June 2023

Haines 5-Year Economic Development Plan 2023-2028

PREPARED BY

McKINLEY RESEARCH GROUP, LLC

Formerly McDowell Group

PREPARED FOR

HEDC

Haines Economic Development Corp.

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HEDC
HAINES ECONOMIC DEVELOPMENT CORP.

Economic Development Plan At-a-Glance

Objective	Goal Statement	Key Strategies
1. Increase Community Economic Development Awareness & Engagement	We proactively engage Chilkat Valley residents and share information relevant to economic development so that community members are empowered and motivated to participate effectively in economic development decisions and activities.	➢ Share information relevant to decision making ➢ Host economic development forums and community dialogs ➢ Develop and track indicators that provide a holistic picture ➢ Conduct community surveys to inform indicators and priorities ➢ Research what works in comparable communities ➢ Support collaboration between Borough, tribal, state & federal agencies
2. Strengthen Economic Foundations	We work to sustain and enhance Haines' existing businesses and economic foundations while fostering new entrepreneurs, creating a resilient and vibrant year-round economy.	➢ Support infrastructure improvements ➢ Support efforts to diversify and strengthen growing economic sectors ➢ Improve support infrastructure (child care, health care, veterinary services) ➢ Work to expand availability of affordable housing ➢ Promote targeted training in workforce shortage areas ➢ Promote mentorships and collaborative efforts in trades ➢ Advocate for public funds for education and workforce training
3. Enhance the Business Climate & Stimulate Economic Activity	We advance initiatives that help create a vibrant year-round economy and promote Haines as a business-friendly location to outside businesses, professionals, and families.	➢ Support and strategize economic development in Chilkat Valley ➢ Develop community-wide marketing plan ➢ Support a vibrant downtown commercial area ➢ Provide economic development capacity to the Borough ➢ Promote small-business training for entrepreneurs and owners ➢ Seek funding for economic development projects ➢ Continue Recreation Economy in Rural Communities grant efforts
4. Enhance Year-Round Quality of Life	We work to realize a vision of Haines as the Adventure Capital of Alaska, offering residents of all ages a quality of life that seizes on its year-round world-class outdoor recreation opportunities.	➢ Continue development of Haines' Recreation Economy Planning Strategy ➢ Support downtown revitalization efforts ➢ Support expansion of ADA-accessible outdoor/recreational opportunities ➢ Support creation of more off-season events and activities ➢ Establish a community events calendar ➢ Support initiatives that maintain access to subsistence activities ➢ Support initiatives that maintain the Chilkat Valley's pristine environment
5. Increase Resilience to Economic & Natural Disasters	We help build community resilience in the face of economic or environmental disruption by advancing preparedness and recovery plans and by increasing redundancy, flexibility, and diversity across the local economy.	➢ Foster development of cross-agency cooperation ➢ Contribute to resiliency planning ➢ Advocate for emergency management funding ➢ Advocate for the sustainable development of natural resources ➢ Collaborate with government partners on disaster preparedness/response ➢ Educate the community about how to build resilience
6. Build Organizational Resources & Stability	We aim to be financially solvent and have the resources to meet our long-term commitment to providing economic development planning and support services in the Haines borough.	➢ Identify and evaluate ongoing revenue sources for HEDC ➢ Recommend stable annual revenue mechanism for HEDC to the Borough ➢ Look for strategic partnerships to increase organizational capacity ➢ Consider new revenue-generating opportunities ➢ Consider grant opportunities that align with HEDC 5-year plan

Introduction

Haines Economic Development Corporation (HEDC) is a nonprofit corporation with a mission to realize economic development in Haines Borough through research, community engagement, and strategic planning. In 2022, HEDC engaged McKinley Research Group (MRG) to revisit and revitalize HEDC's initial 5-year economic development plan, published in 2018.

This new five-year plan, covering 2023 through 2028, will be used to guide the work of HEDC. The objectives and strategies provide flexibility for HEDC to work with entrepreneurs and businesses in all sectors. This approach also reflects support by HEDC and among Haines residents for small business development and for fostering residents' entrepreneurial spirit. The plan will help guide the actions of public and private sector entities working toward similar objectives.

Photo credit: Lee Hart

What is Economic Development?

Economic development creates the conditions for economic growth and improved quality of life, expanding individual, business, and community capacity. Economic development activities include deployment of a suite of strategies that can enhance the quality of life and economic resiliency of Haines. This work requires understanding the local economy and the forces shaping it, and identifying strategies that align with the community's vision, priorities, and opportunities.

HEDC works to create economic development solutions driven by community goals and vision.

Plan Development

The process of developing this plan centered on public input, data, and synthesis. Key activities are described below.

INITIAL COMMUNITY WORKSHOP

A half-day community workshop was held on November 12, 2022, in the Haines Public Library. (See Appendix 1.) About 25 participants attended in person, and 12 via Zoom. The workshop was facilitated by MRG staff with support from HEDC staff. The agenda included:

- Introductions
- Retrospective of HEDC activity since 2018
- High-level overview of key trends
- Small-group discussions and sharing focused on a five-year vision for Haines and economic development strategies

ECONOMIC INDICATORS

HEDC values the use of data to inform understanding of local economic conditions, opportunities, and needs. HEDC's 2018 5-year plan included an extensive economic baseline report. Since then, HEDC gathered and published key data points and trends in its *Haines Economic Indicators Report*, published annually from 2019-2021. These reports helped HEDC track conditions during its initial five-year plan. This plan update includes an updated overview of key economic indicators and trends.

BOARD STRATEGY SESSIONS

The HEDC board held a strategy session on April 5, 2023 facilitated by MRG staff to draft an updated 5-year plan synthesizing public input and data. The board held an internally facilitated session on June 8, 2023 to develop a SWOT analysis.

PUBLIC INPUT

Public input on the SWOT analysis was gathered at a June 20, 2023 Haines Borough economic development planning session.

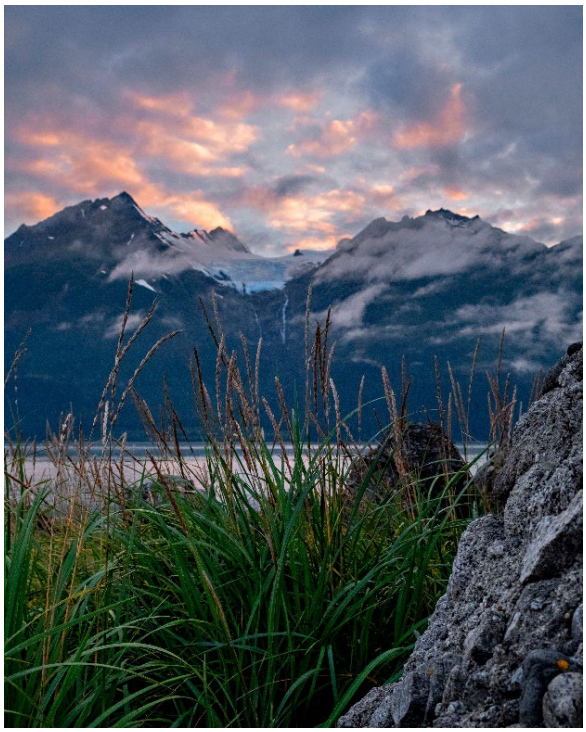

Photo credit: Rachel Deehan Photography

Next Steps

Anticipated next steps for HEDC's 2023-2028 5-year strategic plan are outlined below.

1. *Plan Adoption:* HEDC board of directors adopts the 2023 *Haines 5-Year Economic Development Plan*.
2. *Presentation to Borough Assembly*. HEDC presents the plan to the Haines Borough Assembly for a resolution of adoption. The Borough's adoption of the plan will signal the Borough's commitment to the strategic objectives articulated in the plan and reaffirm the partnership between HEDC and the Borough.
3. *Implementation and Measurement:* Over the next five years, the plan will serve as a guidepost, helping HEDC determine how to invest its resources and energy. Continued development and measurement of key indicators will help HEDC and the community assess progress, refine strategies, identify challenges, and celebrate successes.

Acknowledgments

We thank the HEDC board for their efforts during this process and Cindy Zuluaga Jimenez for her support during the community workshops guiding the 65% and 95% stages of the project. We thank former HEDC executive director Lee Hart for launching this project and for granting use of her photos. Thanks to Margaret Friedenauer for her work on the *Haines Economic Indicators Reports*. We are grateful to the Haines Public Library staff for hosting the November workshop and providing technical support. We thank the community members who participated in this process and all who give their time and energy to making Haines a better place.

HEDC Board of Directors
Chip Lende, Co-chair
Darsie Culbeck, Co-chair
Sylvia Heinz, Treasurer
Scott Doddridge, Secretary
Sean Gaffney
Vacant (x2)

Ex-Officio Member
Douglas Olerud, Haines Borough Mayor

Staff
Cindy Zuluaga Jimenez, Executive Director

Mission

Haines Economic Development Corp. (HEDC) is a nonprofit corporation with a mission to realize economic development in Haines Borough through research, community engagement, and strategic planning. HEDC works to create economic development. solutions driven by community goals and vision.

HEDC Guiding Principles

We live, work, and play on the traditional lands of the Tlingit people.

HEDC reaffirms its commitment to the guiding principles outlined at our formation, articulated below.

FORMATION: Through public funding, a public/private partnership exists between the community and HEDC to support and realize economic development goals.

EDUCATION: Our goal is to help the community understand what "economic development" and "economic health" mean and explore the opportunities this effort presents.

INITIATIVES: We will initiate programs and promote public policies that further the community's economic development goals. Initiatives will be considered for both short-term and long-term development and will be measured for effectiveness in moving the community toward its goals.

INCLUSIVENESS: Economic development is for the benefit of borough residents. HEDC will advance concepts and ideas through information, research, education, and analysis that inform community discussions. We recognize the qualities that draw economic development to our community without effort and will build on those assets to maximize our planning efforts.

Photo credit: Lee Hart

SUSTAINABILITY: HEDC will lead the community in efforts that strive to meet the needs of our community now, without compromising the ability of our future generations of the borough to meet their own needs in maintaining economic health.

FACILITATION: All opinions and ideas from the community will be considered when discussing economic development ideas and goals. We will emulate and facilitate civil discussions in striving for inclusion in economic planning. HEDC will make economic

planning engaging and thought provoking. HEDC will encourage the sharing of ideas and discourage uncivil or distracting rhetoric in our planning efforts.

COLLABORATION: We are fueled by a combination of energetic long-time residents and newcomers anxious to share their skills, talents and experience. We invite and embrace the contributions of all residents in sustaining our economic health as a community.

LEADERSHIP: Through a conscious commitment to our Guiding Principles, HEDC will dedicate resources, initiate programs, and promote policies that realize economic development.

HEDC also remains committed to the following focus areas articulated in the 2018 5-year plan:

- Our community's knowledge and understanding of economic planning and economic health
- Our entrepreneurial and small business opportunities
- Opportunities for existing or burgeoning industries
- Training and mentoring opportunities for the trades industry
- Our natural resources to provide continued opportunity and sustenance for residents and a distinctive experience for visitors

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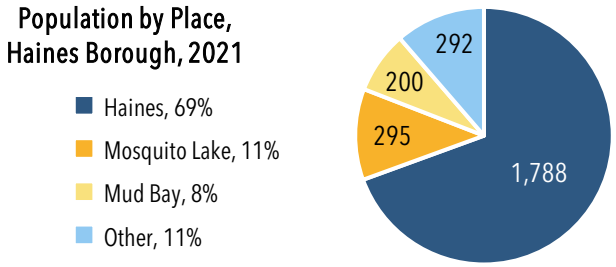
Photo credit: Lee Hart

Haines Economic Indicators

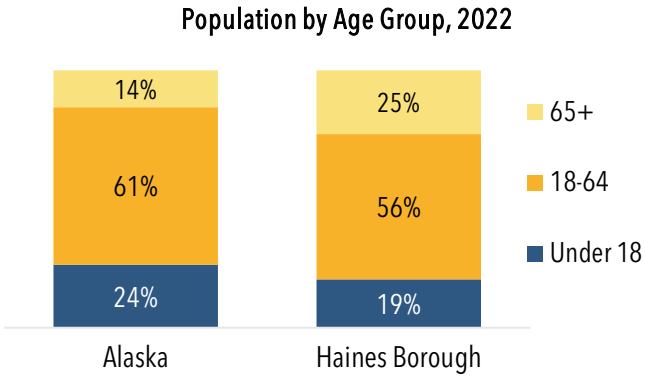
Population

2022 Population: 2,575 | **Change From 2021: -46 (-2%)** | **Change From 2018: +106 (+4%)**



Haines Borough population grew in the last five years, reversing a trend of annual declines between 2014 and 2017. The state in 2021 projected a 7% population decline in the Borough over the next 30 years, compared to projected declines of 13% for Southeast Alaska and 3% statewide.

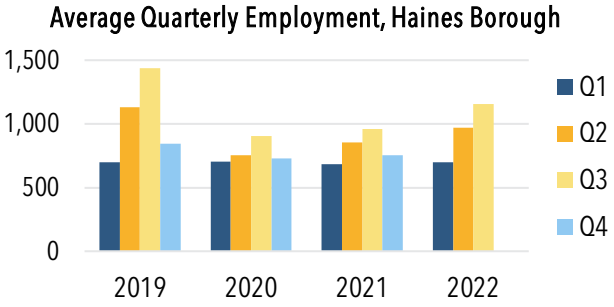
In 2022, 1,451 individuals aged 18 to 64 lived in the Haines Borough, 56% of the Borough population.

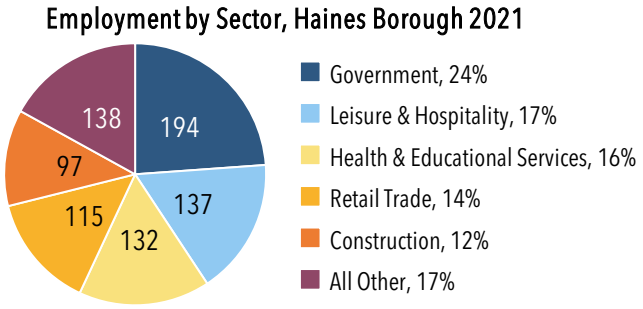


Wage and Salary Employment

2021 Average Jobs: 813 | **Change From 2020: +40 (+5%)** | **Change From 2019: -216 (-21%)**

Though employment in the Borough remains below pre-pandemic levels, preliminary 2022 data shows average employment through Q3 at 941 jobs, up 154 jobs from 2020 levels (787 jobs).

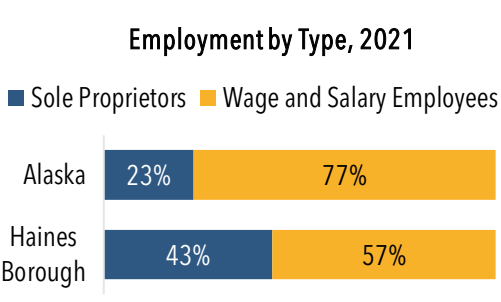




In 2021, the top five sectors in the Borough by employment comprised 83% of jobs. Leisure & hospitality was the top sector in 2019 (25% of jobs), followed by government (18% of jobs), a trend that reversed in 2021.

Sole Proprietor Employment

2021 Average Jobs: 637 | **Change From 2020: +10 (+2%)** | **Change From 2019: -24 (-4%)**



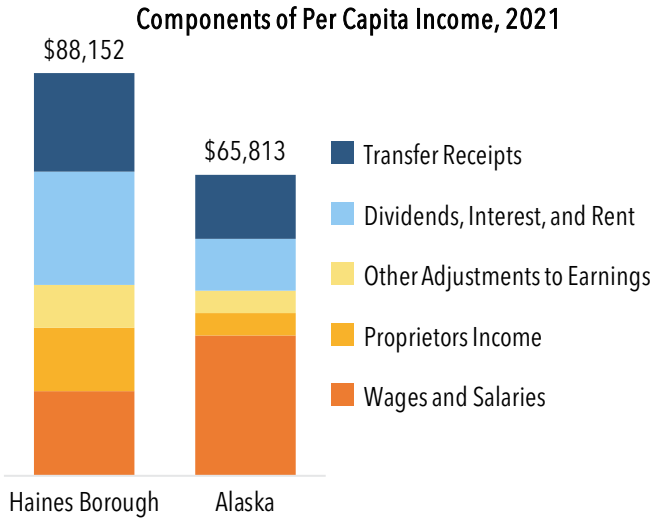
Sole proprietors in the Borough earned an average $44,898 in 2021, 27% more than the state average. Sole proprietor employment fell by 5% (34 jobs) from 2019 to 2020, compared to a drop of 25% (258 jobs) in wage and salary employment over the period.

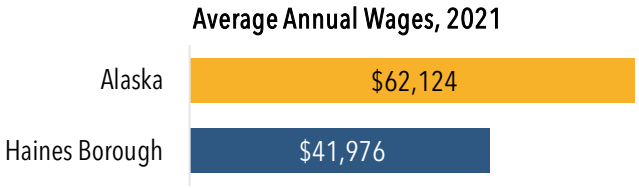
In 2023, 318 Haines-based businesses are registered with the State: 208 LLCs, 60 corporations, and 50 nonprofits. Of these, 130 were formed in the last five years.

Haines Borough Resident Incomes

2021 Average Wages: $41,976 Change From 2020: -$639 (-1%) Change From 2017: +$1,728 (+4%)

Note: All data are in 2021 inflation-adjusted terms.





Despite earning lower average wages, Borough residents' 2021 per capita incomes were 34% higher than those of Alaskans statewide. Wages and salaries comprised 21% of per capita income in Haines Borough, compared to 47% statewide.

Haines residents had higher earnings from sources such as sole proprietor income, dividends, interest, rent payments, and transfer receipts (e.g., social security payments).

Sector Spotlights

VISITOR INDUSTRY

Leisure and hospitality employment fell by 67% from 2019 to 2020 (174 jobs), accounting for two-thirds of job losses in the Borough. Preliminary 2022 data shows peak monthly employment at 423 jobs, 67% above 2021 levels (253 jobs), and 17% below 2019 levels (509 jobs).

Passengers	2019	2022	Change
Inbound AMHS	22,400	19,400	-13%
Inbound Shuttle Ferry	26,500*	29,000*	+9%
Inbound Air	9,700	9,300*	-4%
Inbound Highway	43,700	28,300	-35%
Cruise	63,400	58,800	-7%

Notes: Passenger numbers include residents and visitors. To avoid double counting (e.g., cruise passengers using the shuttle ferry), data in this table should not be summed.
*McKinley Research Group estimate based on preliminary data.

In 2022, 58,800 cruise passengers visited Haines via 88 port calls, including 11 ships rerouted from Skagway due to the rockslide above Skagway's railroad dock.

Independent travel recovery varies by mode of entry. The slowest to recover is highway travel via the Dalton Cache border crossing, which was 35% below pre-pandemic levels in 2022.

SEAFOOD INDUSTRY

In 2021, 109 Borough residents held active commercial fishing permits, earning a combined $7.7 million in fisheries across the state. Top species targeted by Haines fishermen were salmon (65 fishermen) and halibut (22 fishermen).

GOVERNMENT

Government employment in the Borough grew by 7% over the last five years. Of 194 government jobs in 2021, 74% were local government, 21% state, and 13% federal government including military. Federal jobs are the highest paid wage and salary jobs in the Borough, with average annual wages of $108,708 in 2021.

HEALTH CARE

As of 2022, 22 health care employers were based in the Borough employing about 130 individuals, the same number as in 2019. Average wages were $52,050 in 2021, 21% less than what health care workers make statewide.

MINING

In 2022, about 45 Haines residents were estimated to have worked directly for the Alaska mining industry; while some worked in the Borough, most worked for mines elsewhere in Southeast Alaska

Sources: Alaska Department of Labor and Workforce Development; Alaska Department of Commerce, Community, and Economic Development; Bureau of Economic Analysis; U.S. Census Bureau American Community Surveys; Commercial Fisheries Entry Commission; Bureau of Transportation Statistics; Alaska Marine Highway System Annual Reports; Cruise Line Agencies of Alaska; Haines Borough Tourism Department 2022 End of Season Visitor Analysis; McKinley Research Group Estimates. *This document published April 2023.*

HEDC Retrospective

The launch of this 5-year plan update in November 2022 coincided with the four-year anniversary of HEDC's registration with the state of Alaska as a nonprofit corporation.

During those four years, Haines experienced significant change, including broad social and economic upheaval wrought by the COVID-19 pandemic. The community experienced tragedy with the Beach Road landslide in December 2020, which took the lives of two young community members including HEDC's executive director. The storm and associated damage directly affected about 34% of the Haines community. Budget impacts and COVID-19 dictated the focus of HEDC in 2020 and 2021.

While these events profoundly impacted the community, HEDC remained committed to its strategic objectives. With some shifting of strategies, the overarching objectives have served as a helpful blueprint for recovery.

HEDC Strategic Objectives, 2018-2023

1. Increase economic development awareness and engagement.
2. Strengthen economic development foundations.
3. Enhance the business climate to stimulate economic activity.
4. Enhance year-round quality of life.

This section highlights HEDC activities and efforts since 2018 toward each of its four strategic objectives.

1. Increase economic development awareness and engagement. Strategies included conducting economic impact studies, economic development research, and community surveys as needed.

- HEDC published annual economic indicators reports in 2019, 2020, and 2021. A 2022 indicators report was developed to draft.

2. Strengthen economic development foundations. This objective emphasized retention and expansion of existing businesses and a community desire to see increased collaboration between HEDC and the Haines Chamber of Commerce.

- HEDC collaborated with the Chamber to develop the Buy Local program. The program is evolving into the Local Frequency app.
- HEDC provided COVID funding (ARPA/CARES Act) technical assistance to help businesses and individuals stay afloat during the pandemic.

- HEDC worked to develop grant coalition partnerships to help local businesses. One such grant coalition landed an Environmental Protection Agency (EPA) Recreation Economy in Rural Communities grant.

3. Enhance the business climate to stimulate economic activity.

- HEDC won an Economic Development Administration (EDA) grant to help local businesses recover from the pandemic. The grant provided marketing services to 15 local businesses to help them pivot to online platforms including search engine marketing (SEM) campaigns, ecommerce additions, and enhanced websites.
- The EDA grant supported creation of a website to promote Haines to location-neutral workers. The website focuses on the benefits of living, working, and playing in Haines. The project helped HEDC identify infrastructure needs to support the community and location-neutral workers, notably faster and more reliable internet service, housing availability, and reduced energy costs.

4. Enhance year-round quality of life. This objective called for engaging with public, private, and non-profit partners to promote, support, and establish more all-season, all-user outdoor recreation activities that will serve as a draw for residents and visitors.

- HEDC is seeking funding for master trails planning to evaluate year-round trail needs.

Photo credit: Rachel Deehan Photography

SWOT Analysis

This inventory of the community's strengths, weaknesses, opportunities, and threats (SWOT) was developed by the HEDC board and refined with community input.

Strengths (internal)	Weaknesses (internal)
High self-employment rate relative to state	Rapid increase in housing costs
Growth potential for existing and new local manufacturing (e.g., value-added timber)	Low affordable housing inventory
Non-profit sector contributions	Short-term lack of housing (inventory, development)
Tribal governments (Chilkoot Indian Association, Klukwan)	Seasonal economies
Infrastructure funding for Haines Highway	Cost and reliability of transportation
Tourism sector	Energy cost
Direct cruise ship calls increasing since COVID-19	Broadband infrastructure
Haines Packing Co. and local fishing fleet	Community opposition to sectors with anticipated growth: large cruise ships (17% oppose growth), timber harvest (18%), and mining (35%)
Film industry	Labor shortages
Kensington/Greens Creek mine workers	Childcare shortage
Low unemployment rate	Limited industrial zoning
Population decline is slowing	Private sector monopoly on transportation infrastructure (barge, boat haul, seaplanes, fuel, power, landfill)
High per-capita income relative to state	Solid waste management is privatized
School ratings	Wastewater management/treatment
Popular events (e.g., Beerfest, Fair, Fishermen's BBQ, Int'l Bike Relay)	Lack of building codes
Natural beauty/outdoor recreation	

Opportunities (external)	Threats (external)
AMHS ferry Hubbard coming online	Labor uncertainty
New infrastructure funding	Tight labor market
Reconstructed highway	Excursion Inlet loss of fish tax
University of Alaska land timber opportunities/carbon credits	Decline in school enrollment
Abundant natural resources and opportunities	Natural disasters that affect economic fabric
State forest	Limited municipal capacity
Dock improvements/increase in capacity	Local dependence on fish stocks (moratoriums on trolling)
Partnerships with regional organizations and tribal entities	Food security
Canadian transboundary relationships	Risk of communications loss in Upper Lynn Canal
Collaboration with neighboring communities (JNU, SGY, Whitehorse)	Climate uncertainty
Arts	Aging population increases pressure on health care and related services
Mariculture	Uncertainty in state, national and international policy, fiscal situation, and regulatory environment
Palmer Project – mineral exploration	Lack of full-time year-round benefited jobs
Outdoor recreation opportunities	
Undeveloped land sale opportunities	
Climate harbor (attract those leaving climate-affected places)	
Opportunities to retain youth	

Haines Economic Development Plan 2023-2028

This economic development plan update is intended to help guide HEDC decisions and priorities for 2023-2028. The plan outlined on the following pages reflects HEDC's guiding principles and focus areas and incorporates feedback articulated by HEDC board and staff and the broader Haines community. The plan focuses on six strategic objectives, including the four strategic objectives identified in the 2018 5-Year Plan and two new objectives.

Objective 1: Increase Community Economic Development Awareness and Engagement

Goal Statement

We proactively engage Chilkat Valley residents and share information relevant to economic development so that community members are empowered and motivated to participate effectively in economic development decisions and activities.

Key Strategies

- Share information relevant to decision-making throughout the community.
- Host economic development forums and community dialogs.
- Develop and track indicators that provide a holistic picture of community economic vitality and wellbeing.
- Conduct community surveys to inform alternative indicators as well as economic development priorities.
- Research what works in communities with comparable conditions and values in Southeast Alaska and elsewhere.
- Support collaboration between Borough, state, tribal, and federal agencies.

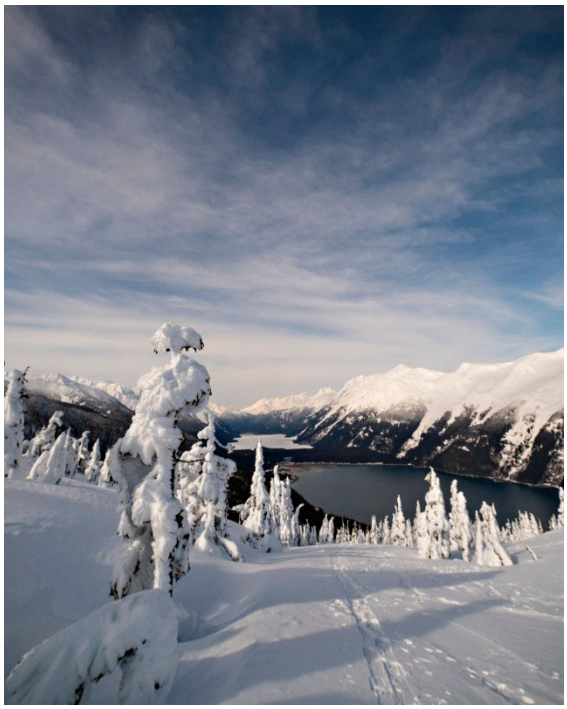


Photo credit: Rachel Deehan Photography

Objective 2: Strengthen Economic Foundations

Goal Statement

We work to sustain and enhance Haines' existing businesses and economic foundations while fostering new entrepreneurs, creating a resilient and vibrant year-round economy.

Key Strategies

- Support infrastructure improvements including broadband, transportation and access (ferry, roads, and airport), and renewable energy.
- Support efforts to diversify and strengthen growing economic sectors.
- Work to increase local availability of supportive infrastructure such as child care, health care, and veterinary services.
- Work to expand availability of affordable housing.
- Promote targeted training in workforce shortage areas.
- Advance vocational and trades training through mentorships, school partnership, and other collaborative efforts.
- Advocate for public funding for education and workforce training.

Objective 3: Enhance the Business Climate and Stimulate Economic Activity

Goal Statement

We advance initiatives that help create a vibrant year-round economy and promote Haines as a business-friendly location to outside businesses, professionals, and families.

Key Strategies

- Support and strategize economic development in the Chilkat Valley.
- Collaborate to develop a community-wide marketing and public relations plan.
- Continue to support a vibrant downtown commercial area.
- Provide economic development capacity to the Borough.
- Promote small-business training for entrepreneurs and owners.
- Seek grants and other funding opportunities for targeted economic development projects.

Objective 4: Enhance Year-Round Quality of Life

Goal Statement

We work to realize a vision of Haines as the Adventure Capital of Alaska, offering residents of all ages a quality of life that seizes on its year-round world-class outdoor recreation opportunities. These adventures are balanced by a clean, affordable, and attractive community that maintains its small-town character and charm with year-round amenities and a thriving arts community.

Photo credit: Lee Hart

Key Strategies

- Continue development of Haines' Recreation Economy Planning Strategy to support development of recreation and tourism opportunities and appeal to remote workers.
- Support efforts to revitalize the downtown area.
- Support expansion of ADA-accessible trails, cabins, and other recreational opportunities to make the Chilkat Valley accessible to all.
- Support growth of *quality* jobs that promote overall community quality of life.
- Work to create off-season draws to strengthen year-round commerce and quality of life.
- Create and host a community events calendar as a single point of information.
- Support initiatives that maintain access to subsistence activities.
- Support initiatives that maintain the pristine environment of the Chilkat Valley.

Objective 5: Increase Resilience to Economic and Natural Disasters

Goal Statement

We help build community resilience in the face of economic or environmental disruption by advancing preparedness and recovery plans and by increasing redundancy, flexibility, and diversity across the local economy.

Key Strategies

- Collaborate in development of cross-agency emergency operations and recovery plans.
- Contribute to resiliency planning (e.g., housing, energy, infrastructure) with research on economic impacts.
- Advocate for emergency management funding.
- Advocate for the sustainable development of natural resources.
- Collaborate with local, regional, state, and federal partners to increase availability of disaster preparedness and response resources (e.g., technical assistance, equipment, and funding).
- Educate the community about the economic impacts of disasters and how to build resilience.

Objective 6: Build Organizational Resources and Stability

Goal Statement

We are financially solvent and have the resources to meet our long-term commitment to providing economic development planning and support services in the Haines Borough. Long-term financial stability is foundational to ensuring sustainability and community trust.

Key Strategies

- Identify and evaluate potential ongoing revenue sources to support HEDC's mission.
- Develop a recommendation to the Borough on how to codify stable annual revenue sources for HEDC.
- Look for strategic partnerships to increase organizational capacity.
- Consider new revenue generating opportunities as capacity allows (e.g., Pick.Click.Give, donor-advised funds, and other sources).
- Consider grant opportunities that align with HEDC's 5-Year Plan.

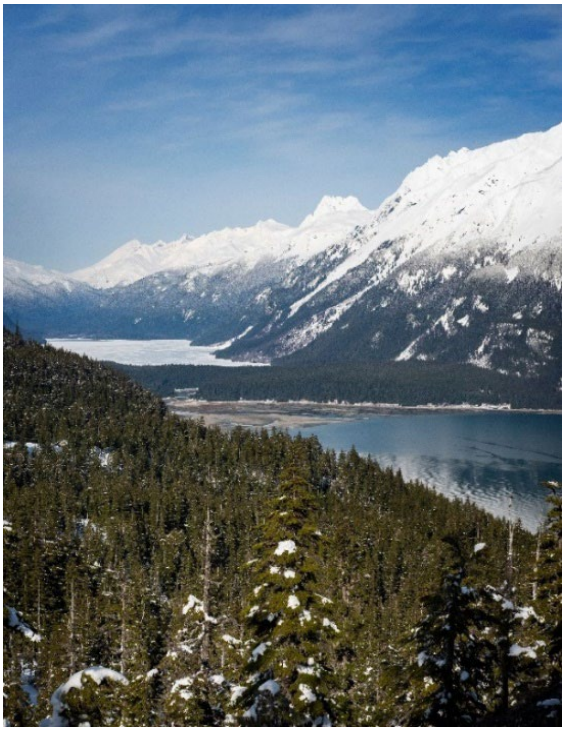


Photo credit: Rachel Deehan Photography

Appendix 1: Public Workshop Results

This appendix summarizes findings from the November 2022 public workshop, held at the Haines Public Library. About 25 people attended in person and another 12 attended via zoom.

Vision

Participants at the November workshop were asked, "In five years, what is your vision for Haines as a place to live and work?" The following discussion starters were offered:

- Why do you live here?
- What exemplifies Haines at its best? Why?
- How do you describe Haines to others?
- What are your hopes for Haines?

Participants discussed the questions in small groups and reported back to the full group with one sentence or conceptual ideas and a key word. Draft vision statements that emerged from the workshop follow:

- Haines is a community that works together across barriers to develop a shared vision and identity.
- Haines enjoys a vibrant year-round economy that reaches an equilibrium between recreation, tourism, subsistence, and sustainable community-scale resource development.
- Haines is a thriving, tolerant, inclusive community for all with local leadership that is sensitive to community needs.

Key Words: inclusive, investment, self-sufficient, safe, data-driven

Photo credit: Paul Skorupskas (Unsplash)

The word cloud below depicts Zoom participants' key words.

Other Zoom participant comments follow, lightly edited:

- Growth and diversity, higher wages, less poverty, diverse year-round economy – fishing, timber, mining, tourism, manufacturing – year-round transportation access, low-cost abundant hydropower.
- In 5 years Haines will enjoy a thriving regional economy only thanks to improved ferry service to Haines-Skagway-Juneau and hence our neighbors in the Yukon.
- Sustainable economic development that's compatible with our existing industries and way of life here. Said no to boom-and-bust industries such as mining that could conflict with many of the previously identified strengths.
- Stronger industrial base to support a healthy economy

How Do We Get There?

Participants at the November workshop were asked, "What needs to happen to achieve the vision?" The following questions were offered to help guide discussion:

- What kind of culture and climate would support the vision?
- What kind of infrastructure would help?
- What training or education would help?
- What information would help?
- What policy changes might support the vision?
- What else needs to happen?

Attendees workshopped the questions in small groups and reported to the larger group. The table on the following page summarizes responses. The categories are meant to help organize thinking, and there is overlap between categories. Note that the lists reflect outcomes of a brainstorming process and are not prioritized.

The idea of this exercise was to identify actions, changes, ideas, and resources that could move Haines toward the 5-year vision participants workshopped earlier. Not all items in the list reflect consensus, and not all items may be appropriate or feasible for HEDC to take on.

Table 1. What Needs to Happen to Achieve Our Vision?

Culture and Climate	Infrastructure
People willing to participate Safe environment – no demonizing Separate people from issues More public discussion forums and public opinion surveys 'Yes' mindset and abundance mentality Spirit of negotiation Support collaborations and partnerships Try new ideas Commitment to sustainable planning that preserves quality of life Build community consensus that the vision we are working toward is in the best interest of the entire community Ensure progress is in the best interest of Haines and Klukwan Increase synergy and transboundary connectedness with the wider Southeast AK and Yukon region.	Renewable energy future Airport improvement Highway and transportation improvement Good reliable ferry service – more consistent and frequent Improve broadband access and affordability Childcare for birth to 3 years ADA accessibility and low barrier to outdoor recreation Recreation – gyms, public use cabins, trails, ski area, etc. Address affordable housing issues Health care Renovate existing buildings Recruit and retain a full-time veterinary clinic Regular restaurant service for visitors and locals Robust pedestrian trail (hiking, biking, skiing) network linking Haines and Klukwan to surrounding nature assets and transportation nodes, and downtown with waterfront, Fort Seward and Dalton City
Training and Education	**Policy**
Workforce development – all trades Technical training (e.g., hybrid community events) Increase funding to school district Expanded vo-tech education to expose students to local master craftsmen	Local preference for procurement Public knowledge and input on lobbying efforts Changes to committee appointment process – more diverse appointments Prioritize including Chilkat Indian Village and Chilkoot Indian Association as key stakeholders in decision-making Community engaged in land use policy PR/marketing of borough to outside Sustainable planning that preserves quality of life Have a long-range plan Engage in land use planning Engage in comprehensive planning process Assembly adopts what comes out of comp plan Better split of Fund 23 between tourism and economic development investment
Information	
Carefully consider indicators to capture what matters Share housing data More data, better indicators that paint "true picture" Research what works for other Southeast communities Community modeling – study similar communities in US and Canada Ensure relevant decision-making information is accessible to all	

How Can HEDC Advance the Vision?

Taking into account their 5-year vision for Haines and what needs to happen to get there, participants were asked to consider how HEDC could advance the vision. Participants brainstormed in small groups before sharing and engaging in a preliminary prioritization exercise. The following suggestions were offered and have been loosely categorized within HEDC's existing objectives.

Table 2. How Can HEDC Advance the 5-Year Vision for Haines?

Develop Economic Development Awareness & Engagement	Strengthen Economic Foundations
Serve as a safe place to foster community conversation Facilitate communication between public and Borough Assembly Expand public education and outreach where there is misinformation Find ways to disseminate information to more people Provide non-biased economic analysis of controversial industries Conduct periodic public opinion surveys 'Toot your horn!' Boost communication about HEDC Identify top three priorities and goals that can be communicated to the community Facilitate regular economic development forums and conversations	Help advance renewable energy Advance workforce development Support planning and zoning for affordable housing Make 'SMART goals' for next 2-3 years – more specific, less broad for each sector Bring workshops to town Serve as liaison, watchdog, and advocate for Haines with AMHS Facilitate targeted training for workforce shortage areas Help makes Haines more accessible and affordable for living and running a business
Enhance Business Climate & Stimulate Economic Activity	**Enhance Year-Round Quality of Life**
Prioritize resources for businesses Develop marketing and public relations plan Promote Haines to location-neutral workers Resuscitate downtown revitalization plan Provide project capacity to Borough Apply for grants for specific projects Collaborate with Chamber Provide small-business training seminar for local start-ups Invest in opportunities for celebration and coalition-building	Take action on year-round recreation Promote trails and public use cabins Create community event calendar Work to create off-season draws to strengthen year-round commerce

Appendix 2: Alternative Indicators

Community members at the November 2022 workshop noted that traditional economic indicators provide a limited snapshot of community conditions. Interest was expressed in exploring alternative and supplemental indicators of community socio-economic wellbeing.

Below are select resources HEDC may wish to explore.

- Research Report: Local Government Metrics of Wellbeing. Western Australia Local Government Association, February 2021.
- Sitka Community Indicators: A Profile of Community Well-Being. 2002. The Island Institute.
- Canadian Index of Wellbeing: Measuring What Matters, Making Measures Matter. Sample use: A Profile of Wellbeing in Rural Ontario. University of Waterloo, March 2020. *Note: Yukon Territory implemented the measures in 2021.*
- Civic Wellbeing Partners. "Civic Wellbeing Partners harnesses the power of data to provide a shared understanding of our community's strengths and needs, encouraging collaboration among civic leaders, local organizations, and residents to improve our collective wellbeing."
- McKinley Research Group. Identifying Indicators of Community Wellness: Literature Review and Inventory. May 2021. Prepared for Thrive Mat-Su.

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