes can be recommended by the administration or public and approved by the Planning Commission and Borough Assembly.
- A more detailed update of the Comprehensive Plan should be conducted every five to ten years, starting with a thorough review by the Planning Commission and key city staff to determine which goals and strategies have been accomplished and which may need to be revised, added, or deleted. Residents and other key stakeholders should also be engaged during the update process.

IMPLEMENTATION

The process for implementing this plan will include developing an annual work plan of “priority actions” that support the strategies identified in the plan. This annual work plan will consider existing and anticipated resources and will provide direction to borough leadership, staff, and their partners. Equally important, the annual work plan will give Haines residents, businesses and partners a detailed picture of what progress is being made on the plan. The update will include a summary of actions taken, and progress made toward plan-identified goals and objectives, including a baseline of where the community is today and where they want to be 5-10 years from today. Additionally, the borough will implement a process for gauging community satisfaction with plan progress. Haines residents should be regularly encouraged to share comments, questions and concerns on plan contents and implementation, and more importantly, to get involved in plan implementation.

The following tables outline a potential format for the annual work plan, including a sample “dashboard” of objectives for economic development. These tables could be completed as a part of plan implementation.

Figure 1- 3.

SAMPLE			
Goal: What broad or long-term change do we want to make?			
Objective: What measurable change do we hope to achieve over the 5-10 years?			
Priority Strategy	Actions (specific step)	Lead (who)	Timeline (when)
1.	a. b.		
2.	a. b.		
3	a. b.		

Figure 1- 4.

Where We Are (2023 data)	Objectives Dashboard: Economic Development (example) What measurements can we use to track progress? Where do we want to be in 5-10 years?	2028-2034 Targets
\$61.2 million	Workforce Earnings – Amount of earnings and wages paid to Haines employees. <i>Combination of Alaska Department of Labor Employment and Wage data; US Census Nonemployer (self-employment) Statistics; and US Bureau of Labor Statistics.</i>	XXX
68%	Business Climate Confidence – Percentage of Haines business owners and top managers who reporting viewing the overall business climate in Haines as “Positive” (of 26 Haines business leaders surveyed representing 12 economic sectors.) <i>From Southeast Conference’s Annual Business Climate Survey.</i>	XXX
68,116 cruise ship passengers	Visitors – Annual number of visitors to Haines by cruise ship and visitors/passengers via other modes (Alaska Marine Highway System, Haines-Skagway Fast Ferry, motorists, and air.) Note: Not all non-cruise ship visitors are “independent travelers.” For example, 87% of Fast Ferry passengers in 2023 were guests on a tour purchased in Skagway and 13% identified as “independent” travelers. <i>From Haines Borough Tourism Department Season Report.</i>	XXX
106,117 visitors by other modes		XXX



2. LAND USE & ENVIRONMENT

See Appendix D for more details.

Key Themes Guiding the Plan



The Haines Borough is shared with Tribal entities whose cultural heritages are intrinsically tied to land use. The borough is also shared with the State of Alaska, which owns approximately one-third (32%) of the land, including the 286,200-acre Haines State Forest and five state parks or recreation areas. Two thirds of the land (66%) is federally owned, with half managed by the US Forest Service and 15% by the Bureau of Land Management¹. **Private lands account for just 1.3% of the land base.** Collaboration should be central for any land use efforts in the borough.



The cultural and natural significance of the Chilkat Valley has been understood by generations of people who have made Haines home. Residents express a strong desire to preserve the river and its valley for the environmental and economic roles it plays for the people and wildlife that rely on it. Responsible resource development provides economic opportunities and opens access to recreational activities, but should be managed to minimize impacts and reduce conflict with other land uses.

“Some initiatives are not within the powers of the borough government under the charter. That is where other community partners might step in to address initiatives.”

– Community Survey participant, 2023

¹ Source: Haines by the Numbers, 2023.



Current land use policies are inconsistent with public land designations prescribed by state managers, such as the General Use designation within Haines State Forest conservation areas. Additionally, the zoning code is outdated for responsible development practices, subdivision design, allowable uses, and procedural review regulations. Residents have described the land use process in Haines as subjective, confusing, and riddled with conflict. Implementation of clear policies could reduce risks to developers and disencumber public decision-making.



Intense flood events, landslides, and snow avalanches have wrought destruction to lives and infrastructure in recent years and, according to climate projections for the region, Haines can expect to see similar weather patterns in the future.² Residents recognize that more consideration should be given to slope, soils, and hazard potential concomitant to determining the best use for land while protecting safety and infrastructure investments.

"I want more certainty when buying a home. Adopting simple building codes would help with that."
– Community Survey participant, 2023

"Slope hazard assessments should be required. The mountain areas are very vulnerable. The borough should also advocate with the state and federal agencies for hazard mitigation on those properties owned by those agencies."
– Comment Map participant, 2024

² Source: *Climate Change Adaptation Plan*, Central Council of the Tlingit & Haida, 2019.



Recreation expansion through access management

Boosting recreation opportunities for visitors and residents – and maintaining existing parks and trails – is a clear priority for the community. Residents have many ideas about new trails and cabins, ski hills, and hut-to-hut business opportunities. Conflicts with land use arise when user groups compete for access to natural resources (i.e. residents vs. visitors, motorized vs. nonmotorized, wildlife vs. people, etc.), or when access is blocked or truncated. Clearer rules about access and more multi-modal connections will help foster new recreation opportunities and break cycles of conflict.



Area-specific planning needed

Many areas of the borough are home to small communities that maintain their own character, values, and economies, such as Excursion Inlet, Mud Bay, and Mosquito Lake. Other areas are shared communally and are managed for differing services and conflicts, such as the Townsite and the Haines State Forest. Residents within small communities have expressed a desire to retain their autonomy and develop sub-area plans that reflect their own unique visions, challenges, and goals. Other residents note the need for master planning downtown and within the 20-year-old Haines State Forest Plan.

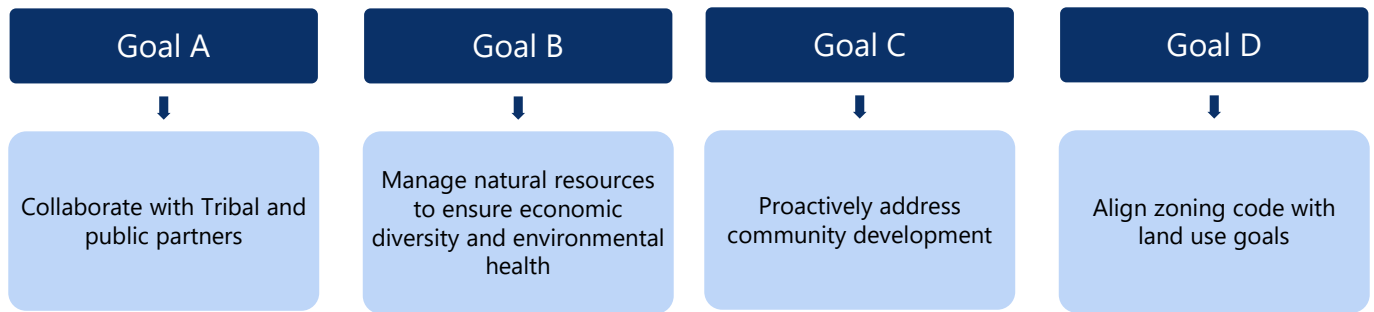
“Recreation land uses can be a way of preserving land if done correctly.”

– Community Survey participant, 2023

“Rural residential neighborhoods need to be supported. The planning commission should help neighborhoods create zoning for citizen protection of rights.”

– Comment Map participant, 2024

Land Use and Environment Goals



Land Use and Environment Strategies and Actions

Strategy #1: Implement a future land use map that guides future decisions about land use and growth.

Figure 2- 1.

Future Land Use Map Primary Categories The land use categories defined on the map cover areas with different uses, but with similar underlying characteristics. For example, the “Townsite Residential” designation includes multiple housing types that have access to public utilities.				
Land Use Category	Intended Land Uses	Application Area	Use Examples	2012 Land Use Designation
Townsite / Downtown Core	Areas for continuing infill and densification, with a focus on mixed use development, walkability, redevelopment, and policies for compatibility between differing uses. This is the primary downtown business district in Haines.	Sixth Avenue to Portage Cove (West to East) and Union Street to Fort Seward (North to South).	Mixed-use retail, government buildings, gas service stations	Commercial
Townsite Residential	Predominately residential areas with compatible public and commercial uses; areas for infill and densification, including neighborhoods that currently have access to public water utilities, typically less than one acre.	Neighborhoods within the Townsite Service Area with access to public utilities.	Single and multi-residential, pocket parks, corner stores	Residential

Rural Residential	Predominantly residential areas that do not have access to public water utilities. Mostly low density, and larger lot sizes (1 acre+). Includes some commercial uses.	Neighborhoods within the Upper Chilkat Valley, Mud Bay, Excursion Inlet, Lutak, and some areas within the Townsite.	Single residential, agriculture enterprises, cottage industries	Rural Settlement
Rural Mixed Use	A variety of uses allowed, including residential, commercial, and light industrial with the general goal of preserving the residential character of surrounding neighborhoods.	Portions of Townsite, Mud Bay Road, and areas currently zoned as "General Use" that are not primarily residential.	Single residential, lodges, restaurants	Residential & Rural Settlement
Commercial	Areas for commercial and higher density residential uses; compact, walkable, and diverse.	Portions of Townsite and Haines Highway.	Grocery, retail, offices, see Appendix D for other examples.	Commercial
Light Industrial Waterfront Development	Waterfront dependent uses that combine light industrial, recreation, and commercial uses, balancing working waterfronts with community spaces.	Portage Cove, Letnikof Cove, and Excursion Inlet.	Boat harbors, docks, retail, parks, canneries	Waterfront Development
Industrial	Areas devoted to light and heavy industrial uses.	Landfill, Airport, Spruce Grove Road, Well Field Road, and Lutak Dock.	Light: Processing & Manufacturing; Heavy: Gravel pits, airports, freight docks	Industrial/Light Industrial & Waterfront Development
Developed Open Space / Park	Areas developed for parks, campgrounds, cemeteries, or indoor recreation, not managed by State or Federal governments.	Parks, Jones Point Cemetery, Haines School.	Parks, public recreation facilities	Recreation
Open Space / Natural Area	Areas to remain in a natural state due to conservation value or hazard potential, not managed by State or Federal governments.	Greenways, portions of Sawmill Watershed, Lily Lake	Trails, conservation easements	Recreation
Public Multi-Use	State, federal and other lands with multiple uses, including but not limited to: flood protection, habitat value, traditional use, recreation, tourism, timber extraction, and mining. Haines Borough, residents, and community organizations will collaborate with state and federal agencies on development of related area plans.	Majority of the borough not within residential areas (state parks, Haines State Forest, Tongass National Forest, Bureau of Land Management recreation management areas).	Uses designated by State and Federal agencies and Land Trusts	Recreation, Multiple – Recreation Emphasis, Multiple – Resource Emphasis, Resource Development & Remote or Special Areas / Critical Habitat
River Corridor	Key rivers and riverfront areas. Includes suggested setbacks to protect riparian habitat (actual regulations will vary by location).	Chilkat, Chilkoot, Ferebee, and Katzeihin river systems and anadromous tributaries.	Uses designated by State and Federal governments	None

Figure 2- 2.

Future Land Use Map Overlays The overlays defined on the map cover areas with base land use designations but identify special provisions in addition to the base designation.		
Land Use Category	Intended Land Uses	Application Area
Indigenous Places	Areas owned or selected by the Chilkoot Indian Association (CIA), areas owned by the Chilkat Indian Village (CIV) that are outside of Klukwan boundaries, and places that are culturally significant to Indigenous Peoples where additional consideration for Tribal uses should be given.	CIA-Subdivision, Yandeist'akyé, Parade Grounds, Old Tank Farm, and portions of Portage Cove, Chilkoot Lake, William Henry Bay, Endicott River, West Berners Bay, Homeshore, Couverden, and Inner Point Howard.
Area Plan Needed	Areas that require further public engagement and planning to determine best use.	Upper Valley Neighborhoods, Mud Bay, Downtown Core, Excursion Inlet.
Historic Places	Areas that include nationally registered historic buildings or sites where additional guidance or architectural standards must be met prior to development.	Fort Seward, Anway Cabin, Eldred Rock Lighthouse, etc.
Agriculture Potential	Areas that may be suited for agriculture development due to fertile soil, low slopes, access to water, and distance from heavy industrial sites.	Lands within the Upper Valley.
Aviation-related Activities	Areas with established heliports and airparks.	Lands within the Upper Valley.
Public Management Areas	Management area designations from State and Federal land use plans where preferences might supersede borough land use intent. Includes areas related to conservation and resource development.	Lands with adopted area plans; owned and management by the State of Alaska, the Bureau of Land Management, or the US Forest Service.
Environmental Constraints	Critical habitat and hazard areas, such as steep slopes, where future development may be restricted or prohibited.	Portions of Townsite and Haines Highway.

Most overlays are represented as separate maps in Appendix D.

Figure 2- 3.

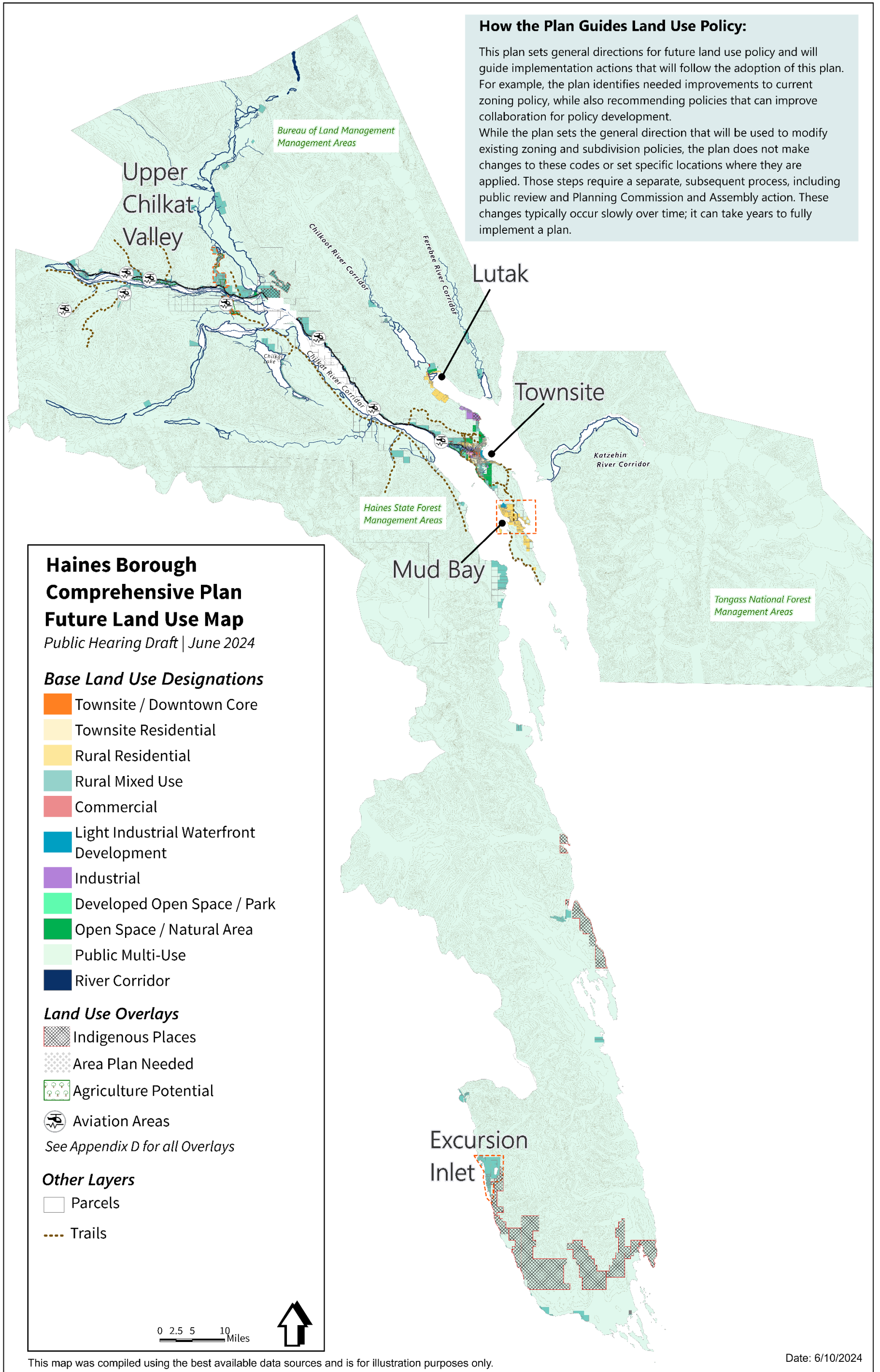
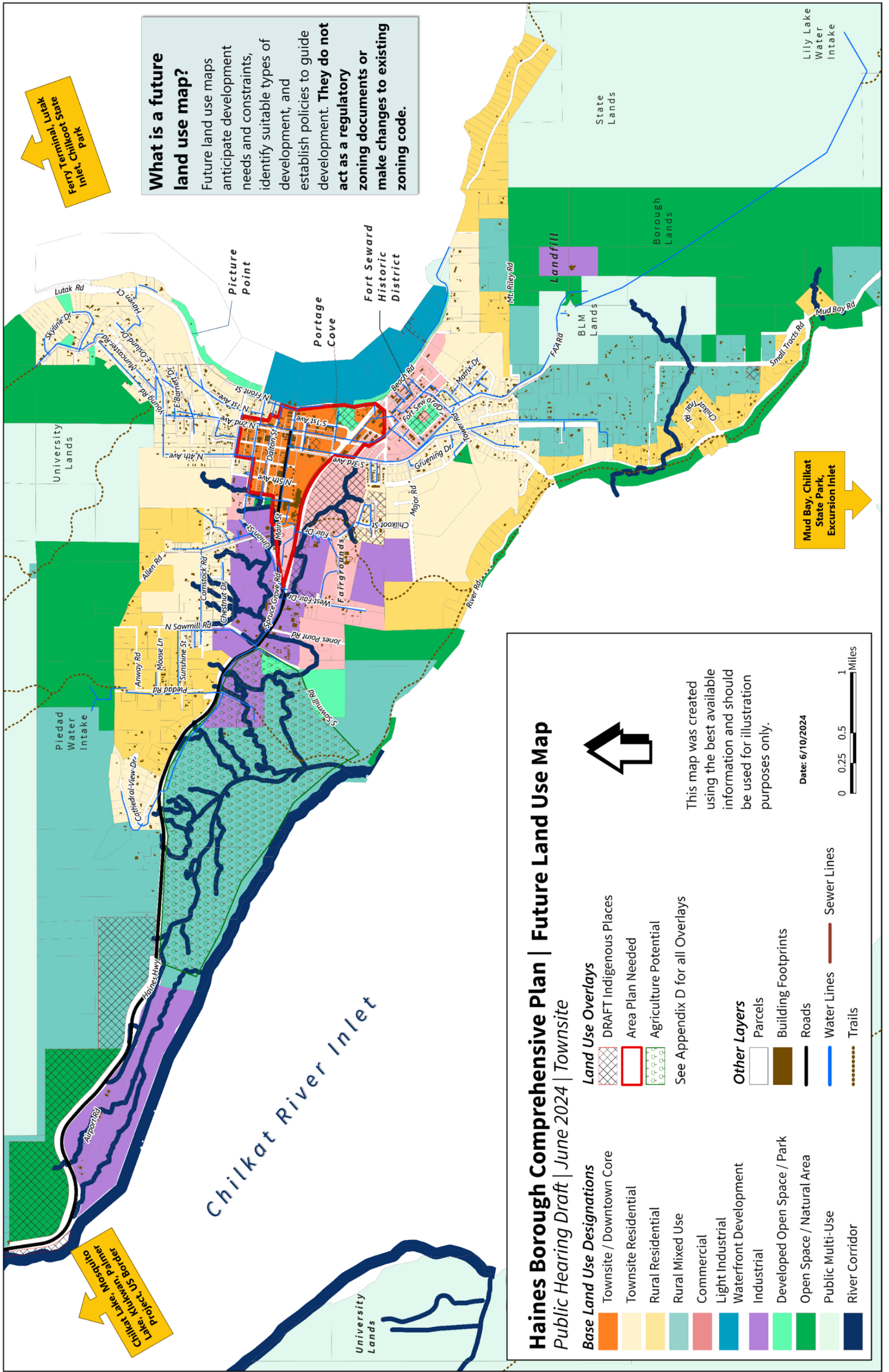


Figure 2-4.



Strategy #2: Update and improve the borough's Title 18 Land Use and Development code and better respond to existing and future issues and opportunities.

- a. Use model code (code that is established and has proven effective) from other Alaskan communities when revising Title 18.
- b. Maintain a strong public notification system for proposed changes to code or development proposals.
- c. Add concise permit review procedures; consider a Type I, Type II, Type III, and Type IV category system.
- d. Add specific criteria for certain uses (i.e. heliports, small sawmill operations) that reduce arbitrary decision-making for conditional use permits. Use objective and quantifiable conditional use review criteria and consider creating 'major' and 'minor' conditional use categories. See Appendix D for more details.
- e. Add uniform development and design review procedures based on development size/use intensity. For larger developments, include requirements for development impact fees, geotechnical and stormwater plans, and landscape plans.
- f. Develop specific policies to manage junk cars and other debris that can accumulate on residential properties or remote areas of the borough.
- g. Implement a self-regulation or public reporting system for code enforcement to accommodate limited borough resources.
- h. Revise heavy and light industrial zoning to match existing heavy and light industrial uses. Situate future industrial zones proportionate to lot size and adjacent zonings.
- i. Replace 'General Use' with more prescriptive zoning that reduces ambiguity and provides clear understanding of allowable uses.
- j. Encourage higher density residential in areas that have access to public utilities and allow other affordable housing types (i.e. accessory dwellings, multi-plexes, or cottage clusters) in more residential areas.
- k. Promote infill development on lands with existing utilities.
- l. Improve subdivision standards and design to accommodate housing opportunities, protection of natural resources, better connections to existing and planned services, and natural areas.
- m. Review setback standards for anadromous streams to ensure compatibility with current Alaska Department of Fish and Game recommendations.

"A more defined permit process will help with housing and all other development projects. For example, Juneau has more regulations but much less ambiguity in permitting requirements, which reduces risk and costs to developers."

– Stakeholder interview, 2023

Strategy #3: Coordinate with Tribal and Public Partners to improve land use processes and create development opportunities throughout the borough.

- a. Designate a Tribal Liaison for Chilkoot Indian Association and Chilkat Indian Village to keep an open line of communication on all borough developments. Note that Tribal governments have their own transportation, climate action, trails, economic development, and maintenance plans. Collaborate, identify mutual goals, and prevent conflicts.
- b. Ensure a robust development notification system for Public and Tribal partners.
- c. Prior to large land sales by the borough, private landowners, or public partners (the State of Alaska, the Mental Health Land Trust, University of Alaska, or the Bureau of Land Management) and concurrent or prior to subdividing, consider appropriate zoning with community input.
- d. Develop memorandums of understanding (MOU's) and management agreements with University of Alaska and Alaska Mental Health Lands for protecting, managing, and maintaining existing recreation access, and the planning and implementation of new access routes (ie. Mount Riley Trail crosses borough and Alaska Mental Health Lands).
- e. Work with Alaska Department of Fish & Game, State Parks, State Forestry and the Bureau of Land Management to develop an updated Memorandum of Understanding (MOU) for regular review of heliski permitting.
- f. Work with Alaska Department of Natural Resources to update the Haines State Forest Plan.

"Haines needs to involve and be respectful of the Native Community. There needs to be a discussion between the communities on how they can come together, work together, and achieve great things for Haines together."

– Community Survey participant, 2023

Strategy #4: Develop Area-Specific Plans that will guide future growth while maintaining small town character.

- a. Develop and maintain a long-range land management plan for borough-owned properties.
- b. Collaborate with residents to develop sub area plans for the neighborhoods of Mud Bay, Mosquito Lake/Chilkat Lake Road, and the community of Excursion Inlet. See Appendix D for more details.
- c. Develop a 'Downtown Plan' that creates vibrant gathering places, walkable and safe connections, and thriving businesses.
- d. Verify land use continuity for borough lands where state and federal agencies also have management rights. Borough land use to comply with and complement agency land use designations, not conflict.

- i. Where new management plans from other agencies are being developed or updated, collaborate in developing land use policies that meet both parties' interests.
 - ii. As new land management plans are adopted by other agencies, ensure consistency with borough zoning code and other land use plans.
- e. Ensure that adoption of borough plans includes a work plan for incorporation into existing code.

Strategy #5: Maintain and increase access to recreation opportunities for residents of all abilities and all user groups.

- a. Protect, ensure, or obtain public access to recreation use on borough lands and adjacent recreation lands managed by state and federal agencies. Acquire easements and permanent access across state, federal, and private lands where possible. Strive for consistency between various land management plans.
- b. Align mission statement of Parks and Recreation Advisory Board and Borough Code related to Parks, Trails, and Recreation with this Plan.
- c. Incorporate recommendations from existing and future recreation plans, including the Haines Master Trails Plan by the National Park Service, Alaska Region's Rivers, Trails, and Conservation Assistance (RTCA) program, the USDA's Recreation for Rural Economies Plan, and the Haines Economic Development Corporation's (HEDC) Master Trails Plan.
- d. Through the Borough's Parks and Recreation Advisory Committee, collaborate with various stakeholder groups when considering new proposals or plans, including but not limited to those listed in Strategy #5b and: the Haines Visitor Advisory Board and Tourism Department, the Haines Planning Commission, the Ports and Harbors Advisory Committee, Southeast Land Trust, Southeast Conference, the Haines Chamber of Commerce, Haines Huts and Trails, and Tribal Partners.
- e. Resolve recreation access conflicts between motorized and non-motorized users through adoption of consistent code that includes management oversight and land use recommendations by state and federal land managers. See Transportation Chapter, Strategies #1, #3, and #5.
- f. Identify high value landscapes (cultural, historic, traditional, sensitive ecosystems) and ensure land use allows the appropriate level of access and protection to these lands.

Strategy #6: Revise the 2022 Hazard Mitigation Plan and develop/ implement a Regional Climate Adaptation Plan.

- a. Revise the Hazard Mitigation plan to include:
 - A regional approach to mitigation in concert with Tribal partners.

- Large-scale snow avalanche hazard areas as data becomes available from the Alaska Division of Geological and Geophysical Surveys.
- b. Develop a Regional Climate Adaption Plan with Public and Tribal partners. See Appendix D for more details.
- c. Once plans are adopted, create development approval criteria in zoning code from plan recommendations.

Strategy #7: Develop and apply land use policy tools that will promote economic development, create housing, and protect the natural environment.

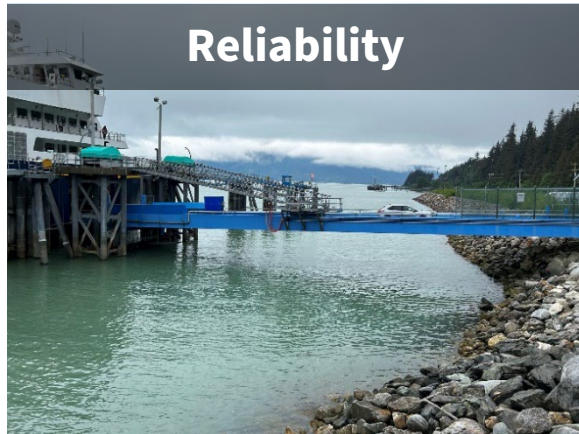
- a. Create a Lands Suitability Plan for the Townsite that identifies development potential for housing, commercial, and industrial uses. See Appendix D for more details.
- b. Use model code from the City and Borough of Juneau’s 2017 Mining Ordinance to regulate offsite development impacts to the borough from large mines, such as noise, traffic, socioeconomic mitigation, and riparian buffers. Include a provision for financial warranties (reclamation bonds).
- c. Work with developers, financial institutions, and state partners (Fire Marshal and Department of Environmental Conservation) to implement low-cost building code regulations for residential uses that reduce ‘buyer-beware’ risks (i.e. establishing oil tank setbacks).
- d. Ensure that development setbacks and stormwater management practices near riparian areas minimize impacts and are consistent with Alaska Department of Fish & Game recommended policies.
- e. Create special use standards for aviation uses (such as air parks and heliports) in rural areas. Base standards on a clear set of parameters, such as acceptable noise levels, lot size minimums, and specific distance requirements from residential areas. Collaborate with the Federal Aviation Association and the State of Alaska Department of Transportation to develop other policies to prevent hazards and promote safety. See Appendix D for more details.
- f. Identify high-value agricultural use areas and develop zoning code to ensure protection from conflicting land use or areas that could be negatively impacted by agriculture use. Agriculture suitability may be based on fertile soil, low slopes, and access to water. See Appendix D for more details.

“Make sure mining is done in a safe and environmentally sound manner and that a portion of profits contribute to the well-being of Haines.”

– Community Survey participant, 2023

3. TRANSPORTATION

Key Themes Guiding the Plan



People can travel to and from Haines via the highway, water, or by air. Each of these routes requires favorable weather, dependable maintenance, and sufficient operations staffing. Inconsistency in reliable ferry and air service is a frequent challenge for the community. Providers expressed that smooth operation of each mode (ferry, air travel) is dependent on the function of the other, i.e., either can become overwhelmed when the other is unavailable and they cannot provide identical services for travelers (e.g., destinations, departure times,

travel duration, movement of large cargo such as vehicles). Rehabilitation of the Lutak dock is also important to maintaining reliable cargo service to Haines.



Haines residents face high fuel prices when driving within and out of Haines, high ticket prices for air services, and high prices for goods due to the cost of shipping freight. Passenger air traffic to and from Haines has declined over the past decade, likely due in part to rising operational costs being passed on to travelers. Incoming air mail and freight has increased during the same period. Rising costs of aviation are tied to the nationwide shortage of pilots, mechanics, and equipment, economy-

wide inflation, and the maintenance needs of the airport facilities. Continued funding and support for the Alaska Marine Highway System is important to ensure the availability of affordable transportation options. Rehabilitation of the Lutak Dock is also important to maintaining affordable cargo service to Haines.

Diverse Transportation Options



Feedback from the survey and community visits indicates that residents would like Haines Borough to support a diverse range of transportation options, including low carbon modes (non-motorized infrastructure, public transit, electric vehicle charging stations), air travel, ferry services, and vehicular travel. There are some roads and sidewalks that residents feel could use improvements, and there is a desire for improved winter maintenance in some areas. Feedback from the community also focused heavily on ports and harbor projects and alternative transportation infrastructure.

Connectivity



Haines is well served by motorized transportation routes; however, the community has indicated that non-motorized transportation routes are not continuous and need to better link community destinations within the built environment. Non-motorized transportation networks would serve locals and visitors alike. Better connectivity is also needed downtown to create accessible routes to various key destinations. Existing facilities downtown that include sidewalks are failing and require replacement and/or accessibility upgrades.

Access to Public Lands



Haines is surrounded by world-class recreation and public lands; however, existing access to these lands does not meet local and visitor needs. New trails, trailheads, and recreation facilities (wildlife viewing, boat launches, etc.) are needed to access recreational opportunities. Those lands with existing access, in many instances, are not meeting needs due to deferred maintenance and resulting facility failures. Accessible routes (Americans With Disabilities Act (ADA) trails) are needed to provide access for all.

Transportation Goals



"It's a work in progress, but the borough does a good job with roads given the resources available."
– Stakeholder interview, 2023

Transportation Strategies and Actions

Strategy #1: Coordinate with local stakeholders to improve the transportation network.

- a. Work with local transportation providers and facility owners to identify and support joint interests at the Tribal, state, and federal level (e.g., nominate projects to the STIP, apply for grant funding, improve maintenance of non-borough-owned infrastructure).
- b. Collaborate with local stakeholders to plan for future electric vehicle infrastructure, as appropriate and based on available funding, public support, and community needs.
- c. Identify opportunities to make passenger and freight transportation costs more affordable.
- d. Support efforts at Haines Airport by DOT&PF to identify and carry out improvements necessary for safe and reliable medevac operations.
- e. Work with public land managers to identify, prioritize, and make improvements to accessing public lands. Many of these partnerships are identified in the Recreation Economy for Rural Communities-Haines Community Action Plan 2023.
- f. Work with state and federal land managers to implement management plan priorities and fund recreational access to and through public lands (motorized and non-motorized). As needed, develop partnerships for implementation, management, and maintenance. Develop formal agreements (MOUs) with all agencies to streamline public lands access and recreation improvements.

"I would like to see a closer partnership between operators and Haines Borough to accomplish shared objectives."

– Stakeholder interview, 2023

Strategy #2: Implement the strategies and actions identified in the 2023 Coordinated Public Transit-Human Services Transportation Plan.

- a. Plan for and implement a transit pilot program to provide access to and from Mud Bay, Lutak, and Haines Highway areas.
- b. Continue coordinating with Tribal agencies to apply for transportation and transit grants.

Strategy #3: Establish additional non-motorized transportation options for residents and visitors.

- a. Develop a non-motorized transportation plan to create a safe and connected bicycle and pedestrian network that is usable year-round by people of all abilities. Prioritize the

development and completion of the Haines Master Trails Plan by the National Park Service Alaska Region's Rivers, Trails, and Conservation Assistance (RTCA) program and Haines Economic Development Corporation (HEDC).

- b. Identify gaps in the existing non-motorized transportation network and prioritize improvements to create a continuous and safe route linking Chilkoot Lake Recreation area, the ferry terminal, downtown, the Portage Cove waterfront, the Fort, Portage Cove Recreation area, the fairgrounds, and the airport. Link to adjacent destinations along corridor.
- c. Incorporate bicycle and pedestrian facilities into road reconstruction projects, as appropriate.
- d. Gather feedback from residents and visitors to identify key routes and destinations for pedestrian, bicycle, and transit amenities such as benches, covered bus stops, streetlights, bike racks, and wayfinding signage.
- e. Implement a bicycle exchange or bike share program, as outlined in the 2023 Coordinated Public Transit-Human Services Transportation Plan.
- f. Identify fully accessible routes in the community (downtown destinations, schools, businesses, recreation facilities, health care, museums, etc.) and implement the development of these routes.
- g. Identify options for fully accessible routes within key recreation areas and provide accessible facilities (trailheads, trails, wildlife viewing areas, fishing access, etc.). Work with land managers as needed for access to and within public lands.

Strategy #4: Continue to maintain and improve ports and harbor infrastructure to support the movement of people and goods and the local economy.

- a. Complete ports and harbor infrastructure improvements as outlined in the Capital Improvement Projects (CIP) Six-Year Plan FY24-FY29 and as recommended by the Ports and Harbor Advisory Committee.
- b. Collaborate with local, short-distance ferry service providers to identify needs and improve the affordability and reliability of services (e.g., invest in port and harbor infrastructure improvements, jointly apply for grants).
- c. Advocate at the state level and coordinate with Department of Transportation & Public Facilities (DOT&PF) to improve the reliability and maintain the affordability of the Alaska Marine Highway System for Haines residents and visitors.
- d. Identify new potential revenue streams, such as a cruise passenger impact fee, to support port and harbor infrastructure improvements.
- e. Invest in port and harbor infrastructure improvements that support the needs of sport and commercial fishing fleets in Haines.
- f. Rehabilitate the Lutak Dock or a suitable alternative to ensure that Haines residents maintain reliable and affordable access to both goods and fuel.

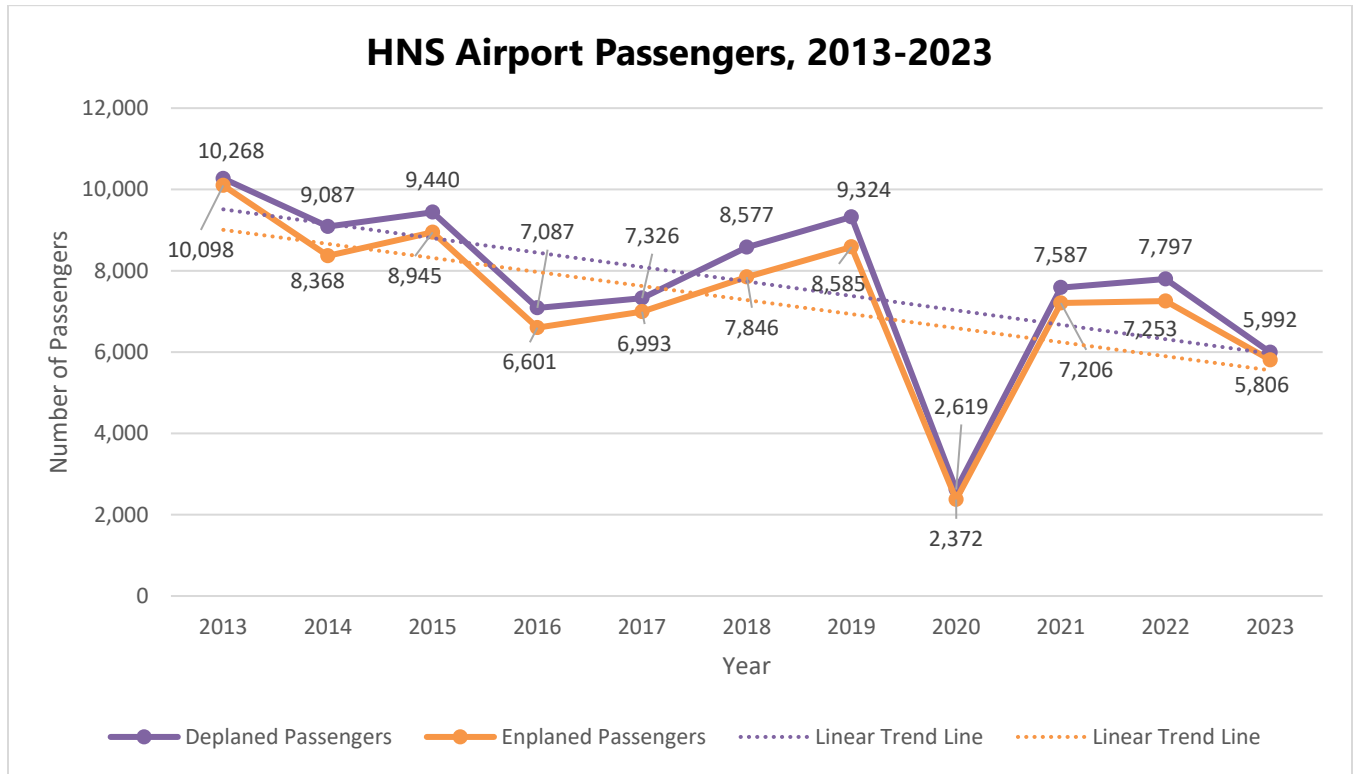
Strategy #5: Continue to invest in the safety and maintenance of the surface transportation network.

- a. Complete the road projects listed in the Capital Improvement Projects (CIP) Six-Year Plan FY24-FY29.
- b. Continue pursuing funding opportunities to improve road, sidewalk, and trail (motorized and non-motorized) safety, such as the Safe Streets for All grant.
- c. Adopt a Complete Streets policy to meet the needs of all users and minimize conflicts between modes. Consider updating Municipal Code 12.08 to improve design criteria and standards according to Complete Streets guidance.
- d. Continue to pursue funding for recreation access to and on public lands (motorized and non-motorized), such as Federal Lands Access Program (FLAP), Great American Outdoors Act (GAOA), Transportation Alternative Program (TAP), and other grant opportunities. Work with public land managers to develop partnerships and provide matching funds for grants, where available.
- e. Identify failing, undersized, or inappropriate road and trail culverts that contribute to flooding and impact the environment (e.g., perched culverts that restrict fish and sediment movement) and prioritize identified culverts for replacement or upgrade.
- f. Improve Haines Highway signage to better identify destinations and recreation opportunities and facilities accessed from the highway.
- g. Consult with the Chilkoot Indian Association and Chilkat Indian Village (Klukwan) about adding Tlingit place names to local signs and maps.

Strategy #6: Plan the transportation network to improve the visitor experience while minimizing disruption to year-round residents.

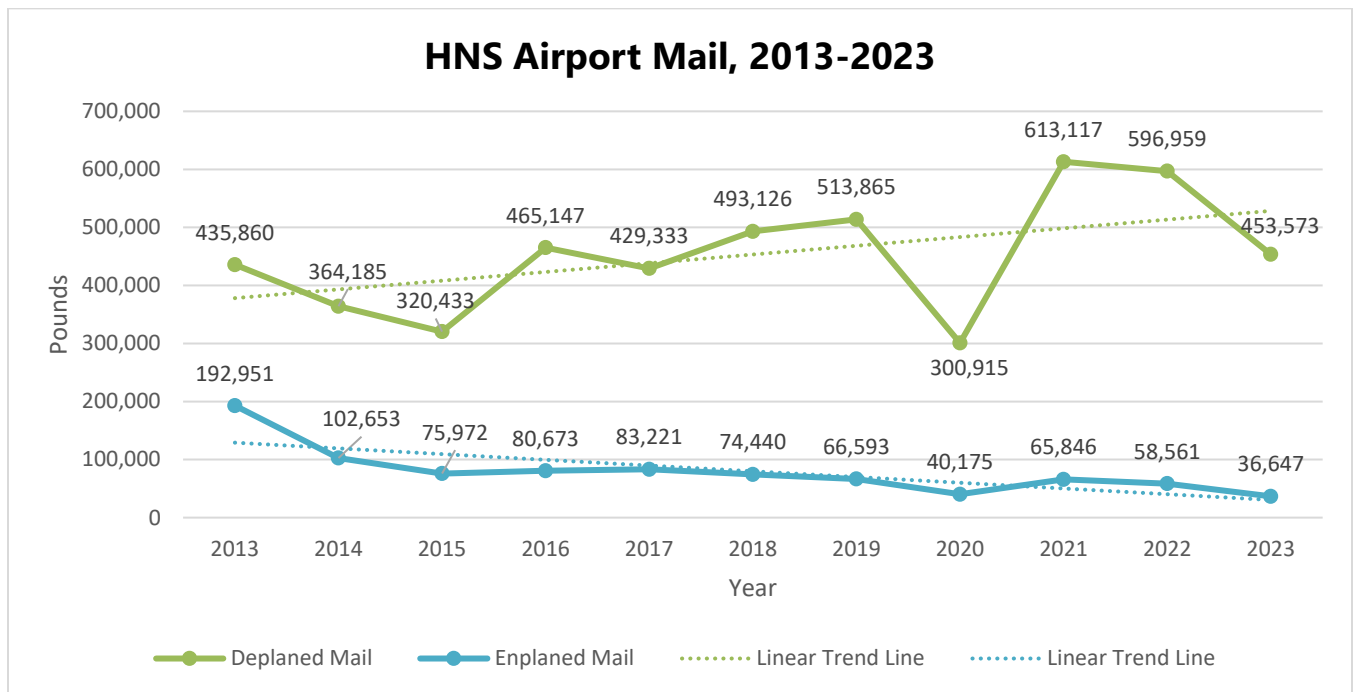
- a. Conduct a traffic study to identify chokepoints and areas with safety concerns. Improve flow for all modes of transportation during peak season to support safer routes.
- b. Ensure public transportation connects to destinations that are relevant to all user groups, including residents and visitors.
- c. Improve wayfinding throughout the townsite and waterfront area to direct visitors to key sites, including businesses and trailheads.
- d. Implement recommendations identified in the Recreation Economy for Rural Communities-Haines Community Action Plan 2023.

Figure 3- 1.



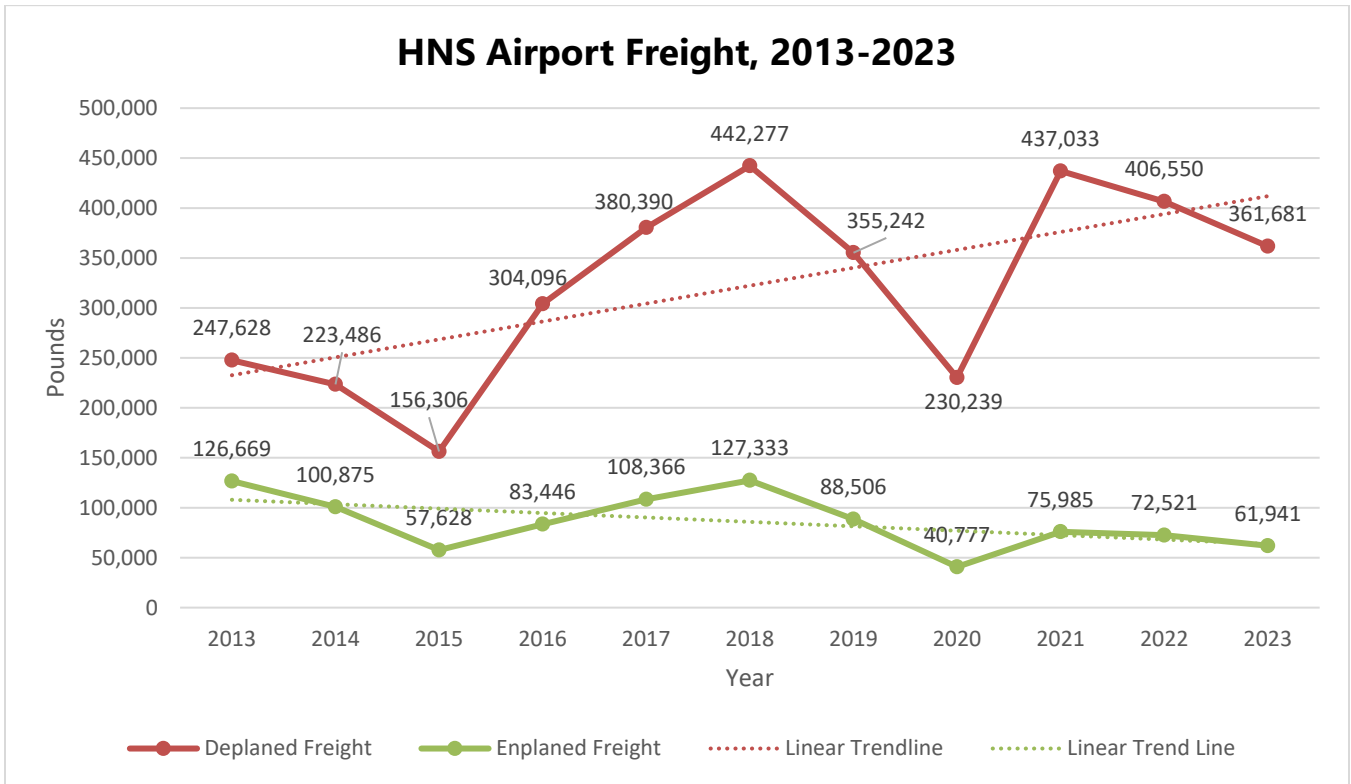
Source: Bureau of Transportation Statistics (BTS) T-100 data, accessed through the Alaska Aviation System Plan (alaskaasp.com).

Figure 3- 2.



Source: Bureau of Transportation Statistics (BTS) T-100 data, accessed through the Alaska Aviation System Plan (alaskaasp.com).

Figure 3- 3.



Source: Bureau of Transportation Statistics (BTS) T-100 data, accessed through the Alaska Aviation System Plan (alaskaasp.com).

Haines Ports and Harbors

Ports and Harbors significant improvements since the 2012 Comprehensive Plan Update and needed improvements in next 10 years as recommended by the Ports and Harbors Advisory Committee.

Figure 3- 4.

Facility	Significant improvements accomplished since 2012	Needs/priorities for the next 5-10 years
Portage Cove Small Boat Harbor	<ul style="list-style-type: none"> • South Portage and Small Boat Harbor dredging • Completion of 600-foot breakwater and wave barrier • Expanded parking lot • New launch ramp facility • Platform for new harbormaster office • Fuel storage tank replacement • New compressor in icehouse • Landscaping along Front Street/Lookout Park • Haul out, dry work area and storage for fishing fleet recently approved 	<ul style="list-style-type: none"> • Designing, funding, building harbormaster office facility • Four season bathrooms for patrons and public • Drive down work float • Float complex for larger vessels • Seasonal boat storage • Better icehouse access • Net float • Replacement of F float (fuel and transient float) • Rebuild hazardous waste shed
Port Chilkoot Cruise Ship Dock	<ul style="list-style-type: none"> • Tressel replacement • New ramp to lightering float 	<ul style="list-style-type: none"> • Floating Dock • Replace dock face decking • Add lighting and capstone to each bollard, replace anodes
Lutak Dock	<ul style="list-style-type: none"> • Retired old ramp, negotiated Alaska Marine Lines to build new ramp • Finalized 95% design for new dock • Acquired funding for dock completion • Installed guard rails • Installed new security gate • Section of dock transferred to State during ferry dock project; State demolished that failing section 	<ul style="list-style-type: none"> • Completing the Lutak Dock restoration project, replacing same footprint of the current dock (recommended by Ports and Harbor Advisory Council (PHAC), install cameras and lighting, and stabilize dock face
Lutak sport ramp launch (Fossman Launch)		<ul style="list-style-type: none"> • Develop plan to rehabilitate launch
Swanson Harbor (Couverden)	<ul style="list-style-type: none"> • Replaced one end of one of the floats 	<ul style="list-style-type: none"> • Complete assessment and float replacement
Letnikof Cove floats, launch and ramp	<ul style="list-style-type: none"> • Moved dock and replaced anchors and chains and moved a walkway to float complex • Installed new pilings that support wooden docks • Replaced a section of wooden docks 	<ul style="list-style-type: none"> • Need new complex (design in progress) • Enlargement of south parking area • North wind wave barrier • Install anodes on piles • Replace launch ramp floats and refurbish pavement for launch ramp • Assess feasibility of vessel haul out

4. UTILITIES

Key Themes Guiding the Plan



The cost of living in Haines is a key concern of Haines residents. Residents need utilities they can rely on for prices they can afford. Water and wastewater services are provided by the borough in portions of the townsite, while solid waste management, power, and communications are provided by private entities. Community concerns focused on improving the reliability of existing cellular service, expanding cellular and water/sewer service to new areas, and ensuring that solid waste and recycling services are affordable, safe, and

convenient for users. Ensuring that utilities are sufficient for both residents and visitors during the busier summer season, and year-round if the community grows, are additional key considerations.



The health and safety of humans, animals, and the environment are priorities for Haines residents. Reducing the potential for human and bear encounters and reducing pollution from wastewater and solid waste disposal systems were identified as concerns related to utilities management. Community wellbeing can be protected by ensuring that borough-managed utility infrastructure such as the water and wastewater systems are maintained to an acceptable standard to achieve regulatory compliance. Community concerns focused on

maintaining the aging water and sewer systems to serve existing residents, seasonal visitors, and future community growth.

“The borough should be concerned with safeguarding essential services.”

– Community feedback at July 2023 public meeting

“The community isn’t growing, but costs are.”

– Stakeholder interview, 2023

Utilities Goals

Goal A



Manage and/or support utilities to be reliable and affordable without adversely impacting environmental quality.

Goal B



Align utility infrastructure investments with Housing, Transportation, and Economic Development goals and strategies.

Goal C



Ensure all utilities are properly maintained and in compliance with health, safety, and environmental regulations.



Utilities Strategies and Actions

Strategy #1: Improve the reliability of utilities, either through direct management or collaboration with utilities providers, for the current system and future community growth.

- a. Adequately budget for routine and unexpected maintenance and equipment needs of the water and wastewater systems.
- b. Account for seasonal peak population when planning future infrastructure improvements and reliability.
- c. Support Alaska Power & Telephone (AP&T) efforts to improve the Goat Lake Hydroelectric Plant to act as a “battery” for the regional energy system, thereby reducing reliance on backup diesel generation during peak times.
- d. Encourage the exploration of wind, additional hydroelectric, and other renewable energy generation sources.
- e. Support and encourage continued development and expansion of infrastructure for high-speed internet, including broadband.
- f. Coordinate with cellular service providers to support the expansion of cell service to key areas including the ferry terminal and Chilkoot Lake. Work with the cruise industry to mitigate cruise passenger impacts on cell network capacity in Haines during the peak tourism season.
- g. Collaborate with landfill manager and solid waste service providers to ensure safe and reliable access to waste disposal services.
- h. Provide sufficient power to port and harbor facilities to support commercial and recreational activities.
- i. Discuss near- and long-term goals with AP&T and Inside Passage Electric Cooperative (IPEC) to ensure power infrastructure investments align with borough plans and priorities.
- j. Explore expansion of water and wastewater services to serve more borough residents, including Small Tracts and Mud Bay.
- k. Implement the water and wastewater system recommendations and complete the prioritized projects outlined in the 2023 Haines Water Master Plan and the 2023 Haines Sewer Master Plan (see the forthcoming appendices).
- l. Ensure that culverts and stormwater/drainage systems are sufficient to handle the increased runoff from higher intensity storms and flooding resulting from a changing climate.

Figure 4- 1.

Haines Water and Sewer Facts from the 2023 Water and Sewer Master Plans (2022 data)	
Haines Public Water System	Haines Sanitary Sewer System
110.1 million gallons potable water produced per year	109.2 million gallons effluent volume per year
301,405 gallons potable water produced per day	0.288 million gallons of wastewater treated per day on average
664 water customers	554 sewer customers
It costs \$4.09 to treat every 1,000 gallons of potable water	It costs \$4.86 to treat every 1,000 gallons of wastewater
163 gallons of potable water produced per person per day	185 gallons of wastewater produced per person per day
24.3 miles of water distribution pipes	17.5 miles of gravity sewer mains & 1.4 miles of force sewer mains
100,000 gallons hauled by bulk water haulers per year	7 lift stations

Strategy #2: Identify opportunities, either through direct management or collaboration, to lower utility costs.

- a. Support utility service providers’ grant applications, as appropriate, to minimize investment costs that are passed on to consumers.
- b. Identify opportunities to increase energy efficiency throughout Haines Borough, for example by sharing information about home weatherization programs and energy efficiency rebates with Haines residents.

Strategy #3: Protect scenic views, wildlife, air, land, and water quality through the proactive management of utilities and regulatory compliance.

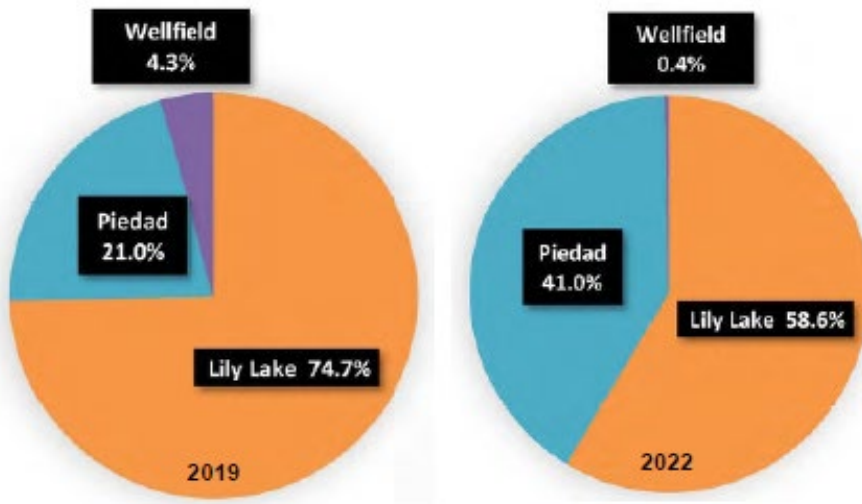
- a. Adhere to all relevant environmental regulations and explore options for additional environmental protections.
- b. Continue to encourage bear-encounter mitigation efforts, including maintenance of borough-owned bear-proof garbage cans, public education, and maintenance of fences around fruit trees.
- c. Establish, or support public-private partnerships in the establishment of a new recycling center. Expand options for scrap metal recycling.
- d. Encourage net metering to support the expansion of residential renewable energy generation, such as solar.
- e. Continue to implement the junk car removal program and explore opportunities to work with scrap metal buyers, solid waste businesses, shippers, and neighboring municipalities to improve the removal, recycling, and reuse process.

- f. Enforce code and conduct regular inspections to avoid potential backflow scenarios in the potable water distribution system.
- g. Develop the stormwater collection system to minimize inflow and infiltration (I&I) in the sewage collection system.
- h. Work with utility providers to explore the feasibility of buried electrical and communications lines for extensions to new areas and replacements in existing areas, where affordable and feasible.
- i. Encourage Dark Sky practices to mitigate light pollution that interferes with viewing stars and northern lights.

“Consolidate waste disposal involving solid waste, recycling waste and hazardous wastes into a single operation which involves regional drop stations and borough-wide involvement through funding derived from the borough budget.”

– Community Survey participant, 2023

Figure 4- 2. Haines Public Water System Percentage of Annual Usage by Source, 2019 and 2022



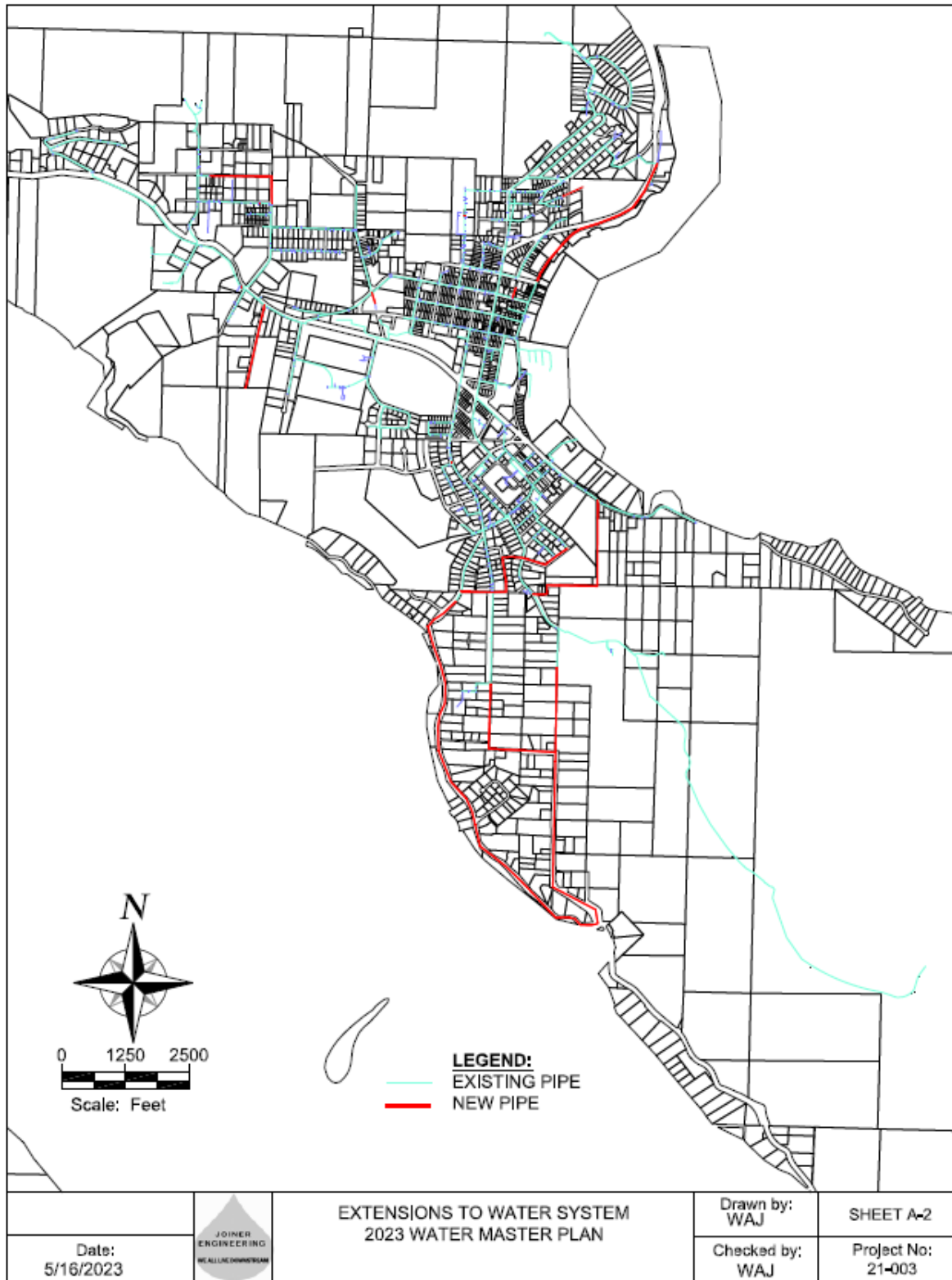
Source: Haines 2023 Water Master Plan.

Figure 4- 3. Haines Public Water System Usage by Month, 2022



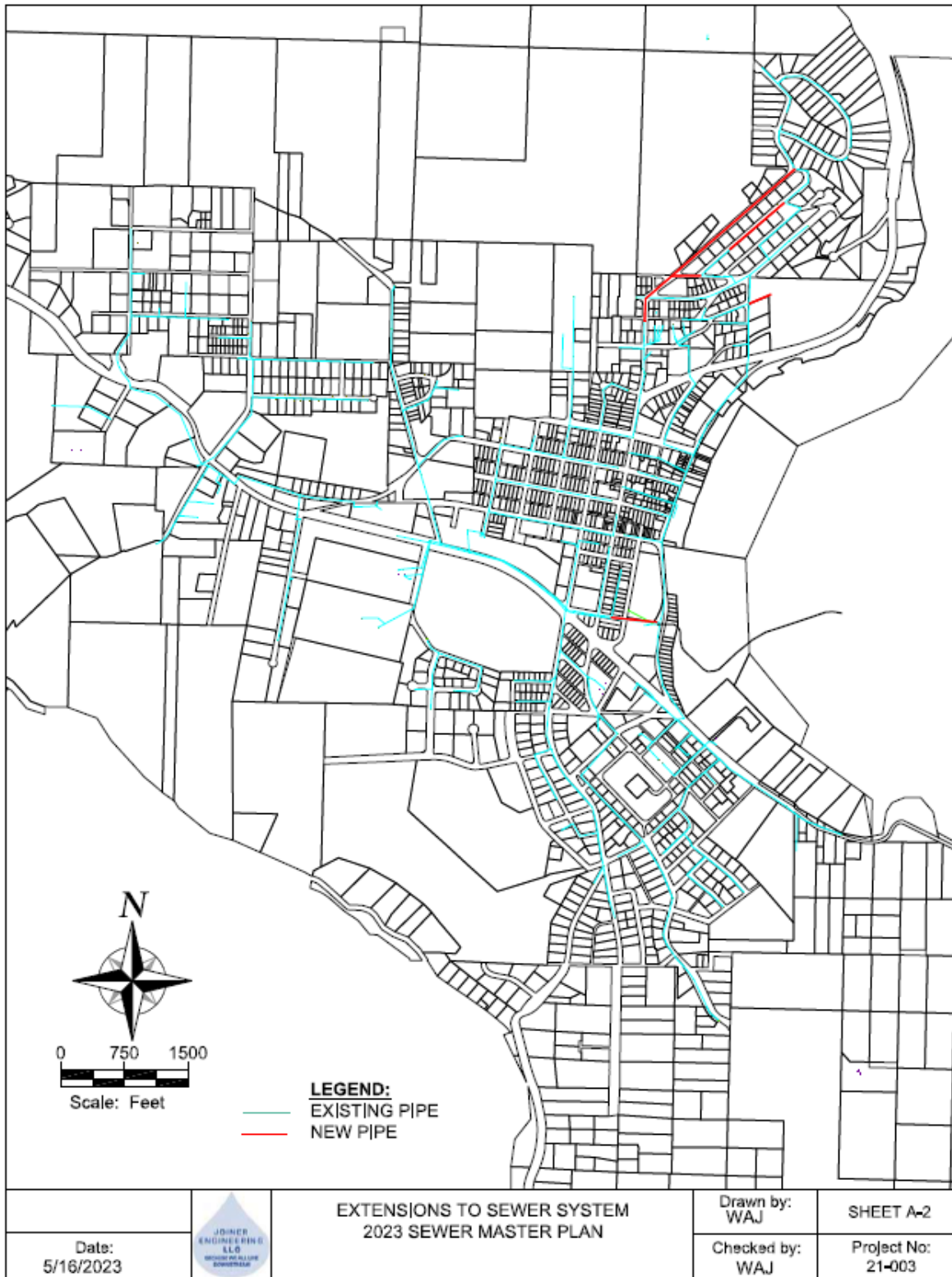
Source: Haines 2023 Water Master Plan.

Figure 4- 4. Extensions to Water System, A



Source: Haines 2023 Water Master Plan.

Figure 4- 5. Extensions to Water System, B

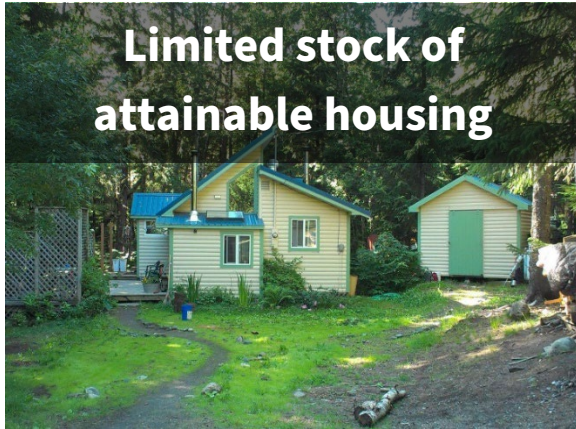


Source: Haines 2023 Sewer Master Plan.

5. HOUSING

Appendices with additional background forthcoming

Key Themes Guiding the Plan



According to the Haines Economic Development Corporation’s Chilkat Valley Housing Survey Report 2022-2023, housing prices in Haines have increased 43 percent over the past five years. The survey also illustrated there is a need for more affordable and attainable housing to support the diversity of individuals, families, and income levels within the community. This became apparent during the severe weather event in 2020 when dozens of residents were displaced with few options for temporary housing. Low income or affordable

housing options are limited as are attainable housing options for professionals recruited to Haines for jobs at the school, local and Tribal governments, and Southeast Alaska Regional Health Consortium (SEARHC.)



There is land available across the Haines Borough for residential development although there is a lack of borough land available within the townsite to offer collaborative development ideas with the local government. New development will primarily rely on private developers on private land, and the high cost of new construction will inhibit the attractiveness of private development without incentives.

“We have limited housing. We have landlords who have raised the price of rentals beyond affordability.”

– Community Survey participant, 2023

“Build and fund housing projects like CIA does or condos so that residents can have safe, affordable, clean, and warm places to live.”

– Community Survey participant, 2023



Haines’ population increases in summer months as seasonal residents move into town to work in tourism, construction, resource development, and other industries. Some employers offer worker housing, but most employees must find their own. The community expresses concern about the rise of short-term vacation rentals that “go dark” in the off-season and remain off the long-term rental market. Many of long-term apartment options are owned by a small number of landlords, limiting competition in rent prices.



Haines does not have local building codes (Haines code cites Universal Building Codes), making it difficult for some potential buyers to finance home purchases, depending on financing requirements. This is especially true for homebuyers who use federal program resources, like Veterans Administration or Housing and Urban Development (HUD) lending programs. This also affects buyers from securing other buyer resources, like rehabilitation financing.

“Not being able to live in yurts or trailers except in limited areas reduces affordable housing options.”

– Community feedback at September 2023 public meeting

“More families would stay in Haines if housing was more affordable.”

– Community Survey participant, 2023



Adjoining uses between zoning areas are not always compatible with future residential development. For example, residential zoning butts up against commercial zoning on Union Street, resulting in an industrial trucking route connected to the Haines Highway cutting through a residential neighborhood along Fourth Avenue. This presents possible conflicts in future development and may be unattractive to potential developers.



The Haines Borough does not have the power under the charter to address "housing." This could cause confusion about what the planning commission and administration may prioritize, fund, or devote staff time to when addressing housing needs.

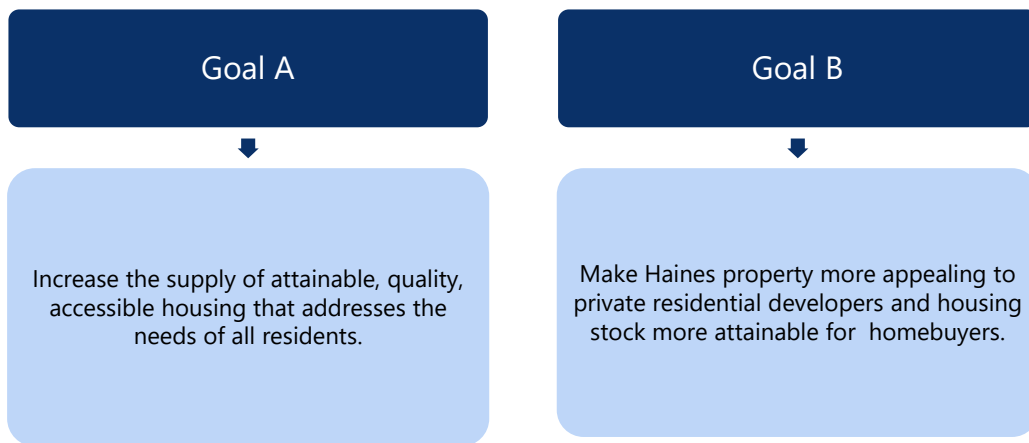
"Build another subsidized housing facility similar to Dusty Trails. I am deeply concerned that low-income seniors are going to be pushed out of Haines due to increasing rental costs and they are a vital part of our community."

– Community Survey participant, 2023

"Invest or build affordable housing communities so that young people can stay and raise families. Young people want to stay but can't afford modest homes."

– Community Survey participant, 2023

Housing Goals



Housing Strategies and Actions

Strategy #1: Pursue options for removing regulatory barriers and incentivizing development to increase the availability of attainable, quality, accessible housing.

- a. Explore the technical assistance programs and grants, such as HUD, for municipalities aimed at removing regulatory barriers to promote more affordable housing.
- b. Consider rezoning to allow for higher density housing. An example could be to allow all lots to accommodate duplexes or greater.
- c. Incentivize “in fill” development in townsite.
- d. Reduce minimum lot size for all zoning districts that allow housing to incentivize smaller units and/or smaller lots which improves the feasibility of building new housing. (The borough could also evaluate the potential of reducing the minimum lot size or consider allowing ADUs or duplexes on larger threshold minimum lots.)
- e. Monitor short-term rentals and “dark homes” and their impact on the housing market. Regulations may not be recommended or possible, but the Planning Commission could review and update the definition of short-term rental in code, to lay the foundation for future regulation, if needed.
- f. Institute financial incentives for owners to live in their housing units, including evaluating local property tax exemption rules to ensure that exemptions are being applied to owner-occupied units.

- g. Work with community-based property management companies to explore a program or agreement that can match property owners to those in need of temporary housing (while looking for a home or having a home built).
- h. Explore ideas for assisting with inspections and certifications needed by some homebuyers using certain financing programs. While it would be expensive to stand up a Borough Building Department with a certified inspector, the borough and/or local organizations could collaborate with homebuyers to bring in inspectors, as needed.
- i. In recognition of limited powers for housing in the borough charter, explore how other borough powers can assist in incentivizing residential development, i.e., zoning, transportation, utilities, taxation, etc. For example, requiring fuel tank and septic tank inspections could help address community concerns about fuel and waste contaminants.

Strategy #2: Maintain Housing Task Force and continue to support local cross-sector collaboration on housing.

- a. Utilize the task force to bring together builders, contractors, developers, and local organizations to leverage funding opportunities and each partner's strength to develop more housing. Examples include the borough partnering with Chilkoot Indian Association to develop housing or the Haines School District partnering with SEARHC to apply for Teacher Housing, Health Professional and Public Safety funding from Alaska Housing Finance Corporation (AHFC.)
- b. Collaborate with Tlingit and Haida Regional Housing Authority on its programs providing financial education for homebuyers and training for local build crews.
- c. Raise awareness to encourage local builders to abide by AHFC minimum building standards. This would assist in the future development and sale of homes, especially for homebuyers using financing programs requiring specific inspections and certifications.
- d. Partner with Alaska Housing Finance Corporation to promote and encourage training opportunities for certifying energy and building inspectors locally.
- e. Connect with Alaska Housing Finance Corporation as it stands up its Framework for Responsive Code Development program; the program aims to assist Alaska communities to implement codes that ensure housing is safe, functional, and accessible.
- f. Partner with the school district and regional workforce development programs to explore the use of equipment and technology to support manufactured and mobile home housing that requires less local labor and could improve opportunities for new housing immediately. Research technology and grant opportunities to explore feasibility of emerging technologies in home building, like 3D printing and alternative building methods for northern regions. Provide incentives where possible, for example, by covering the cost of a crane/boom for the building season.

- g. Interview/survey large employers to better understand how the lack of housing is impacting retention and recruitment efforts.

Strategy #3: Continue gathering data and lands information to aid in future development. (Cross reference with the Land Use & Environment chapter.)

- a. Complete housing stock report and buildable lands inventory. Conduct targeted borough land disposition for housing with specific objectives in mind: manufactured housing, smaller lots for more affordable ownership and rental product, duplexes, and triplexes. Note: The strategic approach to land disposition could occur through targeted negotiations/partnerships with local organizations, such as Chilkoot Indian Association and Tlingit and Haida Regional Housing Authority. In addition, request for proposal processes could be used to select developers/contractors and associated homebuyers for selected borough owned lots with specific housing objective. The borough will need to build capacity internally or through contractor support to pursue these types of strategic land dispositions.
- b. Complete environmental constraints mapping to identify where housing can be sustainably and safely built.
- c. Update housing indicators (suggested below) annually to track housing issues, constraints, needs, and opportunities. Prepare a housing needs assessment to estimate the number of units needed for new construction and rehab.

*“The top project needed, according to Haines residents, is the Lutak Dock project, comprising approximately 10% of all weighted responses. **The next most critical project was the development of affordable housing in the community, with 7% of all project comments focused on housing.**”*

- Haines Community Survey Assessment, 2023

Figure 5- 1.

Indicator	Description	What it tells us	Sources
New Housing Units	Quarterly report of new single family, multi-family, and mobile home units	Tracking the number of new housing units added to the market can help track how well the market is responding to demand and track progress towards new housing goals.	AHFC Alaska Housing Market Indicators Report (available at https://www.ahfc.us/efficiency/education-and-events/research-information-center/alaska-housing-market-indicators or https://live.laborstats.alaska.gov/housing/new.html)
Housing Occupancy + Vacancy Rates	Total occupied/vacant housing units, homeowner vacancy rate, rental vacancy rate	Vacancy rates below 5% are an indication of a tight housing market that could limit housing mobility and is often a sign of pent-up demand. A growing number of vacant units can also be an indication that the housing supply is not meeting the needs of residents and the existing housing stock is not being used to its full potential.	U.S. Census Bureau, American Community Survey (ACS) 5-Year Estimates: Table DP04 SELECTED HOUSING CHARACTERISTICS (available at https://data.census.gov/)
Housing Tenure	Owner-occupied housing units, renter-occupied housing units, and average household size for both owner-occupied and renter-occupied units	If there is equal demand for ownership and rental housing in your community or if there is a specific need for one or the other. Household size can add additional nuance into what size of housing units renters vs owners are looking for.	U.S. Census Bureau, American Community Survey (ACS) 5-Year Estimates: Table DP04 SELECTED HOUSING CHARACTERISTICS (available at https://data.census.gov/)
Overcrowding	Occupants per room (overcrowding is defined as more than 1.0 person per room and severe overcrowding is defined as 1.5 or more people per room)	Often an indication of pent-up demand within a community.	U.S. Census Bureau, American Community Survey (ACS) 5-Year Estimates: Table DP04 SELECTED HOUSING CHARACTERISTICS (available at https://data.census.gov/)
Affordability	Selected monthly ownership costs as a percentage of household income (SMOCAPI) and gross rent as a percentage of household income (GRAPI)	Households that spend more than 30 percent of their total income on housing costs are considered to be cost burdened. Spending a larger portion of household income on housing limits the amount of income available for other non-discretionary spending, such as food, clothing, and transportation.	U.S. Census Bureau, American Community Survey (ACS) 5-Year Estimates: Table DP04 SELECTED HOUSING CHARACTERISTICS (available at https://data.census.gov/)

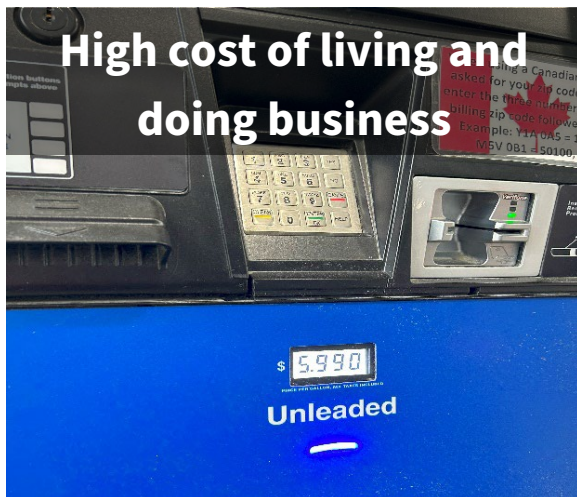
Median Family Income	Median family income and HUD income limits broken down by persons in family and income limit category	The Department of Housing and Urban Development (HUD) sets income limits that determine eligibility for assisted housing programs including the Public Housing, Section 8 project-based, Section 8 Housing Choice Voucher, Section 202 housing for the elderly, and Section 811 housing for persons with disabilities programs.	The Department of Housing and Urban Development, FY 2023 Income Limits Summary (available at https://www.huduser.gov/portal/datasets/il.html#query_2023)
Local Building Permit Activity	Data collected by local assessors on the number and or type of building activity occurring in the community	Data around building activity in the community can help track how well the market is responding to demand and track progress towards new housing goals.	Local Accessors/Municipal Planning Departments
Housing Wage	Housing wage is an estimate of the hourly wage a full-time worker must earn to afford a modest rental home at HUD's fair market rent (FMR) without spending more than 30% of their income on housing costs	Illustrates the gap between renters' wages and the cost of rental housing.	National Low Income Housing Coalition, Out of Reach Dashboards (available at https://nlihc.org/oor/state/ak)
Population Estimates/ Components of Change	Components of change include births, deaths, and net migration.	Helpful information around how a community is changing/growing and what role housing could play in population dynamics moving forward.	Alaska Department of Labor and Workforce, Alaska Population Estimates (available at https://live.laborstats.alaska.gov/data-pages/alaska-population-estimates)

6. ECONOMIC DEVELOPMENT

Key Themes Guiding the Plan



Haines has a uniquely diverse economy, providing some level of stability and resiliency. The main sectors of the economy (by employment and earnings) currently are the visitor industry, health and social services, construction, trade, local government, and seafood (not including self-employed sectors such as commercial fishing.)



Haines residents face high fuel prices when driving within and out of Haines, high ticket prices for air services, and high prices for goods due to the cost of shipping freight. Passenger air traffic to and from Haines has declined over the past decade, likely due in part to rising operational costs being passed on to travelers. Incoming air mail and freight has increased during the same period. Rising costs of aviation are tied to the nationwide shortage of pilots, mechanics, and equipment, economy-wide inflation, and the maintenance needs of the airport facilities. Continued funding and support for the Alaska Marine Highway System is important to ensure the

availability of affordable transportation options. Rehabilitation of the Lutak Dock is also important to maintaining affordable cargo service to Haines.

“Positive business potential exists in Haines but is hindered by divisive political climate, regulatory delays and uncertainty, high operating costs, skilled labor shortages, and dragging business vitality.”

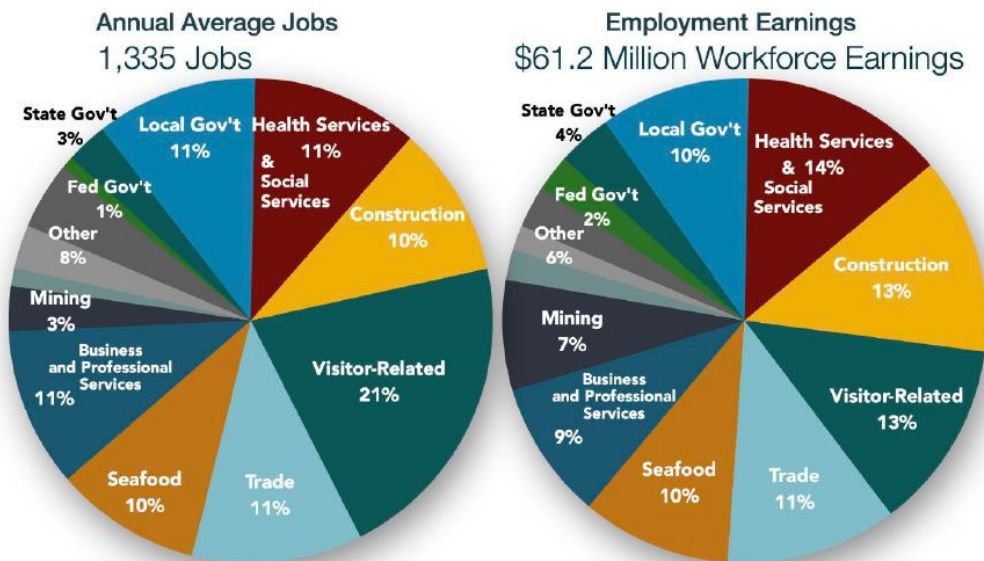
– Haines By the Numbers, 2023

“The work of the nonprofits adds so much to our community. They provide services that improve the quality of community life and also are an important economic factor in the community.”

– Community Survey participant, 2023

Figure 6- 1.

Haines By the Numbers 2022



Diverse opinions on economic development initiatives

Haines residents have varying and sometimes divisive perspectives about economic development goals surrounding industrial development and large scale mining. There is widespread agreement about other initiatives including expanding agricultural opportunities, continued support for commercial fishing, improving internet and cell service, attracting remote workers, expanding health services, and increasing “recreational tourism” opportunities.



Unique transportation connections

Haines is uniquely situated for economic activities, linking the Alaska Marine Highway System to the road system, as well as the proximity to Canada and federal and provincial national parks that are popular with both visitors and residents. It has an ice-free deep-water port and year-round road access to Canada, Interior Alaska, and the contiguous United States.



Access to subsistence activities is an important economic component for many Haines residents. Subsistence hunting, fishing, and gathering provides a base food supply for many households. Subsistence activities are also an important cultural practice for many residents. Protecting subsistence resources and access to these activities requires planning to complement rather than compete with other activities and promoting subsistence activities as important for food security and the health of the community.

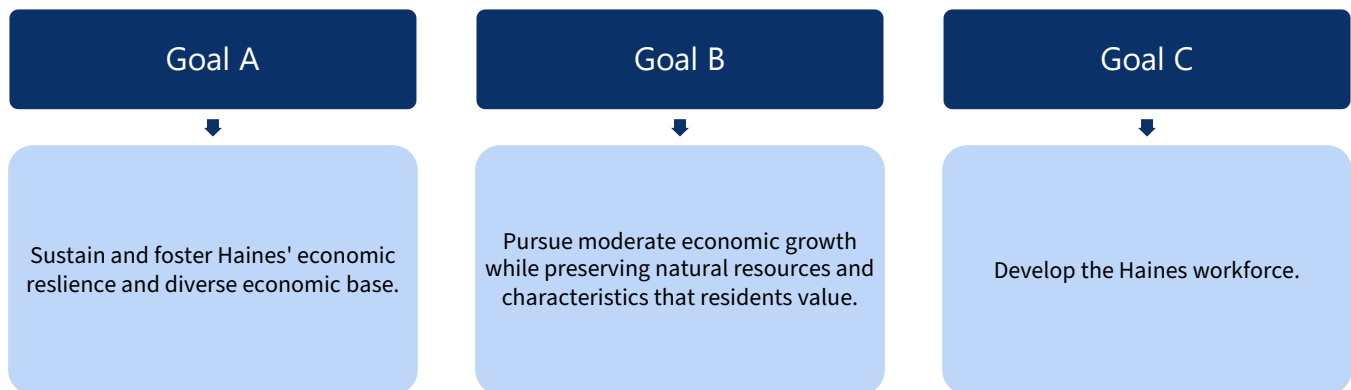
"Encourage economic growth. In order for our country to go green, it WILL need resource extraction. Better to have it in a country with some of the strictest oversight in the world than some third world country. Welcoming and encouraging the Palmer Project will create multiple other viable industries and good paying jobs in our community."

- Community Survey participant, 2023

"Encourage long-term, sustainable community economic development initiatives, not high-risk, short-term boom-and-bust extraction projects including the Palmer Project that will vacate the community within a few short years, taking its temporary jobs with them. Economic development should be pursued through the lens of "Seven Generations": what future do we want our children, and our children's children to inherit?"

- Community Survey participant, 2023

Economic Development Goals



Economic Development Strategies and Actions

Strategy #1: Support the existing foundations of Haines economy

- a. Support implementation of Haines Economic Development Corporation's Five-Year Economic Development Strategy.
- b. Support increasing Alaska Marine Highway reliability and consistency. Create a stronger Haines advocacy network and "community champions" for marine highway issues.
- c. Acknowledge and consider ways to support the impact of non-profits on the Haines' economy, including providing employment opportunities, community services, and attractive quality of life services.
- d. Support both the commercial fishing fleet through maintenance and upgrades to small boat harbor infrastructure as well as the local businesses that provide services and value-added fish products. Advocate for salmon and salmon habitat protection to maintain a healthy Lynn Canal fishery and commercial fleet. (See additional actions in Transportation Chapter related to ports and harbors.)
- e. Support Southeast Alaska Regional Health Consortium's efforts to find suitable land to build a replacement clinic in Haines. Engage with Southeast Alaska Regional Health Consortium (SEARHC) to determine how to accommodate future workforce and housing needs for expansion of services.
- f. (Additional actions supporting foundations of Haines economy cross-referenced under Strategy #3.)

Strategy #2: Increase moderate, sustainable growth in tourism with improvements that support small businesses, entrepreneurs, tourists, and residents.

- a. Pursue a Regenerative Tourism approach to plan for an increase in visitors to Haines, an approach that aims to improve the social, environmental, and economic conditions of the community, improve visitor experiences, increase consistency in number of visitors, support business growth, increase sales tax revenue, and foster community collaboration and coordination.



Regenerative Tourism

Regenerative Tourism is a holistic approach to tourism that proactively works to improve ecosystems, elevate local economies, and promote meaningful and responsible visitor experiences. Authentic local representation, deep community involvement, and practical and innovative steps for conserving and enhancing the environment are central to this approach. Regenerative Tourism reveals how the industry can protect, enable, and grow strategies that benefit communities, cultures, and ecosystems of Southeast Alaska.

- b. Increase amenities and services for both independent and cruise travelers including:
 - Support implementation of the Community Action Plan and the Recreation Economy for Rural Communities program.
 - Increase the supply of both short- and long-term camping options, especially close to town.
 - Upgrade restrooms, showers, and other facilities at the small boat harbor for transient moorage users and commercial users.
 - Provide easier access to waste disposal services for visitors, especially those in RVs.
 - Continue and increase public transit opportunities for visitors. Explore linking public transit opportunities with Alaska Marine Highway terminal to downtown. (Specific actions detailed in the Haines Borough's Coordinated Public Transit-Human Services Transportation Plan 2023.)
 - Continue progress on new floating dock at the cruise dock facility.
 - Develop a short-term plan to address the increase of independent visitors to Excursion Inlet to protect the safety of visitors and residents and maximize potential opportunities.
- c. Pursue a more consistent docking schedule for cruise ships.
- d. Prioritize advocating for better cell service during summer months for both visitors and residents by working with cruise companies to coordinate wi-fi usage on ships with port calls in Haines and working with cell providers to understand challenges and possible partnerships that can provide more consistency of cell service.

Strategy #3: Expand vocational and technical education opportunities to Haines youth and residents.

- a. Work with University of Alaska Southeast, Central Council of Tlingit Haida, and other partners to expand the availability of training programs for needed trades and established industries in Haines including visitor services, manufacturing, construction, and marine trades.
- b. Support Haines School District's workforce development initiatives, especially those in the healthcare field as SEARHC looks to expand services in Haines.
- c. Partner with local employers to offer job shadowing and internship programs. Provide incentives like scholarships to interns and grants to businesses to ease the burden of these training opportunities on the business and participants.
- d. Continue partnerships with and support of Chilkoot Indian Association, Spruce Root, and Sustainable Southeast Partnership providing resources and trainings for local artisans and entrepreneurs.
- e. Expand the Haines Revolving Loan fund or similar programs for local business development and support.

"The Haines economy is unique in that it has eight similarly sized economic drivers. Because Haines has such a balanced and diversified economy, it is resilient and more able to withstand economic shocks."

-Haines by the Numbers, 2023

"Economic considerations, whether related to business, mining, or tourism, remain a pivotal point of discussion."

- Haines Community Survey Assessment, 2023

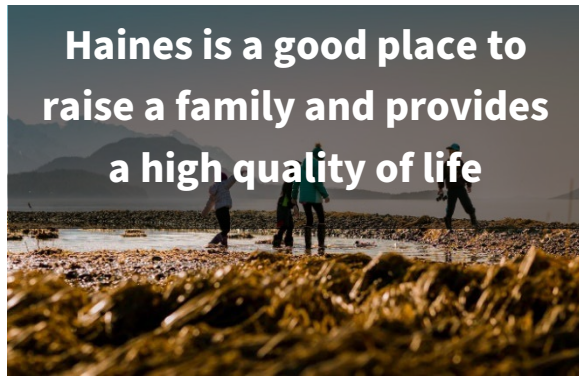
Strategy #4: Support efforts to increase localized food security, energy efficiency, and subsistence activities.

- a. Offer incentives for local food security efforts, such as land use for growing and storing food, through one-time subsidies or equipment grant programs, such as one-time subsidies to residents who start, maintain, or expand a food garden at the rate of 50 cents per square foot up to 500 square feet per applicant.
- b. Partner with University of Alaska Southeast and other organizations to provide skill clinics for hunting, fishing, gardening, farming, and plant knowledge for personal use and food security.
- c. Protect subsistence resources and access areas for use by residents, prioritizing traditional subsistence areas of significance to Chilkoot Indian Association and Chilkat Indian Village citizens.

- d. Explore feasibility of incentivize energy efficiency in homes using heat pumps or alternative energies, such as voluntary carbon offset programs funded by visitor donations, such as a program that encourages visitors to donate to a “carbon reduction fund” to offset their activities that are then used to subsidize heat pump installation for residents.

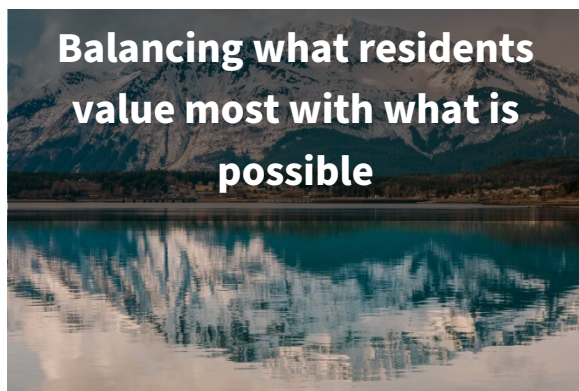
7. QUALITY OF LIFE

Key Themes Guiding the Plan



According to the 2023 Comprehensive Plan Community Survey, a combined nearly 80 percent of residents rate Haines as “good” (45%) and “excellent” (37%) place to raise a family (Figure 7- 1). Over 50 percent of residents also rate quality of life in Haines as “high” (Figure 7 - 2), and almost 50 percent indicate quality of life as “moderate”. A potential indicator of how residents define “high” quality of life are responses to the question “what do you like most about living in Haines?”, where

residents selected their top 3-5 choices among material and immaterial factors. Of those factors selected over 30 percent include the area’s “natural environment,” “access to recreation and subsistence resources and activities,” and “small-town atmosphere,” including a “safe and quiet community.” These same sentiments for what make life good in Haines were expressed by a group of youth during a classroom activity at Haines High School in September 2023 (Figure 7- 2.).



Survey results indicate quality of life ratings for Haines residents have declined since a similar question was asked in 2011. This shift indicates some challenges and potential threats to what residents value most about living in Haines, and what comprises a “high quality of life”. This is potentially best understood by resident responses to the question “What makes it challenging to live in Haines?”. Recurring themes from the 2023 survey include: “high cost of living,” “political divisiveness,”

“limited access to healthcare services,” and “limited access to economic opportunities” (education and jobs). The factors that make Haines a quiet and small town and the characteristics residents enjoy, also indicate a challenging seasonality to the Haines economy and population; these qualities impact access to and predictability of doing business, finding workers, and accessing services in Haines, especially in the winter months.



From the 2012 Comprehensive Plan policies and through recent resident input, the community's appetite for growth can be characterized as "moderate," with some residents desiring less or more growth (Figure 7- 6.). Like other small Alaska communities, this appetite for moderate growth, and the seasonality of the Haines economy can limit what is feasible for a community the size of Haines, but it is not insurmountable. Collective and collaborative planning and advocacy for projects that will contribute to Haines quality of life in key areas

will increase the likelihood of preserving what residents love most and address gaps and areas of need as defined below.

High Cost of Living & Access to Economic Opportunities

See "Economic Development" and "Borough Management" for an overview of key themes and potential policies.

Recreation

In all communications with residents, access to recreational opportunities is what residents like most about Haines and is a key factor in why they choose to stay and is why visitors choose the community and area as a destination. To preserve and grow recreational opportunities, the community recently completed the "Recreation Economy for Rural Communities Community Action Plan" (RERC Action Plan). Related, the borough mayor has recently reactivated the Haines Borough Parks and Recreation Advisory Committee as a step toward mobilizing the community to prioritize and implement recreation-related strategies and actions. In alignment with community feedback, among the potential priorities for the committee and partners to consider are the actions identified in the RERC; a community center or indoor recreation space, including potential redevelopment of existing facilities; planning for the Townsite Core community/green spaces; and more. These opportunities will contribute to increased quality of life for residents and enhanced experience for visitors. Some related accomplishments since adoption of the 2012 Comprehensive Plan:

- The creation of the Chilkoot Indian Association's in town trail system near its housing development.
- Takshanuk Watershed Council's improved access to Jones Point.
- Community members promoted and groomed trails at 25-mile as a winter recreation area.
- In working to protect historic and cultural resources and values, the Anway Cabin was rehabilitated, Tlingit Park and Cemetery were improved, and preservation work at Eldred Rock Lighthouse was continued.
- The parade grounds ownership was transferred to CIA.
- Formation of the Haines Huts and Trails group and related planning efforts.

- Haines Sportman’s Club has made almost \$250,000 in improvements including upgrading ranges, bathroom facilities, second trap range, and a skeet range.
- Chilkat Snowburners have hosted multiple events for motorized recreation including bringing back the Chilkat Lake 100, Mosquito Lake Race, oval races and fun days for boats, ATVs and snowmachines, and continued the Alcan 200 International Race (52nd year).
- Haines Gals Shooting Club has hosted multiple training events and recreational shooting opportunities.

Education

Haines School District enrollment has decreased approximately 14% over the last ten years (Figure 7-8.), with some up and down ticks, but generally ranging from 250 to 300 students per school year. The 2013-2014 dip in enrollment did impact the Mosquito Lake School which was closed after not meeting the state’s enrollment threshold for funding (10 students). In contrast, Klukwan Schools (not a part of the Haines School District) have experienced increased enrollment as families are drawn to unique offerings, including cultural and outdoor programming. Additionally, some families prefer to homeschool – for these students, the school district receives a partial Base Student Allocation (BSA), or approximately 30 percent of what they would receive if that student were attending in person.

As noted in the Borough Management chapter, like most public schools in the state, funding for Haines Schools is threatened by continued flat funding of the BSA, the State of Alaska’s constitutionally mandated contribution to Alaska’s public schools. Without an increased BSA, Haines Schools struggle to meet funding needs for salaries to pay teachers and support staff to deliver curricula and support facilities to ensure quality education that prepares Haines’ young people up for their future education/career path. Although the borough has had the flexibility to leverage other funding sources, like the municipal permanent fund to help meet gaps, that is not sustainable in the long-term, as the borough also pays down school bonds over the two years and looks to additional bonding opportunities for improved facilities.

In the 2023 communitywide survey and other outreach, some residents also expressed a desire for more postsecondary education and/or training opportunities, including a potential local college, satellite campus, or the University of Alaska Southeast. Please see the Economic Development chapter for potential strategies and actions that leverage partnerships with the university and Tribal entities that have robust workforce development programs, including those focused on teaching and growing subsistence-related skills across Southeast Alaska.

Health, Wellness, & Safety

Residents identify the combined high cost and limited availability of health and long-term care services among the top challenges of living in Haines. According to U.S. Census and State of Alaska Department of Labor and Workforce Development, Haines is the second oldest community in Alaska. Those Elders/seniors that choose to stay in Haines will require additional facilities and services to meet their

needs. This includes consideration of Elders/seniors that are less ambulatory that require assistance to access and enjoy programs, services, and facilities across the borough, including recreational opportunities. There is some positive movement to address these needs, including SouthEast Alaska Regional Health Consortium’s investigation of a potential site for a replacement clinic in Haines which includes seeking parcels that are large enough and have suitable soils for development. Please see the Economic Development chapter for a related strategy aimed at public-private partnerships that would support this project, including training that would prepare the Haines workforce for jobs at a potential new clinic.

Public safety, including concern for and support of increased capacity and improved facilities, in Haines is a recurring theme of comprehensive plan community outreach and evident in past, current, and related plans for addressing those gaps (see Figure 7- 7. – residents selecting “public safety” for funding priorities). Some examples of what has been achieved since the 2012 Comprehensive Plan:

- Expanded emergency response to outside Townsite services area.
- Completed an enhanced 911 system upgrade.
- Created and supported Becky’s Place Safe House.
- Completed 65 percent design for a new public safety building.
- Grew capacity for emergency response after pandemic and 2020 storm event.

More recently, the borough has initiated an audit of the fire department to evaluate the current funding model and to strategize long-term sustainable solutions to meet current and projected fire and emergency management system needs. The borough and regional partners have also completed plans that will contribute to the increased health and safety of the residents in response to a changing climate and environmental conditions and other emergencies and/or natural disasters. Example plans include the Haines Borough Hazard Mitigation and Emergency Operations Plan (both 2022), Central Council of the Tlingit Haida Indian Tribes of Alaska Climate Change Adaptation Plan (2019).

Network of Community Partners

Many residents express gratitude for the robust non-profit and related partners network in Haines. For example, a new group since the 2012 Comprehensive Plan was adopted, the Chilkat Valley Community Foundation (CVCF) was created. The organization now has a fund of approximately \$600,000 and plays a vital role in supporting non-profits, community organizations, and improving the quality of life in Haines. The most current information regarding CVCF efforts and funding can be found at chilkatvalleycf.org.

There have also been increased awareness and activity around agriculture and food security, including Marvin Gardens, the Victory Garden at Mosquito Lake School, the Haines Farmers Market (and inclusion of Supplemental Nutrition Benefits Program benefits), and in general, more local businesses started that involve agriculture and farming.

"In times of need people rally and help everyone, but the divisiveness that occurs at other times is less than ideal. The wild, quiet beauty and clean air and water are essential to quality of life here. The work of the nonprofits adds so much to our community. They provide services that improve the quality of community life and also are an important economic factor in the community. The volunteer opportunities are important in community building."

– Community Survey participant, 2023

"Small town vibe where in general you can trust that others in town have your best interests at heart and are not too busy to lend a hand. Most of the community members are friendly and inviting and genuinely care for and maintain (or improve) the collective quality of life."

– Community Survey participant, 2023

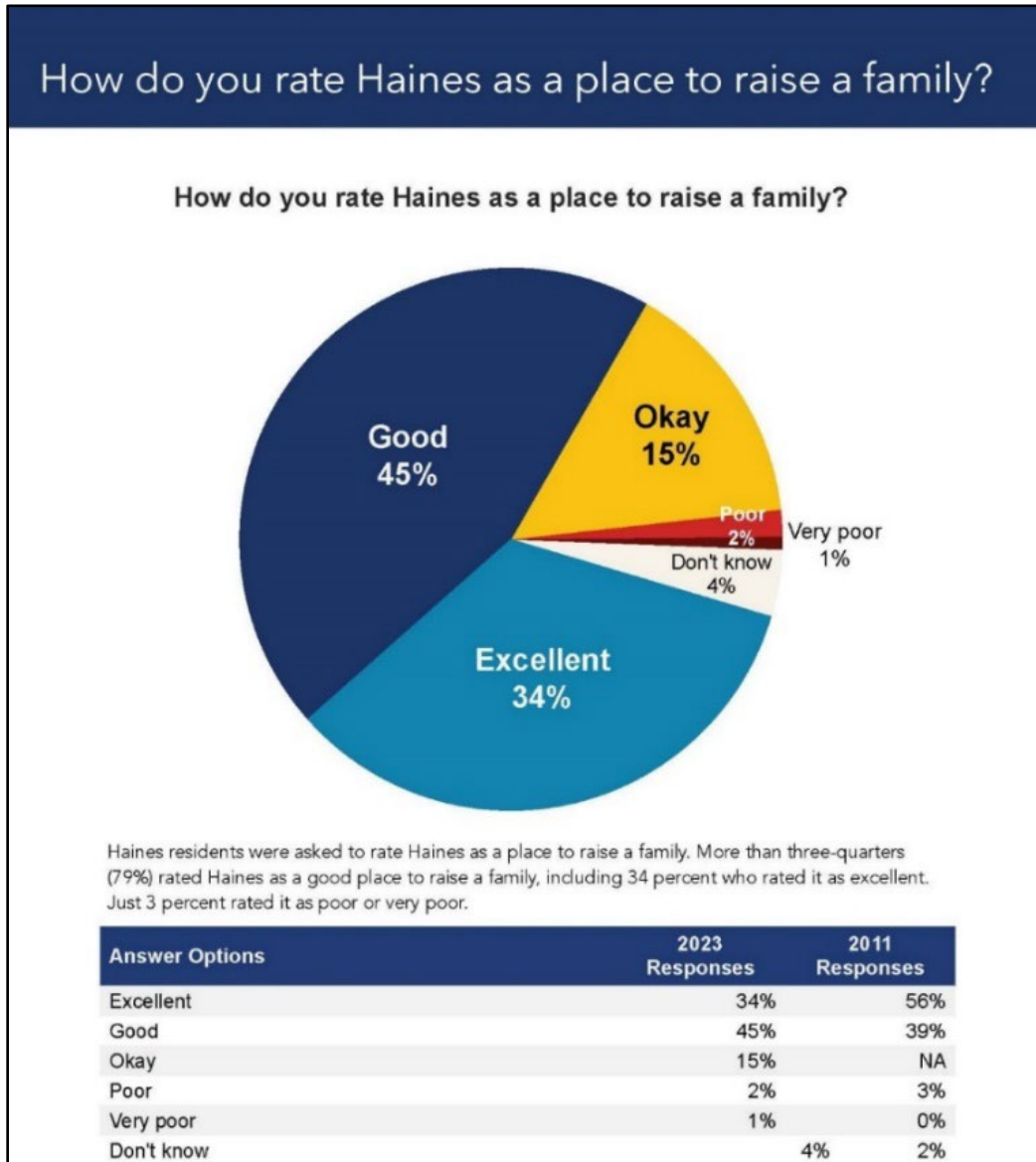
A real town (not overrun by tourism) with important amenities like excellent library, cultural offerings, spectacularly scenic, many non-profit organizations that contribute to our excellent quality of life.

– Community Survey participant, 2023

Haines is full of interesting, progressive, and forward-thinking people who value a high quality of life and wish to preserve a lifestyle that affords access to a clean environment, vibrant arts, effective healthcare, reliable transportation, employment and housing opportunities, great schools, and a warm social environment.

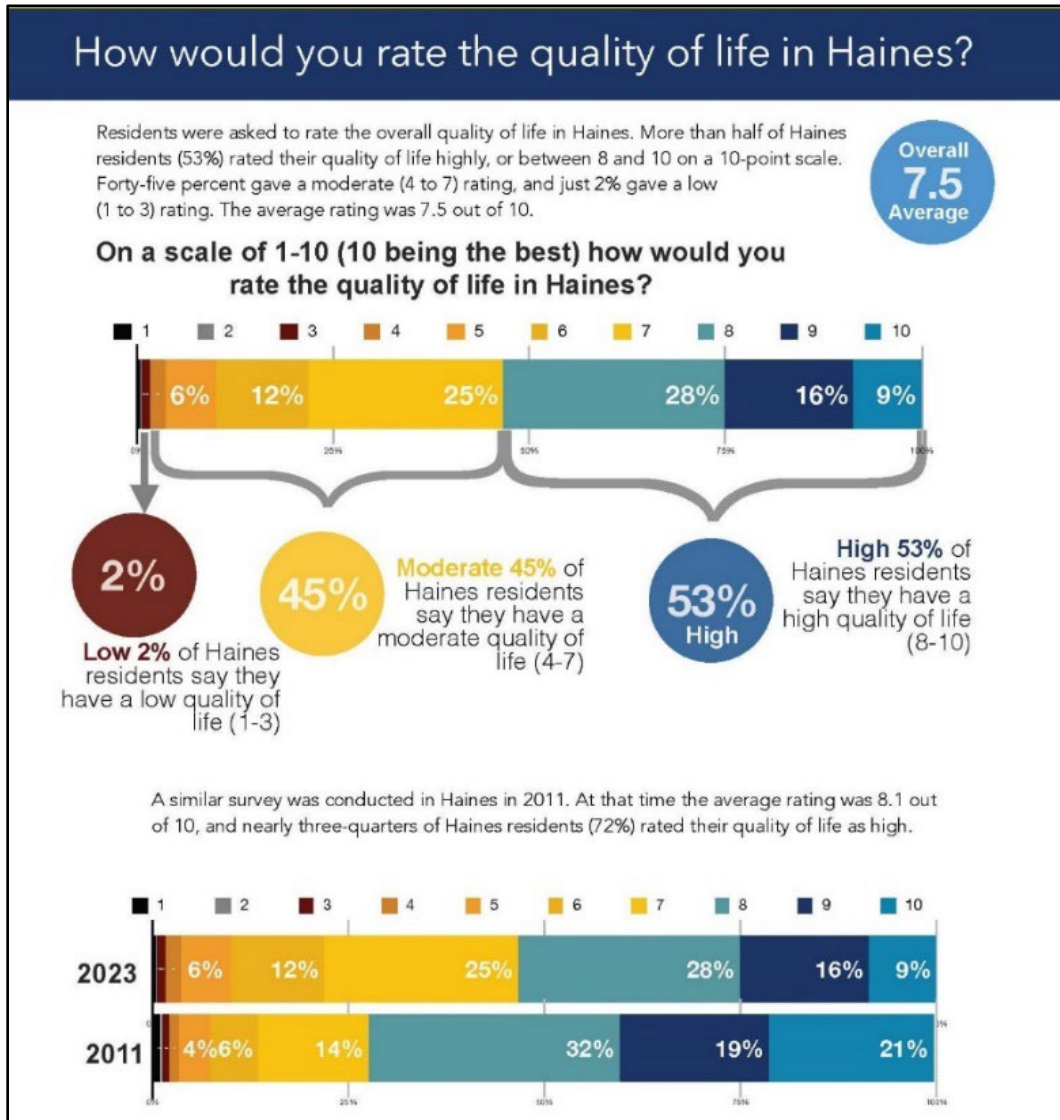
– Community Survey participant, 2023

Figure 7- 1. Haines as a Place to Raise a Family



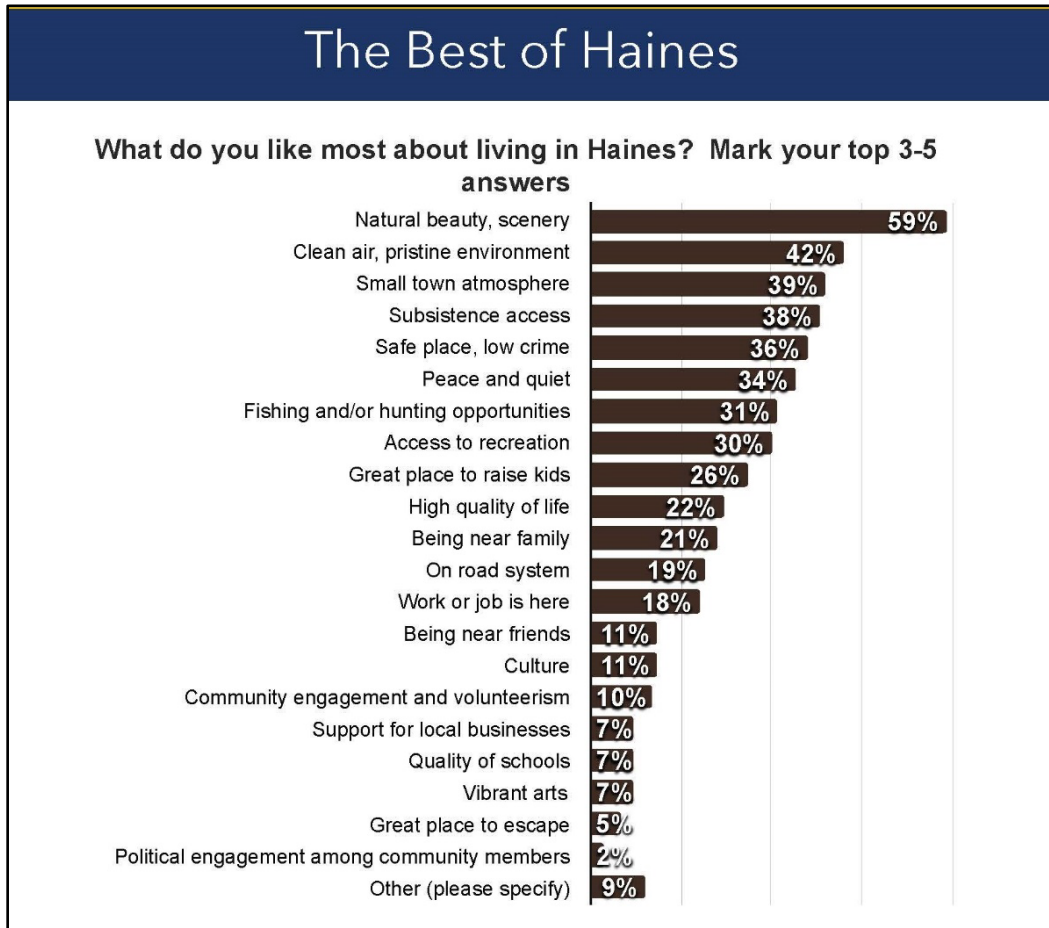
Source: Communitywide Survey, October 2023

Figure 7- 2. Quality of Life in Haines



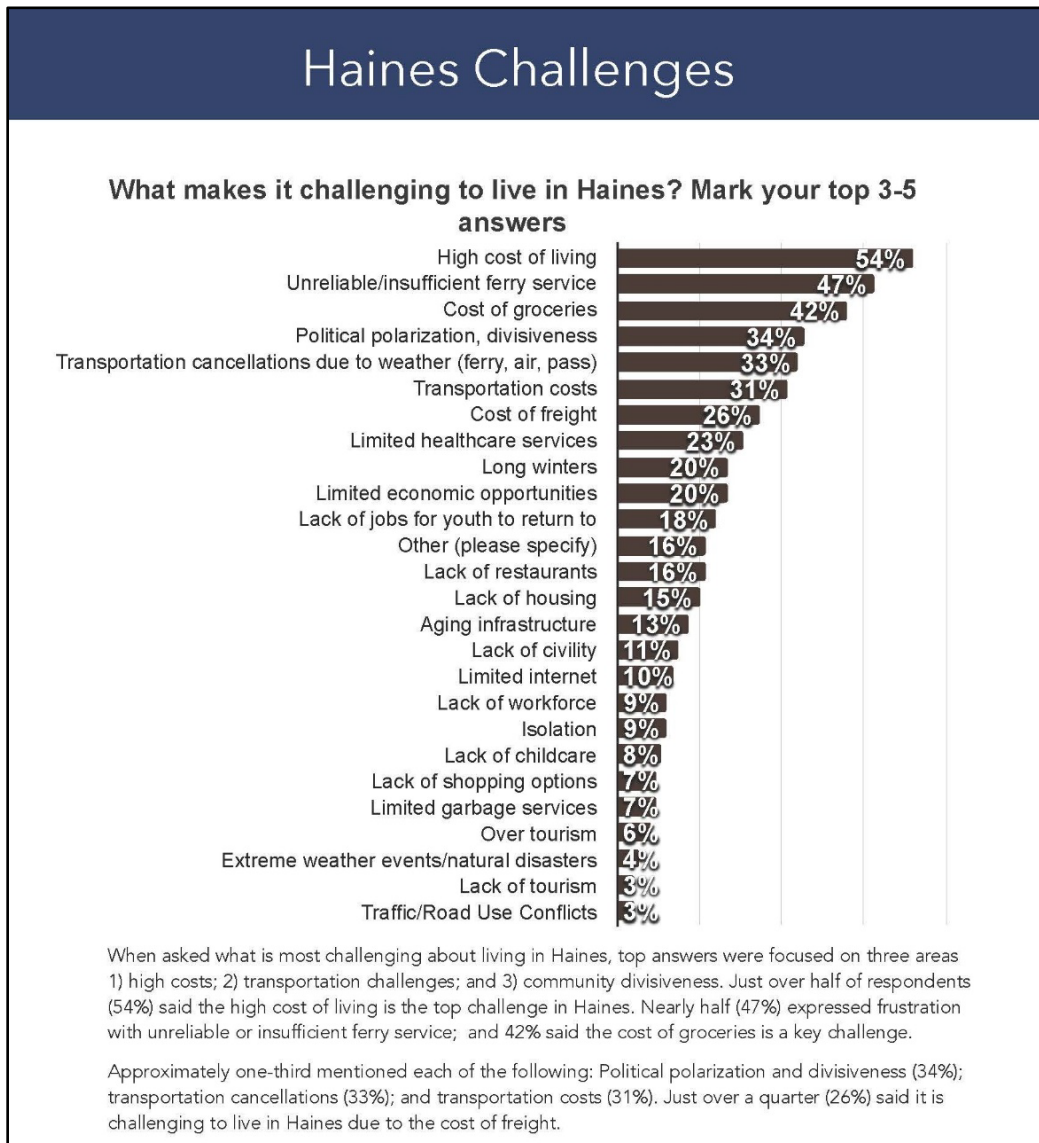
Source: Communitywide Survey, October 2023

Figure 7- 3. The Best of Haines



Source: Communitywide Survey, October 2023

Figure 7- 4. Haines Challenges



Source: Communitywide Survey, October 2023

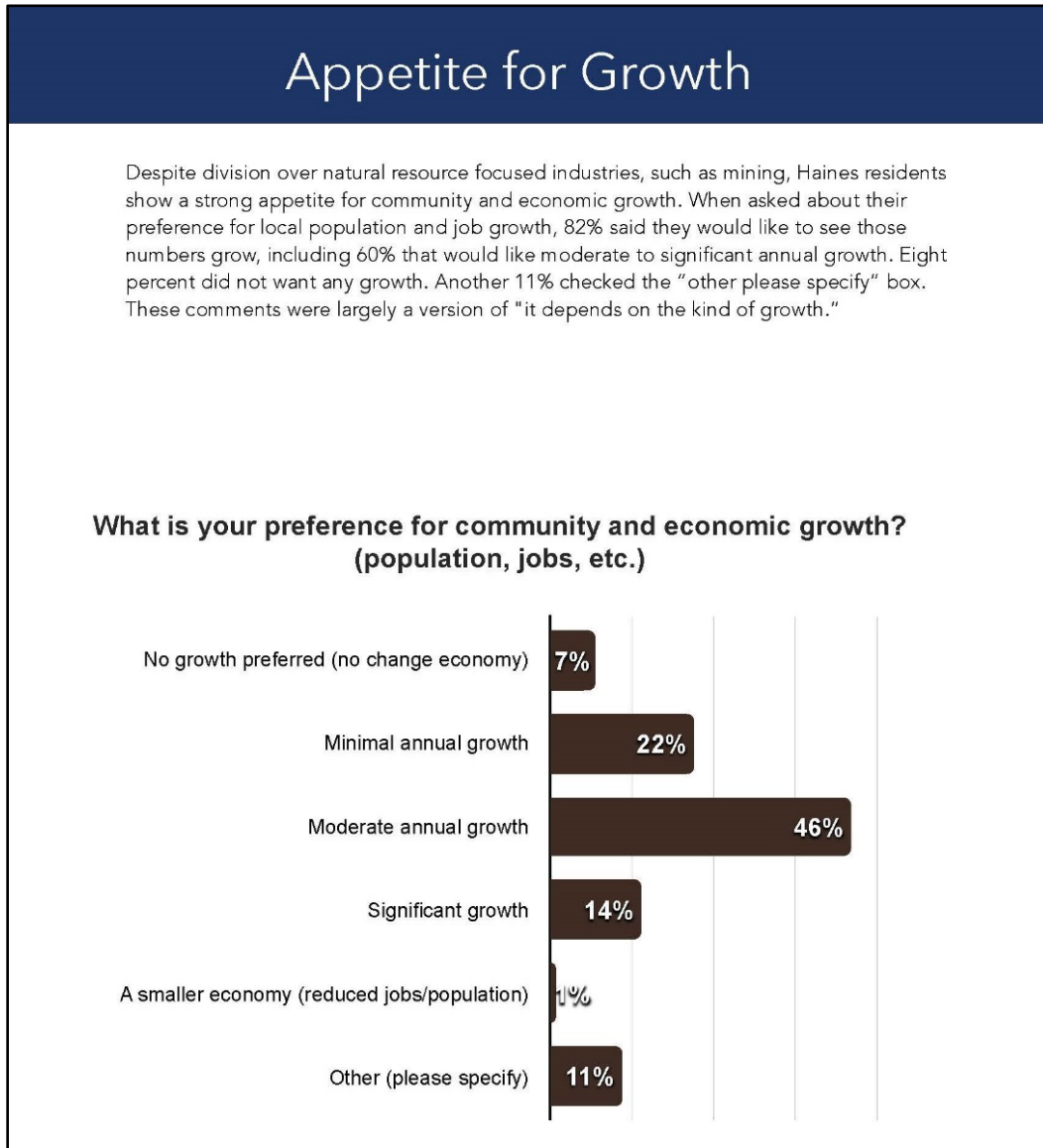
Figure 7- 5. Haines Youth Input

Things we like about Haines	Things we would change about Haines or that are challenging about living in Haines.
Small town	More motorized trails (running trails, no concrete)
25 Mile recreation area	Fix roads like Piedad and Chilkat State Park
Fishing and hunting	Gym with a court in it
Being able to drive to Canada	Make tourists walk on sidewalks
Mountains	More boat launches
Community events	Reliable ferry/transportation out of Haines
Hands on jobs	Number of bears
Nature and scenery	Unreliable air services
Sports	Unreliable mail services
Culture and traditions	No jobs for teens
Less people	More restaurants
The fair	Movie theater
Quiet	Arcade
Rivers	Music studio
Long roads	Bigger clinic
Weather	Prices in general
People	Rec center
Moose	Lower gas prices
Flowers	Economic change
Isolated	Have patient housing
Eagles	Better internet and cell service out the road
Ducks	Make motorized access to Ripinski
Tourism	Make more public trails for biking
Snow	More things to do
Ocean	

What are our plans after high school?	
College	Teach
Leave	Coach
Trade school	National Guard
Work and make money	Make a million
Travel and see places	Apprenticeship
Work at the mine	Move
Construction job	Road trip
College basketball	Adopt a dog
Work on music	Get pilots license

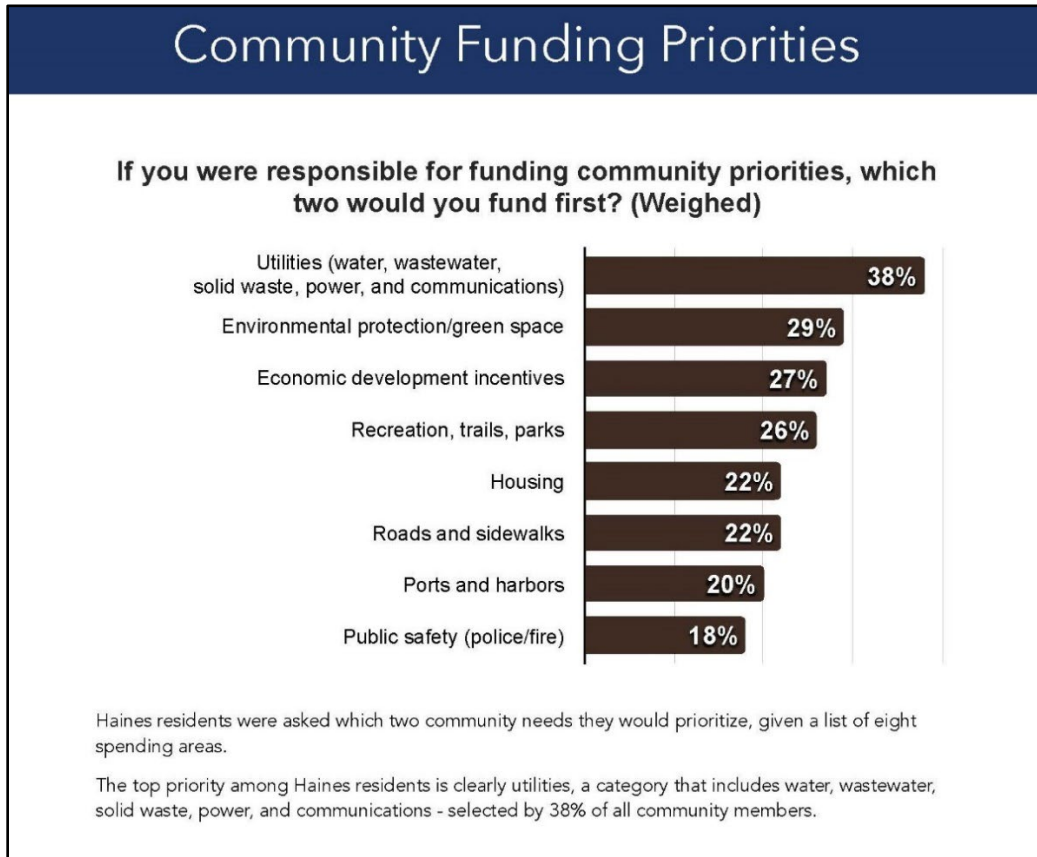
Source: Haines High School Civics Class, September 2023

Figure 7- 6. Haines Community Appetite for Growth



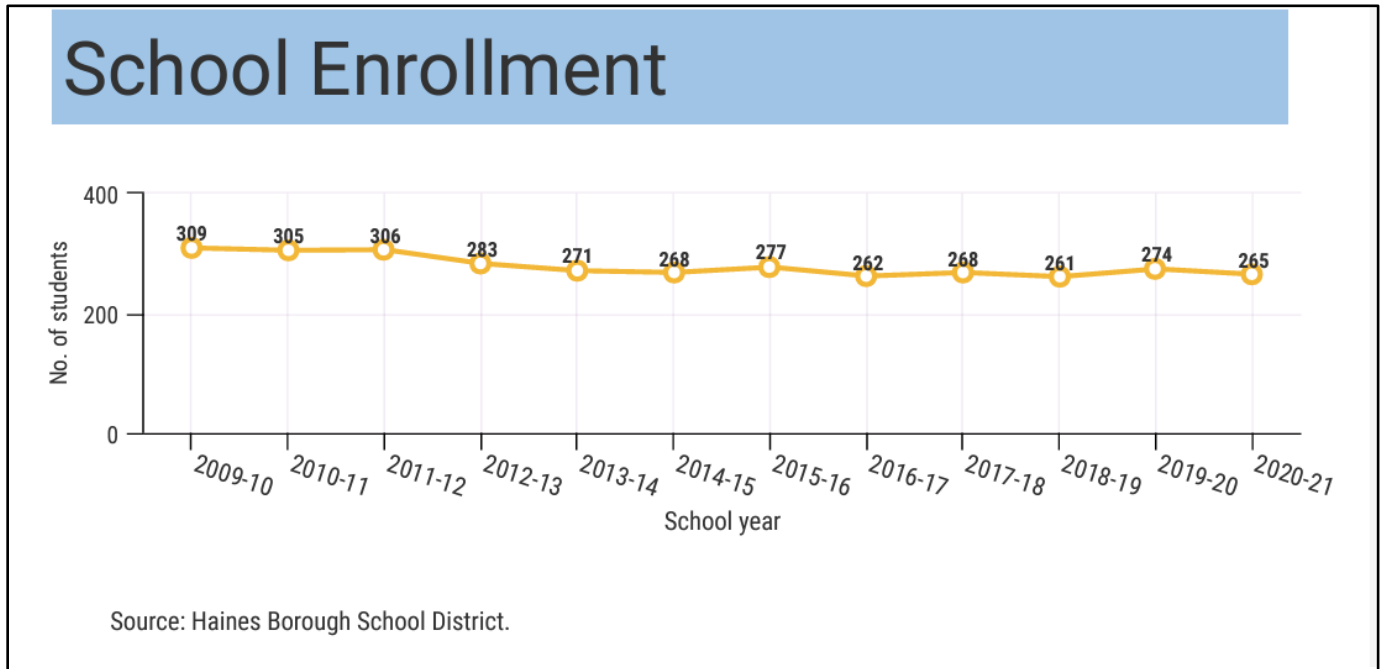
Source: Communitywide Survey, October 2023

Figure 7- 7. Haines Community Funding Priorities

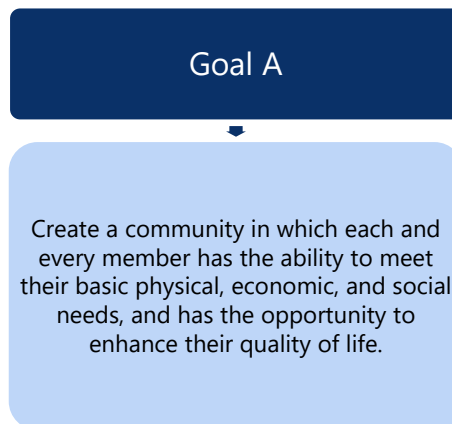


Source: Communitywide Survey, October 2023

Figure 7- 8. Haines School District Enrollment, 2009 – 2021



Quality of Life Goals



Quality of Life Strategies and Actions

Strategy #1: RECREATION – Work as community partners to reevaluate, update, and implement the Haines Recreation Economy for Rural Communities Community Action Plan (2023). Related potential actions, including indoor recreation opportunities include:

- a. Maintain and improve cultural and recreational opportunities in the Townsite Core. *See Land Use & Environment, Economic Development, and Transportation chapters* See rel for related actions, including development of a “Downtown Plan” for Haines that considers a potential “activated” greenspace, covered facilities for outdoor activities, events, and more.
- b. Explore options in the Townsite Core to develop a community center with indoor fitness facilities and equipment that meet the needs of all Haines residents.
- c. Maintain and expand the in-town trail and bike path network.
- d. Develop a Boroughwide trails plan.
- e. Ensure continued public access to the waterfront, allowing visitors and residents to safely recreate, work, and enjoy waterfront locations throughout the borough.
- f. Work in partnership with neighborhoods to develop and maintain neighborhood parks that serve the needs of multiple neighborhoods.
- g. Maintain, and as demand requires and budgets permit, upgrade existing recreation facilities and services.
- h. Identify need for new facilities where the benefit of expansion is strong, but also consider the need to support existing facilities, including operation and maintenance needs.
 - Determine feasibility of developing simple ski and sledding hill with rope tow, oriented to families and teens.
- i. Work with community partners to encourage additional community activities and events for all ages.
- j. Support Haines thriving cultural and art organizations, activities, and traditions.
- k. Investigate possibility of school as center for year-round community activities.

Strategy #2: EDUCATION – Sustain Haines' quality schools that prepare youth for a successful future. *See Economic Development chapter for post-secondary education/training opportunities.*

- a. Fund the Haines School District consistently from year-to-year at an amount that reflects the needs of the district and is affordable to the community.

Strategy #3: HEALTH & WELLNESS – Provide access to quality, affordable health care, wellness programs, and traditional and nutritional foods.

- a. Support SEARHC efforts to replace the existing clinic.
- b. Support additional Elder/senior housing and long-term care facilities and services to meet growing need.
- c. Protect access to traditional subsistence resources and activities.
- d. Increase and support sustained local food production and distribution.
- e. Support early childhood development and childcare strategies and actions identified in the 2020 joint HEDC and Thread “Early Education: Haines By the Numbers” report.

Strategy #4: SAFETY – Implement public safety and hazard mitigation priorities.

- a. Complete design and construction of the public safety building in new location.
- b. Support the mission and capacity needs of the Haines Borough Public Safety Department.
- c. Conduct additional research on how climate change may impact Haines and the surrounding environment and develop adaptation strategies that anticipate future changes and challenges.
 - Utilize the Haines Hazard Mitigation Plan as a planning and decision-making tool for future development.
- d. Support neighborhood-level emergency preparedness and self-sufficiency training.

Early Education

HAINES BY THE NUMBERS 2020

There is not enough child care to meet the needs of the community

There are **128** kids in Haines under the age of **5.5**. Nearly 95 percent of these children are without a stay-at-home parent and there are only enough licensed child care slots for two out of every five children in this age group. While family, friends and unlicensed programs provide some child care relief for a portion of the year, approximately one fourth of Haines' birth to 5.5 year olds are in unknown child care situations. Children in unknown child care situations are considered those who are not enrolled in a licensed care facility and have all parents working.

There is estimated to be **one licensed child care space for every 12 infants and toddlers**. With just **4%** of infants and toddlers estimated to have at least one stay at home parent, **more than half of Haines' infants and toddlers are in unknown child care situations**. Lack of affordable, quality child care can often restrict household employment.

Low Wages Continue for Child Care Workers

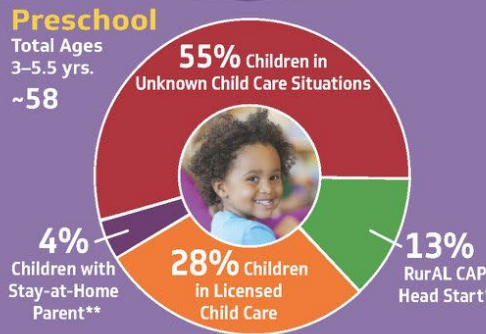
In 2018, the average child care workers in Haines earned just **\$22,992**, just above **one third** the wage of a Haines kindergarten teacher. Childcare workers have no summer or winter vacations and likely no health insurance or retirement benefits.

\$22,992	\$53,772	\$61,207
Average Haines Child Care Wage	Average Haines Wage	Average Haines Kindergarten Teacher Salary

With an annual income of **\$31,160** needed to afford a one-bedroom unit in Haines, child care workers don't earn enough to pay the rent. (Source: National Low Income Housing Coalition). Low wages make attracting and retaining qualified educational professionals for child care positions difficult.



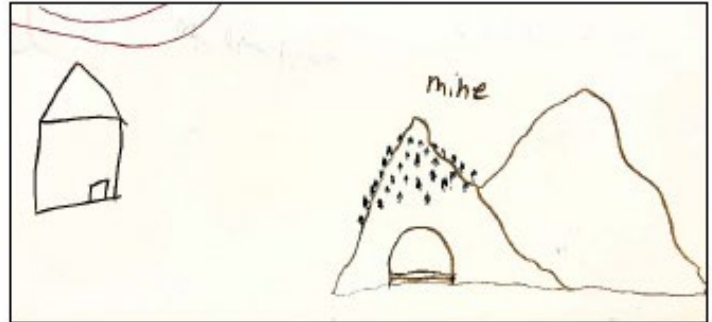
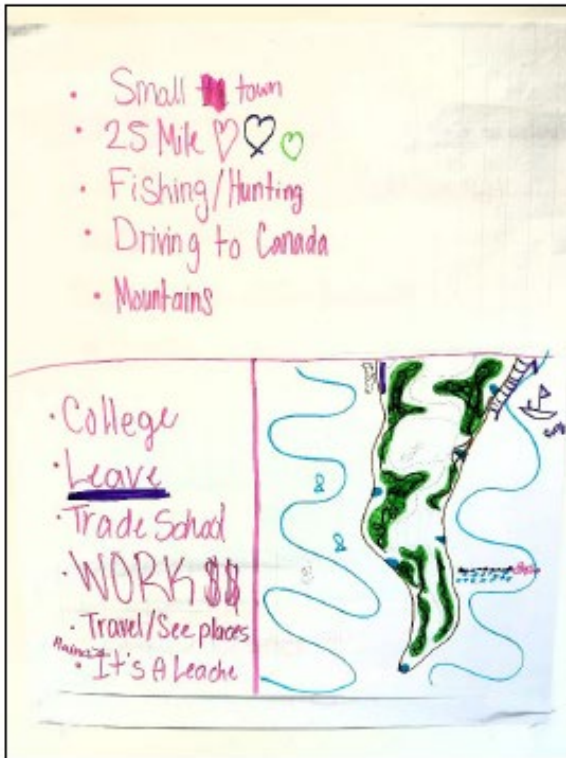
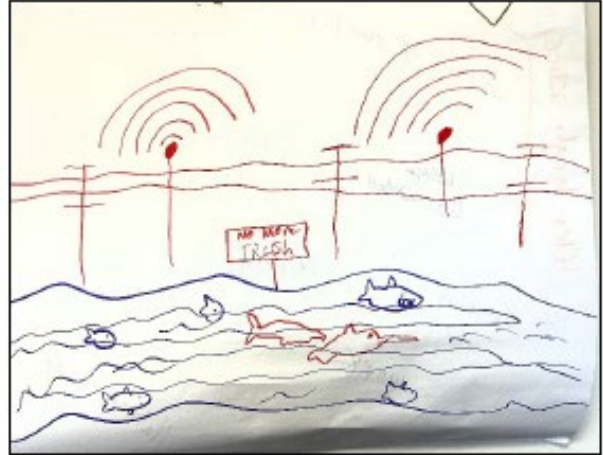
More Licensed Child Care is Needed



* Some children attend multiple programs part-time.
** Children with stay-at-home parents is a 5 year average from the American Community Survey 2013-2017 and does not include parents that work from home.



How do you envision Haines in 10 years?



8. BOROUGH MANAGEMENT

Key Themes Guiding the Plan



As shared through the 2023 Comprehensive Plan Community Survey (Figure 8- 1), Haines residents identify “political polarization and divisiveness” among their top five factors that make Haines a challenging place to live, and similarly, as one of the factors that defines the Haines community character as one of “polarization and diversity of opinion”.

As the area’s local government, the Haines Borough plays a key role in modeling and setting the tone for civil dialogue in the community of Haines. Openness,

accountability, and facilitation of civil discourse are essential characteristics of governance at all levels and allow residents to participate in and keep informed of borough processes, budgets, spending, and projects. Transparency also ensures borough accountability and responsiveness to the needs of residents by listening to the voices of its citizens and strengthening community process to shape and improve borough policies, programs, and decision making.

Haines Borough residents have a strong desire for improved processes and increased transparency and accountability among elected officials and staff. They would also like to see more productive and less divisive dialogue among residents and borough leadership and staff, especially during borough-led public dialogue, hearings, and decision making. This is evidenced through sometimes tumultuous and substantial change in years since the 2012 Comprehensive Plan was adopted. For example:

- Borough Assembly recall efforts (2017)
- Recent elections resulting in an elected Planning Commission and almost complete turnover of the Borough Planning Commission and Assembly (2023)
- Challenging community dialogue on community projects, including the Lutak Dock and Palmer Project
- Feedback received through the 2023-2024 comprehensive planning process and related efforts.



Public involvement in the development of borough processes and policies leads to more effective and equitable policies and fosters greater trust in the borough and public processes. Clear language, explanations, and the opportunity to dialogue on why a policy exists, and how and why it is applied in different situations that come before borough decision making bodies, can increase public “ownership” of those policies and final decisions, even for residents that wanted a different outcome.

Equally important, resident understanding of the Haines Borough’s status as a “non-unified home rule borough/municipality”, defined by [Alaska Statutes: Title 29: Municipal Government](#), with a manager/assembly form of government, and within the provisions of the [Haines Borough Charter](#) (2000; amended 2002), is key to understanding what the borough is legally obligated to do, and what it can and cannot do.

Recent challenges related to the implementation of the 2012 Haines Borough Comprehensive Plan and the application of the Haines Borough Land Use Zoning Code (Title 18) include resident concern with the borough’s property tax assessment process and procurement and contracting practices. There is also confusion around the borough charter and the roles and responsibilities of the Haines Borough Planning Commission, Borough Assembly, and staff. These challenges demonstrate the need for improved communications and education on municipal powers, borough functions, comprehensive planning, zoning, and roles of borough leadership and staff. All residents would benefit from introductory and more advanced education, training, and discussion to foster informed civic discourse and public process.

A key step in achieving a shared community understanding and ownership of borough actions is consistent resident participation in borough boards, commissions, committees, elected positions, and related borough processes, all in environments conducive to and supportive of civil discourse, and consistent with mandated meeting protocol. For those that participate, and for residents in general, continued education while in those roles about how to participate in public meetings, share information, and encourage fellow citizens to also be active, informed, and accountable, are critical to addressing community divisiveness in Haines, and to creating policy and implementing projects that benefit all residents.

The people living here is the number one reason we have stayed 40 years.
– Community Survey Participant

It’s small enough – individuals can really make a difference.
– Community Survey Participant



Fiscal Picture

The Haines Borough operates on a July 1 – June 30 fiscal calendar. Figure 8- 2 shows the composition of the FY24 Haines Borough budget broken down by revenue and expenses for all funds, as a percentage of the total. For FY24, the borough estimates, as in previous years, most revenue will be generated via sales and excise tax (29%), property tax (24%), user fees (17%), funds received from the State of Alaska (15%), federal (9%), and investment income (6%). FY24 Haines Borough expenses are

comprised primarily of payroll (40%), followed by school district (16%), professional services (12%), and debt services (12%), and those that comprise less than 10% of borough total expenses.

Figure 8- 3 depicts how the borough’s primary revenue generators have changed from FY14 – FY23. The most notable change seen in federal funding in FY21 – FY23, coinciding with Coronavirus Aid, Relief, and Economic Security Act and American Rescue Plan Act funds, unique one-time funding sources. Also, of note are increases in state funding in FY23 and losses in investment revenue in FY22. Figure 8-4 shows the general fund balance for the Haines Borough since consolidation, FY03 – FY23, as well as the projected fund balance for FY24.

Staffing

Throughout the 2023/2024 comprehensive planning process, residents, borough leadership, and staff shared examples, including recent losses of staff to organizations offering more competitive wages and benefits packages, of the challenges of recruiting and retaining borough staff. As a positive, it does appear many former borough employees chose to stay in Haines but did take local jobs that offer better pay and benefits than the borough. This pay discrepancy and high turnover and burnout rates are not unusual for small, rural Alaska communities where municipal revenues have often relied heavily on federal and state funding, the latter of which has decreased consistently over the last 10 years, except for the most recent years for the Haines Borough (Figure 8- 3). Haines Borough should consider

In general, [there is] low community cohesion due to major divide in community beliefs and values. It affects everything – housing, job creation, and general upward mobility.

– Community Survey participant

People [are] diametrically opposed on either side of many issues; [this] helps no one including themselves by not working for compromise, we lose amazing borough employees because people cannot give in a little to one another.

– Community Survey participant

additional revenue sources and the means for recruiting and retaining staff through competitive wages and benefits packages that consider inflation and other external factors.

Operating & Maintaining Borough Facilities

As indicated in Figure 8-7 , 2023 community survey participants support and prioritize funding local utilities (38%). The loss of key borough staff because of compensation and staff retiring have negatively impacted the borough’s ability to meet increased demands for services, including planning, code enforcement, utilities operation and maintenance, and more. Related, the borough does not have a regular repair and replacement schedule for facilities and equipment that would make the operation and maintenance of facilities more predictable for budgeting and staffing purposes. The borough has recently initiated an inventory of all borough physical assets through an interactive program called Cityworks. The program aims to engage the community in assisting the borough with robustly identifying “what and where” all borough assets are located. In parallel, staff can insert relevant data related to the age, status, and potential resource needs for each facility which can ultimately be aggregated to plan for annual, short, and long-term term funding needs.

Funding Quality Schools *(see Quality of Life chapter)*

An additional ongoing concern, covered more robustly in the “Quality of Life” chapter, is the ongoing challenge of funding Alaska’s public schools. Given stagnant state funding over many years, Alaska’s public schools, including schools operated in Haines by the Haines Borough School District, have been forced to make substantial cuts and/or actively seek and secure funds to meet needs. Due to funding shortfalls for the Haines School District, in recent years the Borough Assembly approved support to local schools via the borough’s permanent fund, as a loan, which has since been paid back. All Alaska public schools, including Haines, face even more challenging times with inflation and teaching and staffing shortages and less resources to support curriculum delivery and address aging facilities. Quality schools is often one of the top choices for families when choosing whether to move or stay in a community. Addressing education funding should be a top priority for the Haines Borough and community partners.



Borough as a leader and partner in supporting local businesses and economic development, especially in the Townsite core area

The Haines Borough has, through past and existing small business loans and awards programs (e.g., “Southeast Alaska Revolving Loan Fund”, “Community Builder Award”), and can continue to grow and play a key role in supporting existing and emerging sectors and businesses. For example, land use and related policies that encourage a diverse range of economic development activities and incentives, including property tax relief, sales tax districts, and other creative means to

bring new businesses online.

In a 2023 Business Climate Survey (Figure 8-5 and Figure 8-6), when asked about contributors and barriers to their success, local businesses noted “overall quality of life” and “recreational opportunities” as factors having a positive impact to their business and “level of taxation” and “government regulations” as negative impacts. In the same survey, business owners indicated “assistance with regulations, permits, and licenses” as one of the top five services that would benefit their business. The above factors are within the Haines Borough’s ability to make impactful change and contributions to economic development, including the support of redevelopment and activation of empty and/or dilapidated lots and facilities in the Townsite Core (also the location of borough administrative facilities). 2023 community survey participants support and prioritize funding economic incentives (Figure 8-7). Borough-led incentives, coupled with partnerships with economic development-focused organizations, can contribute to increased business development and entrepreneurship in Haines, including for those services both residents and visitors would benefit from year-round.

The pay scale the borough pays its employees is really low compared to other areas of the state, which is really unfortunate.

– Community Survey participant, 2023

Eldercare! Aging in place is a big concern for many of us. Haines is the oldest community in AK and we love our elders. Also, on the other end of life: education – we have a great school and need to boost it and the enrollment.

– Community feedback at September 2023 public meeting

Condense borough facilities to afford proper maintenance of what we keep, including roads, buildings and vehicles.

– Community Survey participant, 2023

Create[e] more income for the borough in order to lower the costs of living for locals. Make borough land available at an affordable price so young people can get established in the community.

– Community Survey participant, 2023

Figure 8- 1. Community Survey Results Re: Challenges and Character, People, and Attributes, October 2023

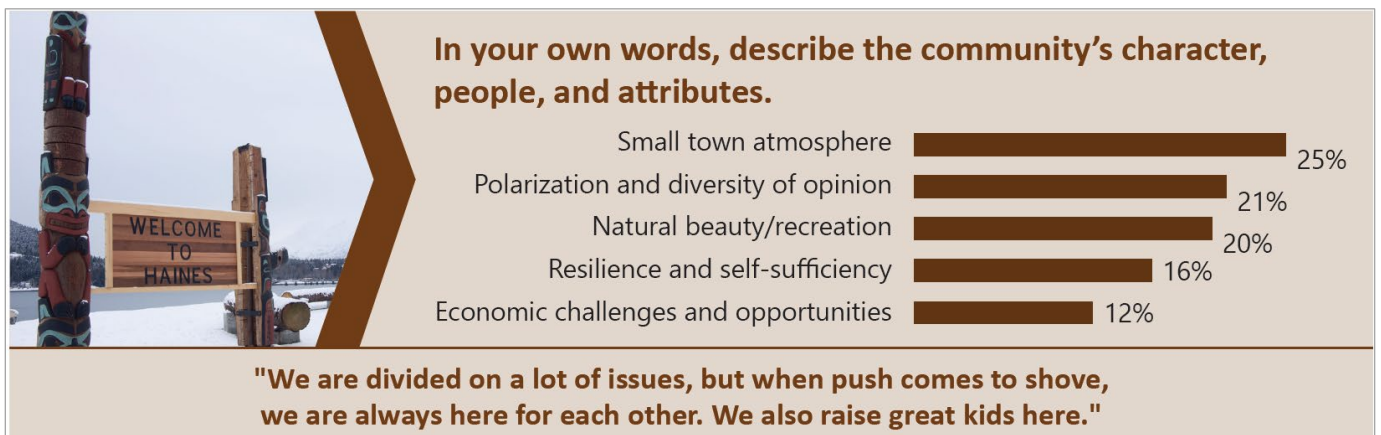
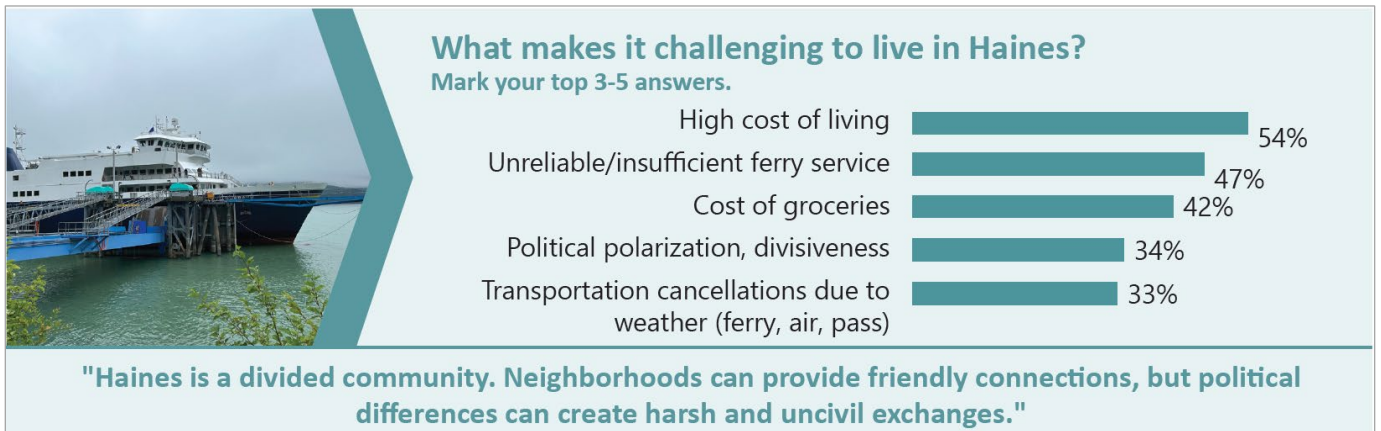


Figure 8- 2. Haines Borough Revenue and Expenditures, FY24

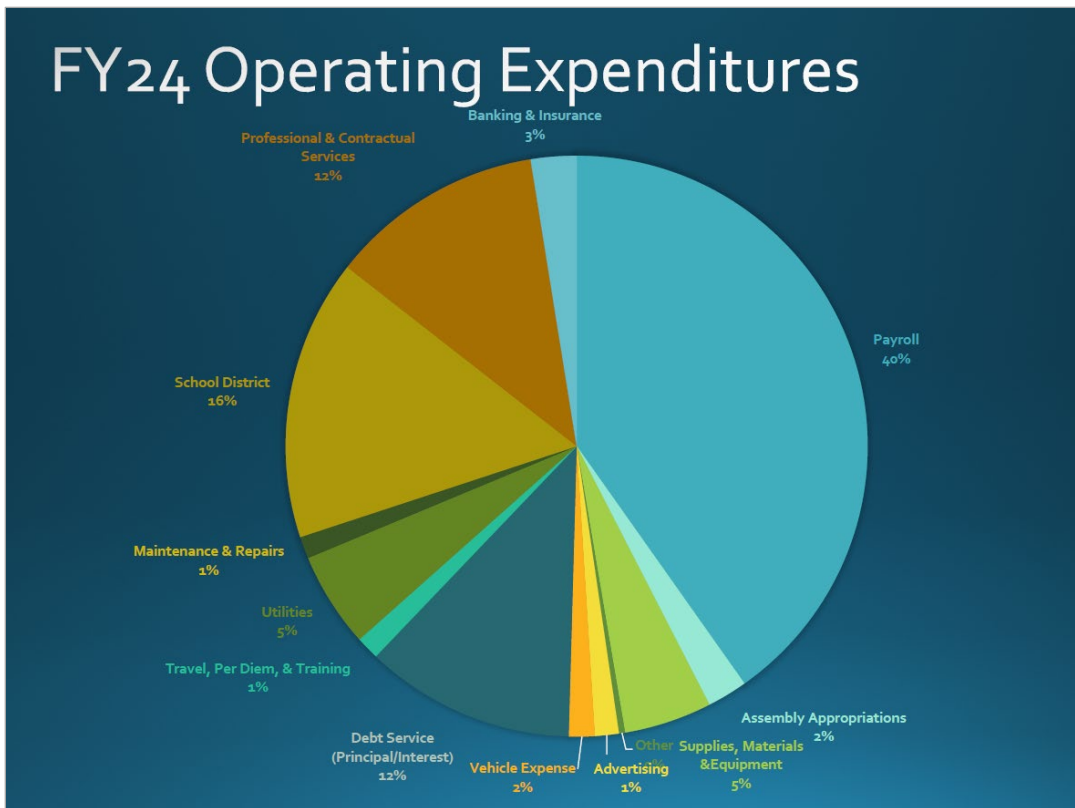
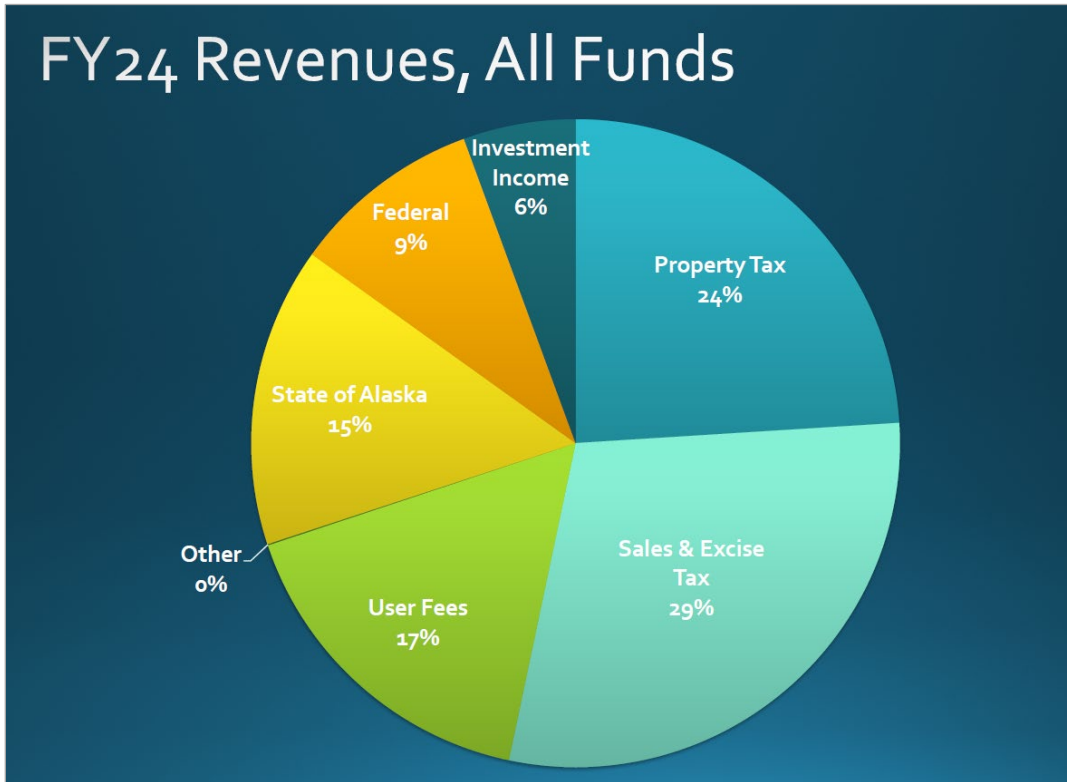


Figure 8- 3. Haines Borough General Government Revenues: FY14 – FY23

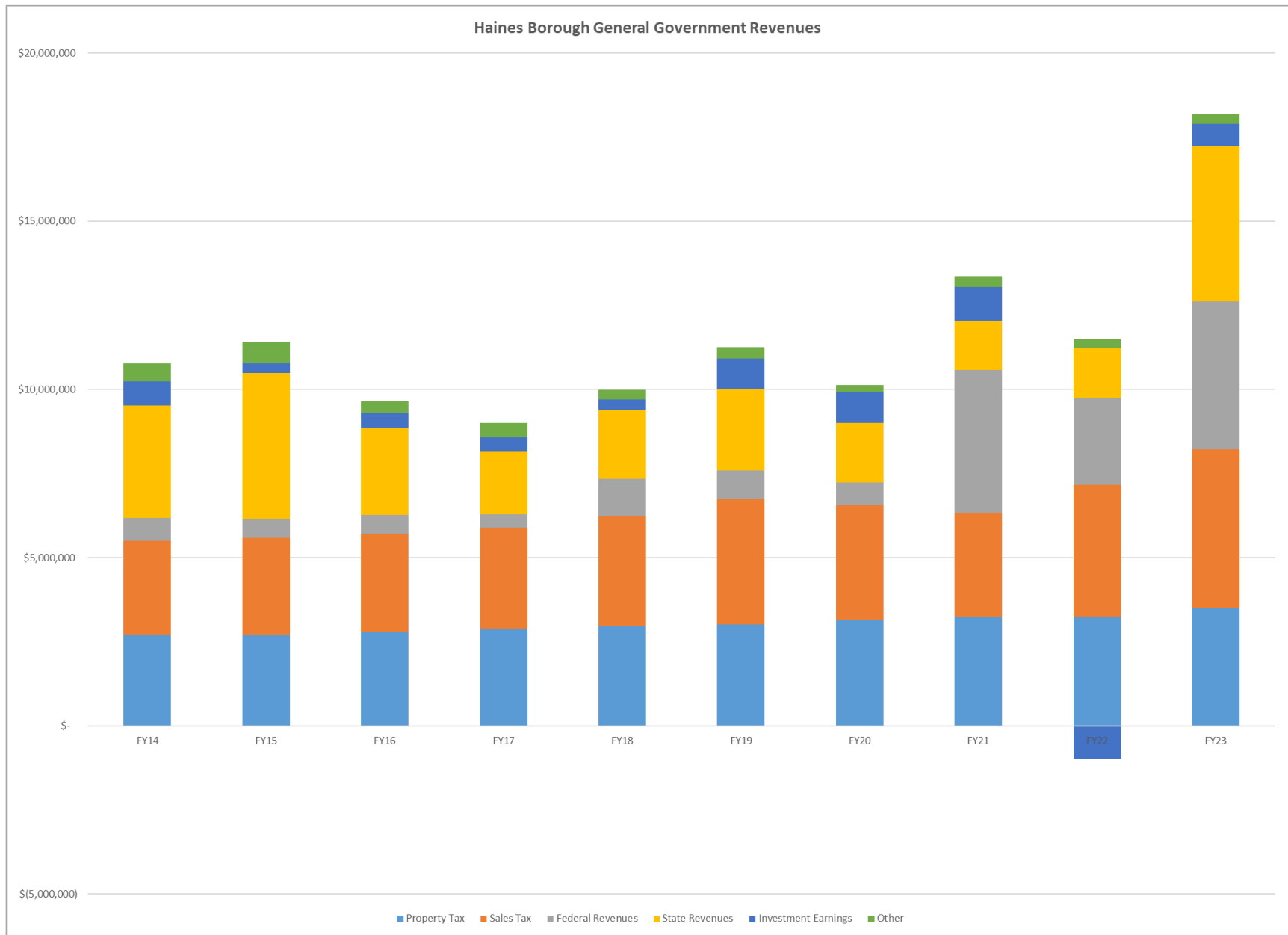


Figure 8- 4. Haines Borough Fund Balance History, FY03 - FY23.


(USE OF) / CONTRIBUTION TO GENERAL FUND BALANCE SINCE CONSOLIDATION			
	Combined Fund 01 & 02		Fund Balance
	Revenues	General Fund	As a % of
	Over / (Under)	Year End	Operating
	Expenditures	Fund Balance	Budget
6/30/2003 Balance		\$ 4,510,437	
FY04	(162,371)	4,348,066	94%
FY05	(348,582)	3,999,484	90%
FY06	(14,709)	3,984,775	86%
FY07	371,914	4,356,689	94%
FY08	299,878	4,656,567	96%
FY09	516,122	5,172,689	95%
FY10	(1,236,094)	3,936,595	68%
FY11	70,469	4,007,064	67%
FY12	506,606	4,513,670	77%
FY13	207,248	4,720,918	72%
FY14	(573,224)	4,147,694	63%
FY15	157,928	4,305,622	67%
FY16	265,152	4,570,774	74%
FY17	(747,574)	3,823,201	60%
FY18	188,893	4,012,094	63%
FY19	334,173	4,346,267	66%
FY20	(181,265)	4,165,002	62%
FY21	247,821	4,412,823	68%
FY22	(206,100)	4,206,723	63%
FY23	1,182,801	5,389,524	74%
FY24 Budget	(626,831)	4,762,693	59%
Projected 6/30/2024 Fund Balance		\$ 4,762,693	

Figure 8- 5. Haines by the Numbers, Business Climate Findings, November 2023

Barriers and Benefits: How do these elements impact your Haines business?

Haines business leaders were asked to rank the impact of 27 elements on their businesses. This is a weighted ranking of their responses. Overall, barriers were similar to the region as a whole, with some notable outliers, such as communications connectivity.

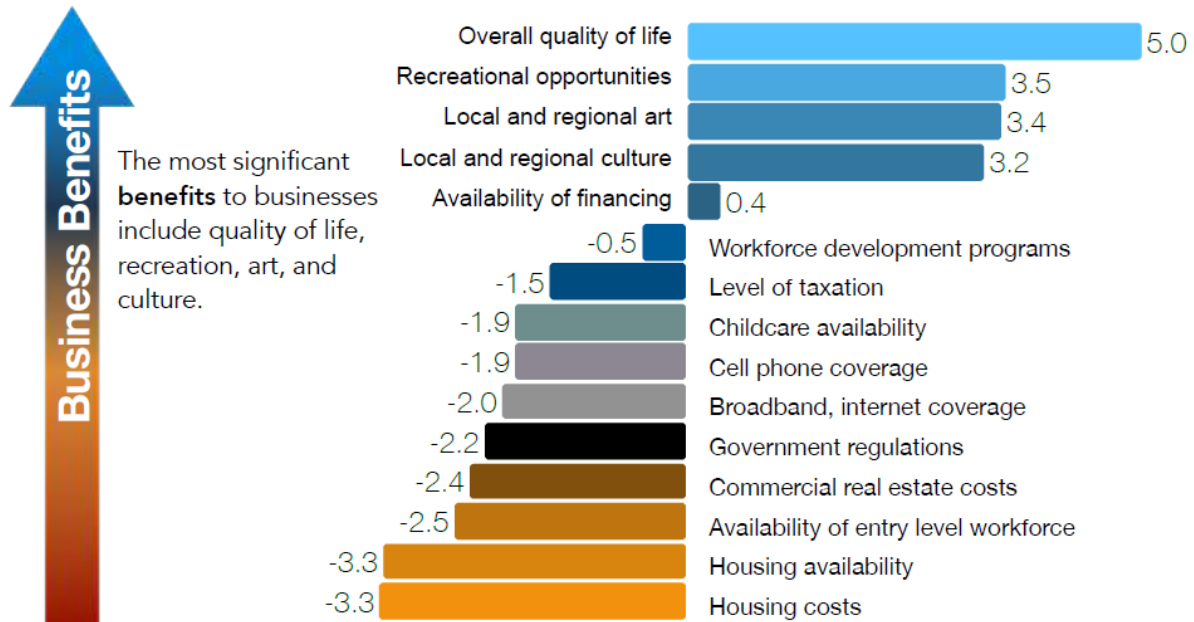


Figure 8- 6. Haines by the Numbers, Business Climate Findings, November 2023

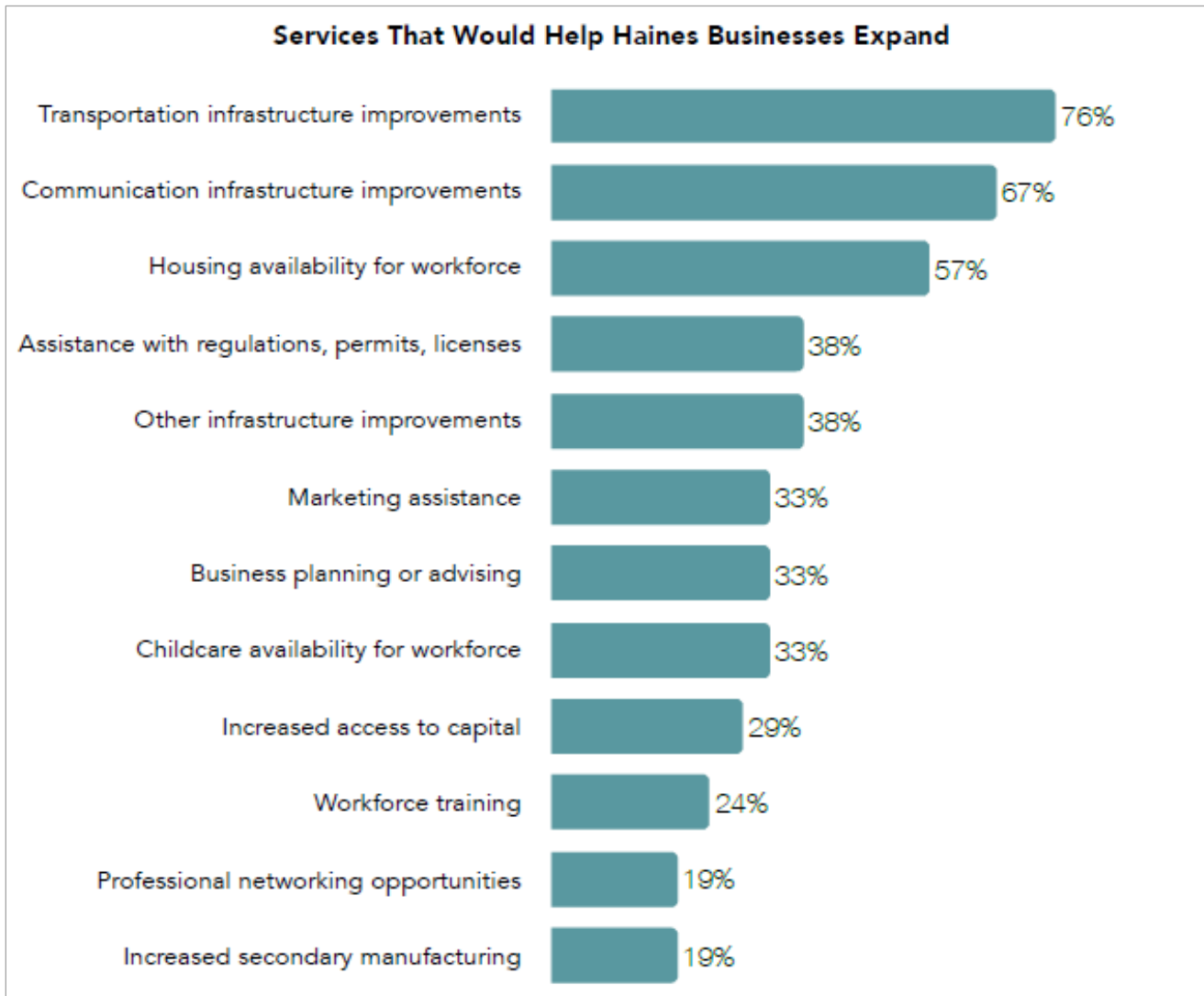
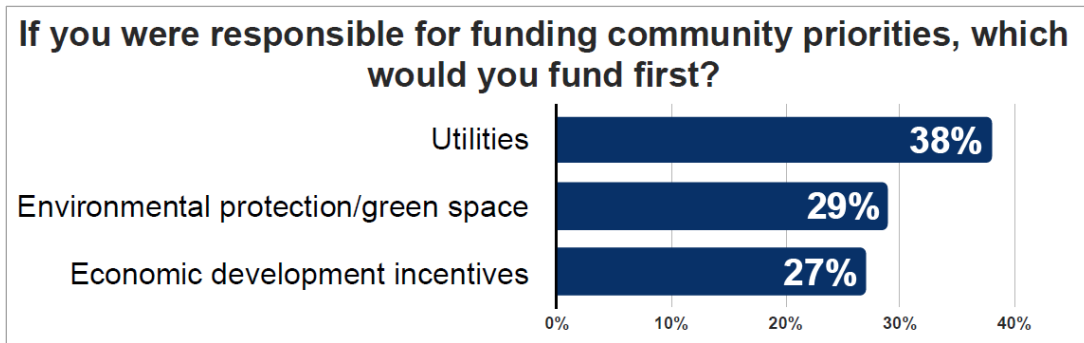


Figure 8- 7. Community Survey, October 2023



Borough Management Goals

Goal A



Create and support a more effective and efficient borough government and educated, engaged citizenry.



Borough Management Strategies and Actions

Strategy #1: COMMUNICATIONS & ENGAGEMENT – Improve communications and increase resident knowledge and participation in borough management and decision making.

- a. Educate residents on service levels, benefits, and costs for different parts of the borough.
- b. Educate residents on borough powers, roles, responsibilities, and benefits of different planning processes and tools, including regular community updates on comprehensive planning progress and related projects.
- c. Provide and promote a wide range of opportunities for productive public involvement, including seats on Borough Assembly, boards, commissions, and committees.
- d. Consider options for the structure and work of the assembly to ensure all areas of the borough receive fair representation.
- e. Create opportunities for youth involvement in borough decision-making.
- f. Require all borough leadership, staff, board, commission, and committee members to engage in civil discourse, leadership, and facilitation training. Offer these same opportunities to Haines residents.

Strategy #2: FISCAL PLANNING – Work towards an increasingly self-supporting and financially efficient borough government.

- a. Develop a long-term fiscal plan that is proactive, sustainable, and responsive to short-term challenges and opportunities.
- b. Diversify the revenue base to respond to changing demographics and growth in property tax exemptions. (2012 Plan)
- c. Identify programs that could assist economic development and growth opportunities to diversify the borough's industries and revenue source. (See also Strategy 4 below.)
- d. Advocate for borough priority capital improvement projects that directly contribute to increased revenue and economic opportunity for the borough, their community, and regional partners, and meet resident needs. Integrate facility ideas shared by community members during the 2023/2024 comprehensive planning process that bridge Strategy 3 and 4 (received several mentions across community inputs):
 - o "The current green space at 3rd & Main can be part of a central hub that connects other borough owned facilities (admin building; library; school) to other parts of town by way of a

new urban trail system. The lot itself can contain much needed downtown public restrooms, booths for micro-vendors, and possibly an amphitheater/pavilion.”

- “Connect the Third and Main ‘Townsquare’ to the High School track with a public park and trail system using the borough land behind the administrative building. Incorporate Marvin Gardens into this plan.”
 - “It’s time do something about the public safety building... house borough assembly chambers and displaced offices from the public safety building in new addition to the borough administrative building. Once empty, repurpose the public safety building for a community center.” (currently at 65 percent complete design)
- e. Identify and share plans for how the borough has and will build and/or leverage the municipal permanent fund.
 - f. Research and develop appropriate taxes and fees associated with existing and new industries.

Strategy #3: SERVICE PROVISION – Provide consistent, quality affordable services to residents in a fiscally responsible way.

- a. Assess implications of population and demographic changes for current and future services and facilities and plan accordingly.
- b. Provide an equitable balance of services that align with the needs and desires of different areas of the borough, like already expanded emergency response to services areas outside of the townsite.
- c. Ensure fees and taxation rates align with the level of service provided.
- d. Solicit regular input from residents about desired services and facilities, and how to improve service delivery.
- e. Work with the senior population to better understand both their financial constraints and their capacity to contribute to needed public facilities and services, for seniors and the community in general.
- f. Expand use of local service areas to create locally managed, low overhead, and focused funding streams for specific, locally requested services.
- g. Identify opportunities to coordinate with organizations including Tribal organizations, Alaska Native Corporations, and local and regional non-profits to leverage resources and provide services more cost-effectively.
- h. Develop an employee recruitment and retainment strategy that evaluates and makes recommendations for achieving competitive wages and benefits packages.
- i. Expand the capacity of the Borough Planning Department to carry out and enforce existing and new land use policy.
- j. Advocate for an increase to the student base allocation at a level that meets current and projected needs of the Haines Borough School District.

Strategy #4: ECONOMIC DEVELOPMENT – Support local entrepreneurs and small business creation.

- a. Attract businesses to Haines:
 - Conduct targeted recruitment efforts to encourage businesses to relocate or expand to the Townsite Core.
 - Promote locally owned and operated tourism and hospitality businesses in the Townsite Core.
 - Support cottage industries and small-scale vendors, such as food trucks, street vendors, and informal businesses, to use the Townsite Core as a “test market” and potentially scale up.
See other ideas in the callout box below.
- b. Support establishment and growth of entrepreneurs and businesses who face additional barriers to starting businesses, such as young adults and People of Color.
- c. Create development incentives for new construction and adaptive reuse of vacant residential, commercial, and office space.
See other ideas in the callout box below.

Examples of Business Development Incentives to Encourage Businesses to Move to the Townsite Core



Discounted utility rates. Establish a utility incentive program that offers discounted utility rates (electricity, water, sewer) for businesses that are relocating or starting up in the Townsite Core.



Discounted permit fees. Reduce or waive permitting fees for redevelopment that enables a business to relocate or establish in the Townsite Core.



Townsite Core Improvement District. Establish a Townsite Core Improvement District to help maintain a positive environment for businesses and visitors. For example, the non-profit Anchorage Downtown Partnership manages a downtown improvement district for Anchorage. The municipality collects property taxes for properties within the district. The Anchorage Downtown Partnership oversees programs such as maintenance ambassadors, safety ambassadors, hosts community events such as a weekly live music series in summer, provides tourism information, and assists with snow removal.



Façade and Exterior Improvement Program. Establish a program to offer financial incentives to commercial businesses located within Townsite Core that are implementing aesthetic and structural improvements such as painting, awnings, or new doors/windows. It could include some accommodations or preferences for maintaining historic character, when appropriate. This program could be operated through a Townsite Core Improvement District.



Rent/Lease Assistance Incentive. Establish a program to offset the cost of the initial monthly lease rate for the first few months of business operation. This could help new businesses get established in the Townsite Core. This program could be operated through a Townsite Core Improvement District.

Potential Future Redevelopment Tools



Tax exemptions and property tax relief. To meet housing needs, Haines Borough could pass tax exemptions, for example, whereby multi-unit housing developments would receive a time-limited tax exemption from property taxes for new housing units, with the length of the exemption increasing as units increase.



Community Development Financial Institutions (CDFIs). CDFIs can be used to provide loan products to support construction, rehabilitation, and other activities that promote economic growth and meet community needs such as quality, affordable housing. Local CDFIs such as Tongass Federal Credit Union, which has a branch in Haines, or Spruce Root in Juneau, may be potential partners in this effort.



Public purpose designation. The Haines Borough could identify a list of foreclosed properties and their locations, refining the list to those in especially desirable redevelopment locations. The Assembly could designate one or more of these properties with a public purpose designation, taking steps to dismiss past taxes due and investing funds in cleanup. The borough could then put the property(ies) out for a competitive bid with proposed designation for a specified purpose such as housing or a mixed-use development.



Incentives for cleaning up properties. Townsite Core partners could implement creative clean up incentives such as establishing community cleanup days in designated areas with free dump access, dumpsters, and assistance with removal of derelict vehicles on a rotating schedule in priority locations. This could also include waiving property taxes for deteriorated properties that are actively being improved through a tax abatement strategy.