

DOWNTOWN HAINES REVITALIZATION PLAN

MRV ARCHITECTS
MAY 2010

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EXECUTIVE SUMMARY

In the fall of 2008, MRV Architects was hired to perform planning and design for the City and Borough of Haines with a focus on revitalizing Main Street and the surrounding downtown core. The main steps of the study were to first understand the current difficulties with Main Street, and then propose a series of potential improvements for implementation over time.

The MRV design team included the McDowell Group and Sheinberg Associates as sub-consultants. The McDowell Group provided information on Haines demographics, and visitation trend analysis. McDowell also assisted in interviewing Haines businesses along Main Street. Sheinberg Associates was instrumental at the end of the study to identify comparable communities, and help identify detailed implementation strategies.

The planning process included a number of public meetings, first to understand the needs of the Community and Main Street. At the second phase of the study, graphic suggestions for improvements were developed. The final stage of the study further developed these development options and coupled them with an implementation strategy.

The product of the planning study is this written report, and a series of graphic sheets, drawing from the Borough's graphic data base. These sheets show the downtown portion of Haines in increasing size, starting from generalized plans, to enlarged drawings that focus on Main Street. Final drawings illustrate potential development scenarios along the main development stretch of Main Street. See Appendix C for a full listing.

The goal of revitalizing Main Street has to be broad in scope and reach, given that Main Street is integrally linked to, and is supported by, the rest of downtown Haines. Consequently, the study considered ways to further link Fort Seward, the Cruise Dock, and the Fairgrounds to the downtown core to make each work more successfully.

Virtually all Haines residents involved in this study acknowledge that buildings along Main Street range from quite attractive to shabby. The potential for collective steps to improve the visual feel of the town were broadly supported, with a general confidence that such steps which would further enhance visitation, and promote community connection and pride of place.

From early in the process, several likely improvements such as improved signage, steps to promote pedestrian comfort, improved parking, and ideas to improve the attractiveness of the Main Street buildings, were broadly supported.

Other suggestions, not surprisingly, have been less successful in achieving community consensus, and start to raise important questions on competing priorities. For example, how does one balance Main Street parking needs? How close does parking need to be to an establishment, knowing that the desirable density of Main Street is limited by use of parking in Main Street building lots. No single proposal satisfies all parties, and a thoughtful balancing process will need to be identified.

In general, the report recommends that improvements to the aesthetics and functionality of the downtown area should be primarily targeted to improve the quality of life for Haines residents. In doing so, such steps will also increase the appeal and economic return from visitors. A focus on creating an authentic experience, building from the authentic character of Haines, will make downtown more marketable to visitors, residents and potential investors.

The final chapters of this study identify development recommendations that our design team feels are appropriate and justifiable for Haines. The intent of the study is to provide enough background and information for the leaders and residents of Haines to make decisions on how to rank and then implement priorities.

While much of the focus of this study is on the physical improvements and connections to be made, a successful implementation strategy will rely on a broad base with four categories. This broad approach to successful implementation involves 1) organization and coordination, 2) marketing and promotion of downtown's authentic assets, 3) improving downtown design and infrastructure, and 4) focus on long-term business and economic development.

It will be strategically important to integrate the implementation of these planning recommendations for Main Street with other major plans that exist for improving the general Haines district, including the Haines Highway corridor study, and the non-motorized vehicle study. Similarly, it will be critical to coordinate improvements desired for the Harbor area with the goals of this study so that areas like Front Street are coordinated between the documents, and the best opportunities are captured.

Each success for Main Street improvements should be celebrated, no matter how small. This will help keep volunteers engaged and maintain the momentum necessary to complete downtown projects. The revitalization of a downtown happens slowly; with one business opening at a time. Time must be allowed for success to spread. Well-planned public investment can eventually leverage significant private investment.

The Main Street vision, with implementation strategies that focus on organization, marketing, design and infrastructure, and economic development can be successful if it connects across the broad spectrum of the community.

HAINES RESIDENT DATA AND TRENDS

Population and Employment:

- While Haines population increased by 2.8 percent in 2008 from 2007, the community remains smaller than it was a decade ago.
- The population's median age has increased by 5.0 years since 2000.
- School enrollment has been steadily decreasing the past 10 years. Despite a slight increase in 2006 and 2007, enrollment was still significantly lower than a decade ago.
- Employment has increased in the past 10 years.

Population and Employment Trends
1999 to 2008

| Haines | 1999 | 2000 | 2001 | 2002 | 2003 | 2004 | 2005 | 2006 | 2007 | 2008 |
|--------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Population | 2,475 | 2,392 | 2,368 | 2,356 | 2,316 | 2,250 | 2,205 | 2,234 | 2,246 | 2,310 |
| 19 and under | - | 27.3% | 26.6% | 26.1% | 25.0% | 24.2% | 22.5% | 22.9% | 21.7% | 22.6% |
| 20 to 64 | - | 62.2 | 62.6 | 62.9 | 63.4 | 63.4 | 64.9 | 64.1 | 65.2 | 63.6 |
| 65+ | - | 10.5 | 10.8 | 11.0 | 11.7 | 12.4 | 12.7 | 13.3 | 13.5 | 13.8 |
| Median age | - | 40.7 | 40.8 | 41.3 | 42.0 | 43.4 | 44.6 | 45.1 | 45.6 | 45.7 |
| School enrollment | 425 | 402 | 379 | 331 | 328 | 300 | 295 | 303 | 319 | 312 |
| Employment | | | | | | | | | | |
| Peak month | Sept. | Aug. | Sept. | Aug. | Aug. | Aug. | Aug. | Aug. | Aug. | - |
| Peak | 1,450 | 1,548 | 1,282 | 1,319 | 1,576 | 1,697 | 1,760 | 1,808 | 1,799 | - |
| Monthly average | 888 | 993 | 882 | 893 | 947 | 1,002 | 1,050 | 1,056 | 1,061 | - |

Source: Alaska Department of Labor and Workforce Development and Department of Education and Early Development.

HAINES TRANSPORTATION TRENDS

Haines is served by the Alaska Marine Highway, several small air carriers, and may be accessed from the north by car and bus via the Haines Highway.

- Ferry ridership has increased in recent years, but remains considerably lower than a decade ago.
- Ferry ridership includes approximately 1,000 visitors annually traveling by motorcoach. This small market segment is appealing because of the potential for overnighting in local accommodations.
- Air traffic has remained fairly steady in recent years, but reflects a decline since 2000. (Data for 2008 is not published.)
- Highway traffic has declined by more than 20 percent over the last decade.

Transportation Trends 2000 to 2008

| | 2000 | 2001 | 2002 | 2003 | 2004 | 2005 | 2006 | 2007 | 2008 |
|-------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Ferry | | | | | | | | | |
| Embarking | 40,160 | 34,762 | 38,113 | 35,557 | 34,043 | 32,598 | 31,249 | 33,033 | 34,946 |
| Disembarking | 38,779 | 33,333 | 36,923 | 35,237 | 34,055 | 32,223 | 29,759 | 31,502 | 34,214 |
| Air enplanements | | | | | | | | | |
| | 10,655 | 9,652 | 5,847 | 7,712 | 7,940 | 8,054 | 7,071 | 7,554 | - |
| Highway | | | | | | | | | |
| Passenger | | | | | | | | | |
| Southbound | 44,380 | 46,294 | 48,117 | 44,006 | 43,556 | 40,893 | 39,140 | 39,338 | 34,434 |
| Northbound | 41,964 | 41,512 | 46,018 | 41,991 | 44,182 | 42,237 | 32,174 | 36,677 | 32,315 |
| Vehicle | | | | | | | | | |
| Southbound | 20,452 | 20,590 | 21,273 | 20,374 | 20,121 | 17,525 | 18,052 | 18,310 | 15,978 |
| Northbound | 19,278 | 19,275 | 21,017 | 19,864 | 20,317 | 20,231 | 15,556 | 16,771 | 14,791 |

Source: Alaska Marine Highway, Federation Aviation Administration, US Customs, Haines Visitor Bureau.

Note: Figures are annual totals and include residents and visitors.

STATEWIDE VISITOR DATA AND TRENDS

Estimated visitor volume and trend data is available periodically through the State's Alaska Visitor Statistics Program. The comprehensive summer 2006 report included visitation estimates at the regional and community level. In the two subsequent years, reports included only statewide visitor volume estimates. The most current AVSP data is presented below, along with recent cruise passenger counts. (Note: the visitor data presented in the following section excludes Alaska residents traveling for business or pleasure.)

Visitation to Alaska dropped by 0.4 percent between summer 2007 and 2008. Most of the drop was attributed to a decrease in visitor exits by air. Highway and ferry exits also decreased during this period, while the cruise market segment increased slightly. Likely factors contributing to the slight decline include the early phase of the economic recession and the high price of gasoline.

**Estimated Alaska Visitor Volume
Summer 2006 to 2008**

| | All Visitors | Percent Change |
|-------------|--------------|----------------|
| Summer 2006 | 1,631,500 | NA |
| Summer 2007 | 1,714,100 | +5.1% |
| Summer 2008 | 1,707,400 | -0.4% |

Source: *Alaska Visitor Statistics Program V*, McDowell Group.

The visitor industry is braced for continued drops in the next couple of years. Four small ships pulled out of Alaska in 2009, reducing passenger capacity by nearly 10,000 visitors. The decline in small ship traffic will cause a sizeable reduction in air and lodging revenues, as small ship passengers typically embark and disembark in the southeast region.

During spring and early summer 2009, hotels and lodges throughout Alaska were reporting significant reductions in bookings. Air carriers have reduced flight capacity to and from the state.

Additional changes in large ship deployment for 2010 will result in a loss of approximately 150,000 passengers when compared to cruise visitation in recent years.

Visitation and Spending

Southeast Alaska attracted nearly 1.2 million visitors in 2006, slightly more than 70 percent of the statewide market. The regional market is comprised of approximately 1 million cruise passengers and nearly 180,000 non-cruise visitors. The regional cruise and non-cruise markets are discussed in more detail in the following sections.

The visitor expenditure data in the following table reveals considerable differences in the average amount spent in each community. Differences are attributable to wide variations between communities in terms of visitor volume, types of markets served, assortment of tour and retail offerings, and visitor appeal.

With the exception of Glacier Bay/Gustavus (where most of the visitation occurs by large ship), Haines has the lowest average retail spending and is among the lowest for dining expenditures.

Visitor Expenditures, Per Person Southeast Communities

| | All Visitors | Southeast | Juneau | Ketchikan | Skagway | Sitka |
|-------------------------------------|--------------|-----------|--------|-----------|---------|-------|
| Avg. in-state expend. | \$934 | \$754 | \$690 | \$684 | \$703 | \$752 |
| Expend. in location | | 480 | 177 | 150 | 159 | 198 |
| Lodging | | 17 | 9 | 4 | 1 | 12 |
| Tours/activity/ entertainment | | 208 | 86 | 51 | 87 | 46 |
| Gifts/souvenirs/ clothing | | 184 | 66 | 77 | 63 | 46 |
| Food/beverage | | 28 | 10 | 10 | 6 | 15 |
| Rental cars/fuel/ transportation | | 8 | 3 | 5 | 1 | 2 |
| Other | | 35 | 3 | 3 | 1 | 77 |

| | Glacier Bay/ Gustavus | Haines | Hoonah | Petersburg | Wrangell |
|-------------------------------------|--------------------------|--------|--------|------------|----------|
| Avg. in-state expend. | \$752 | \$878 | \$761 | \$1,418 | \$1,184 |
| Expend. in location | 12 | 76 | 53 | 302 | 115 |
| Lodging | 1 | 10 | - | 32 | 32 |
| Tours/activity/ entertainment | 4 | 34 | 31 | 22 | 15 |
| Gifts/souvenirs/ clothing | 1 | 10 | 16 | 27 | 35 |
| Food/beverage | 1 | 12 | 5 | 43 | 17 |
| Rental cars/fuel/ transportation | - | 9 | - | 13 | 6 |
| Other | 5 | 1 | 1 | 165 | 10 |

Notes: Excludes transportation to/from Alaska. "Other" includes multi-day packages attributable to one community, usually sport-fishing lodge packages.

Haines Visitor Data and Trends

According to visitor volume estimates produced in AVSP, Haines attracted 124,000 visitors during summer 2006, with 75 percent of the market traveling by cruise ship. Estimates for 2008 and 2009 are based on changes in cruise visitation for each year and a projected decreased in non-cruise travel in 2009.

Haines Summer Visitation Estimates

| | 2006 | 2008 est. | 2009 est. |
|---|----------------|----------------|----------------|
| Total Visitor Volume | 124,000 | 140,000 | 125,000 |
| Non-cruise visitors (highway/air/ferry) | 31,000 | 31,000 | 23,000 |
| Cruise passengers | 93,000 | 110,000 | 104,000 |
| Haines arrivals | 33,000 | 50,000 | 44,000 |
| Arrivals from Skagway | 60,000 | 60,000 | 60,000 |

Source: *Alaska Visitor Statistics Program V* and McDowell Group estimates.

Cruise ship traffic to Haines has fluctuated considerably. While nearly 200,000 passengers were onboard ships that called in Haines in 1999, the evening port calls significantly limited the number of passengers that disembarked. Since then, Haines has successfully attracted ships during the daytime and the percentage of passengers that disembark and experience the community has increased.

In 2008 the number of cruise passengers exceeded 50,000 passengers (an increase of 44.8 percent compared to 2007). The 2009 cruise ship schedule indicated a slight decrease to 44,000 passengers. Additionally, an estimated 60,000 cruise passengers experience Haines as a shore-excursion while their ship is docked in Skagway. The passenger volume has been fairly constant in recent years.

Haines Cruise Ship Passengers - 1999 to 2009

| Year | Passengers |
|-------------|------------|
| 1999 | 195,466 |
| 2000 | 45,804 |
| 2001 | 90,595 |
| 2002 | 28,479 |
| 2003 | 28,479 |
| 2004 | 29,566 |
| 2005 | 30,832 |
| 2006 | 32,896 |
| 2007 | 27,659 |
| 2008 | 50,121 |
| 2009 (est.) | 44,000 |

Source: Cruise Line Agencies of Alaska.

Haines Non-Cruise Visitor Profile

The following table includes a summary profile of the 31,000 non-cruise passengers that visited Haines during summer 2006.

Haines Non-Cruise Visitor Profile Summer 2006

| Primary Trip Purpose | |
|--------------------------------------|-----------|
| Vacation/pleasure | 88% |
| Visiting friends/relatives | 8 |
| Business | 4 |
| Length of Stay | |
| Average # of nights in Alaska | 18.6 |
| Average # of nights in Haines | 2.9 |
| Visitation to Regional Destinations | |
| Skagway | 65% |
| Juneau | 44 |
| Ketchikan | 24 |
| Wrangell | 21 |
| Sitka | 19 |
| Previous and Future Alaska Travel | |
| Been to Alaska before for vacation | 47% |
| Average # prior vacation trips | 5.9 trips |
| Traveled by highway last trip | 45 |
| Traveled by air last trip | 44 |
| Traveled by cruise last trip | 17 |
| Traveled by ferry last trip | 4 |
| Very likely to return within 5 years | 46% |
| Demographics | |
| Western US | 34% |
| Southern US | 18 |
| Midwest US | 11 |
| Eastern US | 1 |
| Canada | 17 |
| Other international | 34 |
| Average party size | 2.5 |
| Average age | 53 |
| Male/Female | 51/49 |
| Average household income | \$85,000 |

Source: *Alaska Visitor Statistics Program V*, McDowell Group.

Special Events

Haines attracts an estimated 3,500 to 5,000 visitors annually at special events and festivals held throughout the year. The majority of special event attendees are Alaska and Yukon residents from nearby communities. As the events have grown in size and notoriety, several have attracted national and international attendees.

Some of the most-well known events include:

- Alcan 200 Road Rally
- Dick Hotch Basketball Tournament
- Kluane to Chilkat Bike Relay
- Bald Eagle Festival
- Southeast Alaska State Fair
- Annual Great Alaska Craftbeer and Homebrew Festival
- Fort Seward Days
- Ride Yukon Motorcycle Event.

Conferences and Conventions

The community occasionally hosts conferences and events, bringing groups of 25 to 200 attendees into the community for several days. In 2008, Haines hosted three groups ranging in size from 70 to 80 attendees:

- CHARR Convention
- Alaska Harbormaster Convention
- TIA Yukon Conference.

Attendees are typically Alaska and Yukon residents; however some conferences attract presenters and delegates from other locations.

Haines Visitor Center Usage

The Haines Visitor Bureau reported that 17,200 visitors were recorded at the Visitor Center in 2008. Research has shown a correlation between visitor satisfaction and spending and usage of local information centers. Additionally, the facility provides an important opportunity for visitors to interact with community residents.

PUBLIC INPUT ON COMMUNITY NEEDS

Haines Strengths and Weaknesses

Haines is a unique community, and has strengths and weaknesses that are specific to the place. Residents are passionate about Haines, and have actively contributed to the planning discussion, clearly articulating what is special about the community, and desired emphasis for planning and design improvements.

Initial meetings in Haines developed the following observations and conclusions. Additional input was received over the course of the study, and reflected on the planned improvements as they developed. See full comments in Appendix A.

Strengths:

- Honest downtown, real.
- No out-of-town retail to draw away vitality.
- Walkable scale.
- Variety of assets – bank, museum, groceries, gifts.
- New developments and improvements are near at hand: HAL, possible school/conversion, boat harbor expansion.

Weaknesses:

- No cohesion (signage, stylistic).
- Lacking key density in some portions.
- Arrival points don't automatically strengthen Main Street.
- Visitation routes undeveloped.
- Some buildings are simply unattractive.
- Downtown is a little too far from docks to walk comfortably.

Observations:

1. Some increase in visitation downtown will not have significant negative impacts.
- General increase in business density downtown will improve the year-round business and social community, particularly for pedestrian use.

Haines Business Community Input on Main Street

As part of the Haines downtown planning process, 35 Main Street business and building owners were asked for their input about the strengths and drawbacks of the community's downtown core. Of these, 22 were interviewed in Haines April 1-3, 2009. While comments spanned a wide range of issues, common themes were evident with regard to current assets and suggestions for improvements. Additionally, many comments focused on what the role of the Borough should be with regard to private business enhancement.

Below is a summary of common themes, organized by the order of the questions on the interview questionnaire.

Question 1 - Awareness of Planning Process

- Everyone was aware that a planning effort was going on, but there was mixed understanding about its scope and focus. A number of interviewees stressed the importance of a broader community plan that focuses on the needs of residents and not only tourists.

Question 2 - Downtown Drawbacks

- Main St. is unattractive (ugly buildings, empty buildings/lots, sidewalks, power lines, signs).
- Existing sidewalks are not maintained/plowed and not ADA accessible enough; new sidewalks are needed (especially to connect existing infrastructure).
- Lack of signage (primarily directional signage from main entry points to Main St., as well as informative signage (CVB, restrooms, etc.) and historical signage).
- Old schools lots not used (secondary school to be sold into private sector, converted into community/youth center, or used by Borough for offices/facilities; primary school structure not worth saving).
- Lack of off-street parking (especially near grocery store).
- Area between cruise ship dock and Main St is not attractive and not used to potential.

Question 3 - Strengths

- Downtown core has concentration of useable businesses.
- Walkable downtown area.

- Some interviewees mentioned the “flower box program” sponsored by the Chamber of Commerce – good model for Borough-facilitated partnerships to implement some planning aspects.

Question 4 - Market Served

- Most businesses interviewed serve locals year-round, as well as tourists during the summer months. A number of owners mentioned that the increase in activity during summer months allows them to stay open year-round.

Question 5 & 6 - Borough Investments

- There seems to be general support for Borough purchases such as signs, benches (covered), trash receptacles, landscaping/flower boxes, but there is sense that these things should be a lower priority than roads, sidewalks and other “heavy” infrastructure as well as concern that the Borough will not be able to maintain such items/facilities.
- Suggestion that Borough provide incentives for private businesses to enhance building appearances and facades.
- Overall, current location of the CVB felt to be adequate because it provides parking for independent visitors (especially RVs), but additional signage pointing to its location from all three major access points and on Main Street are needed. Many people also mentioned that a new (possible larger) building is needed for the CVB.
- Additional public restrooms were generally supported, but there seems to be skepticism with regard to the new (apparently expensive) restroom currently underway near the cruise ship dock.

Question 7 - Other Suggestions

- Create incentive for businesses to stay or relocate to defined downtown core – historical district.
- Additional affordable housing.
- Mailbox needed on Main St.
- Covered bike rack in downtown area.
- Create more formal “neighborhoods,” such as Fort Seward area, Main St./downtown.

GENERAL PLANNING RECOMMENDATIONS

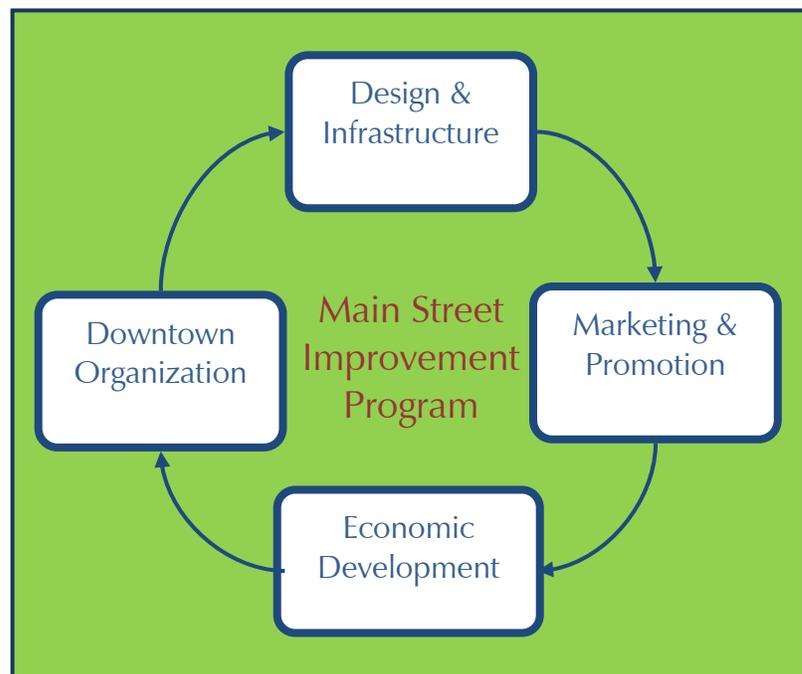
Successful Downtown Organization

Over the past twenty years, many downtowns across the country have experienced decline. While the population, geography and specific issues differ, many downtowns were the first (and now the oldest) part of the community to develop and now face some similar challenges:

- Public infrastructure (pavement, sidewalks, street furniture, parks, water and sewer lines) has deteriorated;
- Historic buildings are in disrepair and renovation is stalled because of difficulties complying with current building and parking codes;
- Public and private investment in new retail development has occurred on the outskirts of town and suburbs where land is cheaper;
- Downtown businesses have closed or moved, leaving empty storefronts in prime locations; and
- Buildings have not been maintained leading to rundown façades and unattractive business spaces.

To tackle downtown revitalization many communities, regardless of size and population, are using a common approach: the Main Street Improvement Program. This is a fee-based non-profit organization that provides technical assistance and support for downtown revitalization to many States and about 1,200 communities. It is under the umbrella of the National Trust for Historic Preservation, though its services are much broader.

The Main Street approach is a four-pronged, community-driven strategy to revitalize downtown and neighborhood business districts. The Main Street approach involves 1) organization and coordination, 2) marketing and promotion of downtown's authentic assets, 3) improving downtown design and infrastructure, and 4) focus on long-term business and economic development. Each of the four focus areas is necessary for success, though the emphasis and attention to each will vary depending on each community's individual needs and strengths.



The Main Street approach is successful largely because of its flexibility; solutions can be tailored

to fit communities with different populations, cultures and challenges. Each of the four Main Street Improvement Program focus areas is now briefly reviewed.

1. Downtown Organization

A downtown organization is key to being able to assemble the human and financial resources needed to bring about downtown revitalization. A successful a downtown program must bring together stakeholders including property owners, business people, residents, public officials, the chamber of commerce, and others to plan and coordinate downtown activities. Typically, a governing board and committees are the basis of a volunteer-driven program. In some communities, the downtown organization will have an office and paid director. In other communities, a city employee will provide part-time organizational and administrative support.

2. Marketing and Promotion

Marketing and promotion create excitement downtown. Parades, street festivals, retail events, signs, walking maps, social marketing and websites are all ways to increase customer traffic. Effective promotion involves marketing an enticing and authentic downtown image to residents, visitors and investors.

3. Design and Infrastructure

There are many ways to enhance the attractiveness of downtown. Building rehabilitation, colorful banners, street and alley clean-up, landscaping, pedestrian scale lighting, new street paving, canopies, enhanced parking, public art, street furniture, murals and wider sidewalks all work to improve access to and the physical image of downtown as a place to live, work and shop. Design improvements result in a reinvestment of public and private funds in downtown.

4. Business and Economic Development

Business and economic development involves analyzing current market forces to develop long term solutions to achieve business and economic goals. Activities can include converting unused downtown space to new uses, incentives to recruit new businesses to town, business education programs to strengthen existing business know-how, strategies for business retention and to increase the competitiveness of downtown commerce.

Details about how five communities, each facing challenges similar to Haines, used this approach to revitalize their downtowns, are presented in Appendix B.

IMPLEMENTATION STEPS FOR HAINES

Based on community response to graphic plan illustrations and based on public meetings, twenty-one actions are recommended to revitalize Downtown Haines, including some addressing the need to make it easier for visitors to find and access town. The recommended actions are organized to follow the four themes of the Main Street approach. For each action, possible funding sources are listed (starting on page 29) as is the suggested timing – immediate, short (1 to 2 years), or medium (greater than 3 years).

Note that this listing does not include work to add pedestrian bulbs at Main Street intersections due to legitimate concerns raised about snow removal.

Downtown Organization

2. Establish a Downtown Improvement Organization

The Haines Downtown Improvement Board (or similar name) should be formed to assemble the human and financial resources needed to bring about downtown revitalization. It would be responsible for planning, coordinating and implementing downtown revitalization. Because the economic success and vitality of downtown Haines is important to so many, participants should include business owners, property owners, the Chamber of Commerce, the Convention and Visitor's Bureau, downtown residents, borough staff and elected officials, and others. This governing board and its committees would be the basis of the volunteer-driven program. The organization could be staffed by a paid or volunteer coordinator or obtain administrative assistance from the Haines Borough. In general, paid staff are able to accomplish more and do it faster than an organization dependent only on volunteer help.

The organization would set its goals and priorities for the downtown Haines revitalization program. It would define the Downtown Improvement District boundary (see 2 below). If a funding source or program needs either Assembly or voter approval it would take the lead on explaining and publicizing the importance of the goals and funding to the Haines economy and community. It would help award grants and seek funding. It would also establish a baseline and keep track of data so that the impact of downtown revitalization efforts can be measured and evaluated. (Examples of useful data to monitor are numbers of downtown employees, new businesses, volunteer activities, downtown events and tax revenue; see Artesia case study Appendix One for ideas.)

Estimated Cost: Range from \$0 to half-time position, est. at \$35,000/year

Possible Funding Sources (Possible Funding Sources): 9, 10, 13

Timing: Immediate

3. *Define the Haines Downtown Improvement District*

The boundaries of a Haines Downtown Improvement District should be formally defined. The Organization (see 1 above) should help do this. This is needed in order to set economic and public goals to achieve (and measure) in the district, so that all are clear on the businesses and properties that will be eligible for funding under targeted programs, and the area where infrastructure improvements will be directed. A clear boundary is also needed if a portion of a new or existing tax will be collected from the area (or dedicated to improvements in the area) for a time period to fund desired improvements. When the boundary is set and as the program proceeds it will be important to show the economic benefit to all Haines residents and businesses from the revitalization program and any targeted funds, regardless of where one lives or one's business is located.

Estimated Cost: Staff support

Possible Funding Sources: See (1) above

Timing: Immediate

Design and Infrastructure

Most of the design and infrastructure concepts listed in recommendation items # 3-13 below are depicted in the graphic plans that accompany this study.

4. *Signage Improvements*

One of the most conspicuous opportunities to improve visitor satisfaction with Haines is the comprehensive re-working of directional and way-faring signage. As discussed in several public meetings, routes into downtown Haines are currently confusing and not intuitive. Consistent way-faring and signage for the primary downtown core, including feeder streets from the Haines Highway, the Cruise Ship Dock, and from the ferry is needed to help visitors find their way to Downtown Haines and other destinations.

Independent travelers on the highway and ferry represent an important component of the Haines visitor industry. Haines needs to ensure that these visitors are drawn into the community with signage, well-maintained routes and ample parking for RVs and larger vehicles. Similarly, the buses and caravans that travel by highway and ferry should be drawn into the town core with signage and parking for larger vehicles. Increased directional and interpretive signage along the waterfront, in the downtown area, and in Fort Seward can help tie these areas of town together and potentially increase



visitors' length of time and spending. See item 14, following on a walking tour map walking tour map and route to accompany the signage.

Signage should be graphically consistent and clear and integrated with other key visitor information, such as a walking tour map. Install signage at five key locations to direct people to downtown:

- Haines Hwy and Union Street
- Haines Hwy and 2nd Street
- Lutak Hwy and Front St (from ferry)
- Beach/Front St and Haines Hwy (cruise ship dock)
- Tlingit Park & Beach/Front St

Estimated Cost: \$80,000 (5 signs @ \$10,000; 10 signs @ \$3,000). The cost estimate includes design, fabrication and installation for five large signs and ten smaller signs tied to specific routes or features.

Possible Funding Sources: 2, 7, 10, 13

Timing: Immediate to Short-term

5. Rebuild Main Street Sidewalks

Sidewalks on Main Street are in poor repair, too narrow, and lack amenities that encourage and support pedestrians. Intersections could be improved to enhance pedestrian safety and comfort. New sidewalks along Main Street, from Second to Fifth Streets, should be two feet wider and include benches, landscaped areas and improved pedestrian safety at the intersections. The more welcome, safer, and protected from the weather that pedestrians feel the more likely they are to linger, browse, shop and come back. Details of intersection improvements are beyond the scope of this study but can include better visual cues for both cars and pedestrians about the location of pedestrian crossing, islands or widened areas. All options will require careful coordination between maintenance, safety, snow removal and traffic concerns to come up with designs that are practical and meets the community's revitalization goals.

Main Street is a State of Alaska Highway, maintained and managed by the Alaska Department of Transportation and Public Safety (ADOT&PF). Communication with ADOT&PF is therefore critical to design and implement improvements in the road right-of-way. A challenge for Haines to address will be that ADOT&PF typically does not support improvements that slow travel speed on State Highways such as a wider sidewalk on one or both sides of the street that could narrow street width, or intersection improvements that enhance pedestrian comfort and safety but can slow traffic at the corner. The ADOT&PF does not generally practice Context Sensitive Design practices and standards¹, which would allow it to recognize that the blocks of Main Street from Fifth Street to the waterfront have a different context and function and serve a different purpose that

¹ Many State DOT&PFs do formally include Context Sensitive Design in codes and design manuals; this is a widely recognized Institute of Transportation Engineers (ITE) program and practice. In addition, US Secretary of Transportation.

other parts of the State Highway and therefore merit different design standards. Because ADOT&PF does not recognize Context Sensitive Design it has limited flexibility; projects must generally conform to a single ADOT&PF standard design for State Highways. ADOT&PF permission will therefore be required for each element of the street improvement project that is within the State Highway right-of-way and does not conform to its design standard. And, the ADOT&PF bias for transportation funding will be to direct it toward more traditional highway improvement projects.

An alternative would be for Haines to take ownership from the State for the portion of Main Street that is within the Downtown Improvement District. This would grant flexibility to Haines to implement the improvements it desires without seeking State approval and cooperation, but would also mean the Borough would take on street maintenance for this section too.

Estimated Cost: \$400,000 (2,000 lineal feet of sidewalk improvements at \$200/ft)
Possible Funding Sources: 1, 2, 3, 4, 5, 8
Timing: Short to medium- term

6. Strengthen Link to Museum

One of downtown's weaknesses and a lost opportunity is the lack of connection between Main Street, the Sheldon Museum, and the lower harbor area along Front Street. Better connectivity will promote increased pedestrian use by both residents and visitors. The Sheldon Museum, a community asset, is somewhat underused because of its location on the steep hill near First Street. This gradient makes it hard for visitors to find and is a disincentive for locals, particularly in winter.

To strengthen both the visual and pedestrian linkage, construct a ramp and stair structure near the Sheldon Museum. This feature would provide a critical linkage between Main Street and Front Street/Beach Road, providing both easier pedestrian routes, and improved visual cues to actively link Main Street and the waterfront. These improvements are illustrated in the MRV drawing A06.

Estimated Cost: \$150,000 (600 feet of ramp, 30 feet stairs, decks)
Funding Sources: 1, 2, 3, 4, 5, 6, 9, 10, 13, 14
Timing: Medium- term

7. Provide Pedestrian Amenities along Front Street

Front Street is a key feeder route from the Cruise Ship terminal to the harbor and to Main Street. This route to downtown can be made more intuitive and attractive by improving signage (see 3 above), view points, sidewalks and access to the beach. At present, views of the waterfront are unavailable for most of the roadway length due to growth of alders and separation from the water. Creating a more pleasant walking environment along the water will encourage pedestrian use and draw more people to Main Street. An important secondary issue is the value in creating a visually perceptible route along the water that provides cues to encourage pedestrian use, and make a more active link to Main Street.

The Borough should initiate brushing, landscaping, and creating pedestrian viewing areas between the Cruise Ship terminal, and the intersection of Main Street and Front Street. This would include the development of several pedestrian nodes, or interesting stopping point, set off of Front Street toward the beach (in contrast to a more expensive separated Sea Walk). The designed landscaping would open the views from the street to the beach and enhance pedestrian linkages through the upland park area.

Estimated Cost: \$400,000 (three pedestrian viewing areas and landscaping)
Possible Funding Sources: 1, 3, 4, 5, 7,
Timing: Short-term

6. Improve Off-Street Pedestrian Walkways

Several important off-street pedestrian routes are partially developed in town. The routes and walkways connect the downtown area to the Post Office and loop through Tlingit Park to the Harbor area. Priority routes should be identified



Walking route to Church and First Avenue, no signage.

and improved, with a strong tie-in to walking maps and general signage. These improvements are relatively modest in cost, but will require a maintenance commitment. Over time, such routes can be further enhanced with lighting, landscaping, benches and improved surfaces that enhance year-round use.

Estimated Cost: \$100,000 (for half a mile to a mile of trails)
Possible Funding Sources: 1, 3, 4, 5, 7, 8, 9, 10
Timing: Short-term

8. Provide Main Street Canopies

Haines is a winter city, with a relatively rainy summer season as well. One of the most successful steps to increase identity of an urban core in smaller cities as well as to provide protection from weather for pedestrians is to create continuous canopies along building fronts. It is recommended that the Borough finance the construction of covered canopy structures along the primary Main Street corridor, Third Avenue to First Avenue, including an extension along the Sheldon Museum. Canopies between First Avenue and Third Avenue would provide an architecturally consistent covered structure, promoting year-round pedestrian use, and greater business cohesion along Main Street.

The canopy structure should be approximately six feet wide and ten feet off the ground, and could include integrated lighting, particularly near intersections. Because of differing building construction, and some vacant

lots, the canopy system should be structurally independent from, but attached to, the buildings. Such a system would require steel support brackets integrated into new sidewalk portions.

Estimated Cost: \$1,200,000 (1200 lineal feet at \$1,000 per foot)

Possible Funding Sources: 3, 9, 10, 11, 13,14

Timing: Medium- term

9. Create Visual Landmark at Front Street and Main Street

There is no visual link between Main Street and Front Street, creating significant confusion to visitors approaching town from the Cruise Ship terminal. Such visitor uncertainty is a major disincentive to pedestrian use of the Main Street area. The addition of a landmark, like a totem pole at the intersection of Main and Front Streets, would both enhance the view of Haines from the water and add a visual cue that important facilities and opportunities were ahead.. This feature would also be highlighted and linked to the walking tour map.

The Haines Borough should work to install a major totem pole, or similar piece of public art, near the intersection of Main Street and Front Street. The pole feature would be located at the end of the current parking serving the boat harbor, not in the roadway. It would be surrounded by a raised concrete area to avoid concerns with snowplowing damage.

Estimated Cost: \$200,000 (for a commissioned pole and concrete site features)

Possible Funding Sources: 2, 3, 9, 10, 13, also local Native Corporations and tribal governments

Timing: Medium- term

10. Start a Building Improvement/ Facade Grant Program

Buildings along Main Street range from quite attractive to run-down and dilapidated. Overtime a rundown building here, peeling paint there and an empty storefront or two can cumulatively create a depressed feel that affects spending and investment. Improving the look and feel of town can encourage travelers to stop on Main Street and promote community pride.

Haines should follow the lead of many communities with downtown revitalization programs and establish a matching grant program to encourage downtown property owners to make improvements to their buildings.

Grants can be available for exterior repairs, awnings, canopies, trim, doors, windows and paint, or, for a wider range of building repairs. The downtown improvement organization would establish the program, its terms, which buildings and improvements are eligible, and review applications. Another approach some town's have taken is to contract with an architect and make consultations available to individual building owners to help them prepare consider improvements and prepare an application for matching grant funding, or, some communities even produce a master building improvement plan for their downtowns with specifics for each building. Desired improvements, match requirements and project eligibility would need to be determined.



| EXAMPLES OF FACADE GRANT MATCHING PROGRAMS | |
|--|--|
| Sandy, OR | <ul style="list-style-type: none"> • Grant of less than \$5,000 require a 20% match • Grant between \$5,000 and \$50,000 require a 50% match • Grants of more than \$50,000 require a 75% match |
| Ellensburg, WA | <ul style="list-style-type: none"> • Grants of up to \$12,000 available and require a 50% match |
| Artesia, NM | <ul style="list-style-type: none"> • Business owners can receive \$2,500 with no match • Property owners can receive \$2,500 with a \$2,500 match |

Some communities have design guidelines to achieve visual standards, create a more consistent look along their downtown Main Street, and to help determine what their matching grant program will fund. Design guidelines can be quite formal and detailed, or focus on only a few key desired features and be more voluntary. Haines residents take pride in the fact that they live in a working Alaskan town, and any design guidelines would need to take this into account.

Estimated Cost: \$100,000 (number of grants will depend on structure selected)

Possible Funding Sources: 9, 10, 11

Timing: Immediate

11. Encourage Murals and Public Art

The new mural on a building along Main Street adds local art to Downtown Haines and is popular with residents. Additional murals and public art will make Downtown more interesting and can be an effective way to spruce up older buildings. Many communities have invested in public art programs to make downtown more vibrant and instill civic pride. Examples are murals, creatively designed bicycle racks, local artist elements in signage, totem poles and more. The downtown improvement organization could designate desired locations, sponsor contests, seek and make grants available.

Estimated Cost: \$0 to \$25,000 depending on nature of program

Possible Funding Sources: 9, 10, 13, also schools and local Native Corporations and tribal governments

Timing: Ongoing

12. Integrate Downtown Revitalization with Other Plans

Haines Highway is an approved National Scenic Byway. A Haines Highway Corridor Partnership Plan showing mile-by-mile ways to enhance and celebrate Haines Highway was completed in 2007 that includes recommendations for Downtown Haines. The Borough should systematically implement this Plan's recommendations and integrate them into downtown revitalization efforts. Similarly, plans for harbor and cruise ship terminal infrastructure improvements and repairs to other local streets and sidewalks should be coordinated with plans for Downtown Haines so that the best opportunities are captured. The Downtown Improvement Organization could ensure this happens routinely. All development and capital improvements must purposefully improve pedestrian and vehicular connections to and from downtown. Without conscious effort and attention it can be easy to lose an opportunity.

Estimated Cost: Staff support

Timing: Ongoing

13. Transit: Promote a Downtown Bus Loop

Haines is a walking community but the distance between Fort Seward and downtown, and between the cruise ship dock and downtown can be a challenge in inclement weather or for older residents and visitors. At this time there is a seasonal, privately run bus that takes visitors from the Cruise Ship terminal to downtown with stops along Main Street. Both private and public sector options that would provide more regular transit service between Main Street, senior housing, Fort Seward and the Cruise Ship terminal should be explored. The loop, illustrated on A01 would enhance connectivity across the downtown core for



both residents and seasonal visitors. In Skagway a private company provides this service that is the high bidder on an RFP issued by the municipality. The company charges riders a \$1 - \$5 fee depending upon the destinations/route.

Estimated Cost: variable depending on type of program. Net gain to subsidy.

Possible Funding Sources: 9, 10, 13

Timing: Short to medium- term

Marketing and Promotion

The Haines Borough and Haines Convention and Visitors Bureau already run marketing and promotion campaigns. The Haines downtown organization's job will be to either add to or coordinate with existing efforts to focus on visiting and shopping in downtown, per recommendations 14-18 below.

14. Buy Local Campaign

A campaign that focuses on the impact and importance of buying locally will help encourage residents to make more purchases in Haines. The campaign can involve the use of a website, public service announcements, coupons, flyers, social marketing, stickers and special events. Many communities have used a buy-local campaign successfully and there are resources available (for examples see www.bigboxtoolkit.com and www.smallbizsurvival.com). The campaign will be more successful if coupled with market research that helps businesses stock products that resident's desire. Some towns kick-off or add to events like this with a heavily promoted sales-tax free day at back-to-school or before the winter holidays.

Estimated Cost: \$0 to \$2,500

Possible Funding Sources: 9, 10, 13

Timing: Short- term and ongoing

15. Haines Walking Map

A new, visually attractive walking map of Haines should be prepared that is integrated with the wayfaring signs and highlights downtown businesses and points of interest. The map should be clear and informative, use the same language and notation as the (new) wayfaring and directional signage, reflect local character and be readily available for visitors.

Estimated Cost: \$1,000-\$5,000 (development and printing)

Possible Funding Sources: 9, 10, 13

Timing: Immediate to Short- term

16. Special Events

Promote, create and support events that enhance downtown Haines business, such as developing a downtown website to list businesses, coordinate and promote events, having twitter announcements about specials, communicating with property owners and engaging volunteers. Any time there is a festival (e.g. Haines Beer Festival, State Fair, Klondike Bike Race, Xtreme Ski Contests) all downtown businesses should know the schedule ahead of time and have an opportunity to advertise specials that bring event attendees into town and

encourage local purchases. Another role downtown improvement organizations often assume is to create celebrations that bring residents and visitors to town. Consider options such as a maritime festival, art walk, bike rodeo, parade, winter light festival, games or a food fair that increase pedestrian traffic on Main Street.

Estimated Cost: \$0 to 5,000 per year

Possible Funding Sources: 9, 10, 13, local businesses and others

Timing: Short- term to ongoing

17. Downtown Maintenance and Clean-up

The Haines Borough should take a more active role in insuring that routine maintenance of downtown benches, sidewalks, landscaping, and trash pick-up is a top priority. An annual downtown clean-up by volunteers in conjunction with other community spring clean-up events can foster pride, build community and make the Downtown look better. This can kick start a positive competitive environment where buildings and grounds that look shabby are the exception.

Estimated Cost: trash bags, gloves and trash disposal fees

Possible Funding Sources: 9, 10, 13, team with Takshanuk and others

Timing: Immediate and ongoing

18. Celebrate Each Success

Celebrating each success, no matter how small, will help to keep volunteers engaged and maintain momentum for downtown revitalization. New business openings can be marked with a ribbon cutting, renovation completions can be celebrated with cake, and successful community clean-up days could involve a pancake breakfast. There could be annual prizes for the best facade improvement or downtown business innovation.

Estimated Cost: \$1,000

Possible Funding Sources: 9, 10, 13

Timing: Short- term to ongoing

Business and Economic Development

19. Education, Research and Business Retention

The downtown business improvement organization should sponsor market research to determine what residents, event attendees, cruise and highway travelers want to buy and ensure this information is available to business owners. A program of ongoing support and education can be made available to downtown business owners including things such as peer to peer learning and business counseling, monthly brown bag lunch series, and classes or lectures on business planning, financing or other topics of interest. The downtown improvement organization could provide individual support by helping businesses to respond to the latest market research or to make the most of downtown events. This function could be an opportunity to team with

the Haines Chamber of Commerce, US Small Business Administration, UAS, Juneau Economic Development Council or Skagway Development Corporation.

Estimated Cost: \$0 to \$2.500

Possible Funding Sources: 9, 10, 13

Timing: Short to medium- term

20. Reuse of Old School Site

The unused school buildings along Main Street between Third and Fifth Street represent an immediate challenge and opportunity. Redevelopment of the portion of the building(s) that is in relatively good structural shape and demolition of portions that can no longer reasonably be used would inject new energy and enhance the viability of the downtown core. There have been community discussions about converting the smaller primary school for private use and retaining the gym portion of the larger secondary/high school for community use, though other uses are possible. MRV drawings A05 and A07 illustrate options for this area.

MRV drawing A07 includes the potential addition of a Conference Center, a Haines goal for many years. The footprint of a potential building addition, working in conjunction with portions of the school, is taken directly from the McDowell/MRV Conference Center Study for the Haines Borough completed in 2003. The setting for this facility has much to offer, including proximity to supporting businesses, ample parking, and the potential for an excellent visitor experience with attractive adjoining property and stunning views.

Estimated Cost: \$300,000 +/-

Possible Funding Sources: 3, 4, 5, 6, 13, 14

Timing: Medium-term

21. Promote Infill along Main Street.

Current zoning does not appear to be an obstacle to achieving higher density and mixed-use development. The current zoning is Commercial, which allows 18 dwelling units per acre, and all commercial uses and accessory apartments by right and most other residential uses including condos by conditional approval. Parking standards for Haines office and commercial uses is 1 space per 500 sf (building) whereas for comparison, Juneau's is 1 per 300 sf with a 30 or 60 percent reduction allowed at times. Many communities significantly reduce required parking in their downtowns particularly as transit and walking and bicycling routes are improved. A program should be conducted by the Downtown Improvement organization (or a contractor) to confidentially interview: 1) downtown property and business owners to inquire about perceived obstacles to (re)investment, and, 2) business owners located outside downtown to determine why they are not located in town and if there are any incentives that could cause them to relocate.

Investment in downtown will occur in response to more success and business activity in the area, goals that this four-prong Main Street approach to revitalizing downtown is targeted to achieve. Haines can also consider

Borough-supported financial incentives to encourage business development. This could include incentives such as temporary reduction in property taxes or utility rates or other business fees linked to investments in building construction or upgrades. Figures A05 and A06 show undeveloped parcels where new buildings are desired to increase density and create a more vibrant atmosphere.

Estimated Cost: \$0 - \$3,000

Possible Funding Sources: 9, 10, 11

Timing: Short- term to ongoing

POSSIBLE FUNDING SOURCES

Outside Sources

1. **Alaska Department of Transportation and Public Facilities (Federal Highway Administration)**
 - ADOT&PF uses a Statewide Transportation Improvement Project (STIP) process to select projects to fund. Project that solve safety problems or increase regional access tend to be funded over local road improvements. Federal Highway Administration funding passed through to ADOT&PF is on a decreasing trend. Statewide, request for funding greatly exceed what is available, so many projects currently on the ADOT&PF Needs List will wait years for funding.
 - Haines's Main Street is a State Highway.
 - ADOT&PF does not generally fund widening sidewalks or adding street furniture on State Highways and has limited flexibility; street projects must conform to ADOT&PF standard designs. ADOT&PF permission will be required for each element of the street improvement project that is within the right-of-way.
 - ADOT&PF funding through the TRAAK program /source may be a good match. TRAAK funds paths, scenic overlooks, sidewalks and crosswalk improvements.

2. **National Scenic Byways Program**
 - The Haines Highway is a National Scenic Byway, thus eligible for this funding. The Haines Highway Corridor Partnership Plan was completed in 2007. Main Street is part of the designated scenic byway corridor.
 - Funding available for overlooks, pedestrian facilities, interpretation programs and safety upgrades. Projects must be consistent with the Haines Highway Corridor Plan.
 - Applications are due annually in April.
 - Haines has received two National Scenic Byway grants in recent past.
 - More information at www.bywaysonline.org/grants/

3. **State or Congressional Appropriations**
 - Both the state and federal delegations are now requiring smaller list of priority projects for consideration. Nonetheless, appropriations are possible from both bodies for top priorities.

4. **Denali Commission**
 - Denali Commission funds rural road and waterfront projects with nominations accepted from local governments, tribes and state and federal agencies.
 - Project nominations are accepted from August 1, 2009 to November 1, 2009.
 - Recently contributed funding to the Wrangell Main Street project; Wrangell's Main Street is not a state road.

- Projects on roads or facilities owned by ADOT&PF must be nominated by ADOT&PF. More information at www.denali.gov
5. **State Commercial Passenger Vessel Tax**
- Revenue of the State Commercial Passenger Vessel Tax is intended to be used for improvements to state-owned port and harbor facilities to properly provide for vessel visits and to provide services and infrastructure directly related to passenger vessel visits.
 - Three Haines road reconstruction projects are now being funded by the State Commercial Passenger Tax: 1) Repaving Front Street from Lutak to Main Street; 2) Widening and adding shoulders on Beach Road from Portage Cove State Recreation area to Port Chilkoot Dock, adding sidewalks from Tower Road to three way intersection and realigning the intersection of Front Street and the Old Haines Highway; and 3) Adding sidewalks on the Old Haines Highway from the base of the hill to Third Street. Includes intersection improvements, rehabilitating the road surface from the intersection to the boat harbor, enhance Beach access and improved roadside parking.
6. **Bonds**
- Haines can continue to work to have local projects to include in a possible Statewide Bond package. (local bonding below)
7. **SEATrails**
- SEATrails provides funding assistance for trail projects, including signage and kiosks, in communities in Southeast Alaska.
 - Periodically available, not on a schedule. \$245,000 awarded in April 2009.
 - Haines is a SEATrails participating community. www.seatrails.org/planning/grants.htm
8. **Safe Routes to School Funding (through the ADOT&PF)**
- State, local and regional agencies, and non-profit organizations are eligible for grants to help address planning, design and construction improvements in the vicinity of schools.
 - Safe Routes to School funding is 100 percent federal through SAFETEA-LU, SEC 1404; no match is required.
 - Funding for Infrastructure Projects (sidewalks, traffic calming and speed reduction, pedestrian and bicycle crossing improvements, on-street and off-street bicycle facilities, of-street pedestrian facilities) or non-infrastructure projects (activities to encourage walking and bicycling to school, public awareness campaign, community outreach, traffic enforcement operations in the vicinity of schools, traffic education, student training sessions).
 - Only projects that are clearly on routes to schools will be eligible.

Local Sources

9. Economic Development /Tourism Fund Balance

- At close of FY 10 there was \$325,000 in the Borough's Economic Development and Tourism.
- Downtown and main Street revitalization qualifies as economic development.

10. Dedicated Sales or Property Tax, for a specific time period, to Downtown Improvement District

- A portion of a new or existing tax can be dedicated to achieve specific public and economic goals in a Downtown Improvement District.
- Reviewing the last two fiscal years, and a draft Haines Downtown Improvement District Boundary:
 - About 34% of Haines' sales tax is collected from this a Downtown Haines Improvement District.
 - A 0.5 % sales tax from a Downtown Haines Improvement District could generate about \$240,000/year.
 - About 5% of Haines' total property tax revenue is from the Downtown Haines Improvement District
 - Each 1 mill of property tax collected from Downtown Haines Improvement District would generate about \$11,800 annually.
- A majority of property owners or business owners (depending on type of tax) from a Downtown Haines Improvement District should approve levy.
- If sales tax, a local vote (so public relations campaign to understand need and purpose) is needed.

11. Targeted Tax Relief to Encourage Desired Investment

- Property tax relief can be used to encourage property owners to make investments in Downtown buildings, tax relief for historic buildings, etc.
- One option is for the amount a property owner spends on approved renovations to be deducted from the assessed property tax value for a set period (10 years for example).
- Can be used to encourage renovation of upper floor residential suites, exterior improvements, or general building maintenance.

12. Tax Increment Financing *(Not a good tool in Haines as assessed property values in downtown haven't historically increased enough to use to guarantee bond payments.)*

- An urban renewal or downtown improvement district is identified. As property values increase, the difference in value between property tax at the outset and the new increased property tax is dedicated to improvement projects within the district. This dedication of tax revenue typically lasts for a set time period, usually between 10 and 25 years, and is often used to pay back bonds that fund improvements in the district.
- This is only an effective funding source if a significant increase in property tax is expected to occur during the period.

13. Private Donations

- Donations can be solicited from local or regional companies, especially those that will benefit from Downtown improvements.
- Effective to put together information on planned Downtown improvements, expected benefits, and successes so far.
- Can ask for donations for specific events or projects, or can ask for general funding for the Downtown organization.

14. Municipal Bonds

- These are bonds that municipalities issue to finance capital improvements. Municipal bonds may be general obligations of the issuer or secured by specified revenues, often property tax. Improvements in the Downtown improvements could be financed as part of a larger municipal bond package or a standalone bond package.

APPENDIX A – PUBLIC COMMENTS ON DRAFT PLAN

The following is a transcription of public comment received on the Haines Main Street Planning process through late September, 2009. Most were received at the First National Bank branch where graphics of study ideas were on display.

The results, not surprisingly, show a range of opinion, from highly supportive, to highly negative. Many people were generally supportive, except for the inclusion of extended curb bulbs at intersections due to snow removal concerns.

37 responses were received, a surprising and positive indicator of public involvement. In general, 21 were positive, 11 were negative about the plans in general, and 7 raised a concern on the extended curbs. In random order, the full comments follow:

1. *I love the plans to beautify the city of Haines and make it easier to park. I think these additions will make the town more accessible and attractive to visitors and will boost the pride and sense of well-being for all residents of the valley. It's exciting to see.*
2. *In an effort to keep our community clean, could we please incorporate recycling containers/dumpsters in the harbor/Main Street area?*
3. *I do not like this plan. I think it makes Haines look like any other sterile lower 48 town. The juted sidewalks are a bad idea because they block views of people walking, and bikes and drivers from seeing around the corner. Also big campers & motor homes that come through town will have trouble making the tighter turns. It makes it way tougher to plow in the winter and distracts from the homey feeling of one of the last productive main streets in the US. I am not against change but I feel this would be a very poor conversion for Haines.*
4. *Very nice. I like that the parking on Main is reduced. I like the greenery & that the middle school gym is retained & the publicly owned property along Main between 3rd and 4th Ave. has remained public space. Great ideas.*
5. *What a waste of money. How do you plow? Who pays for this? Might look good in Boulder on a no auto street. Ask for a refund!!*
6. *It looks beautiful, but isn't it going to be hard for the plows to remove snow from the islands that stick out into the road?*
7. *I appreciate the idea of making downtown more attractive. However, I think that the planted curbs are a guaranteed nightmare for the snowplows. I have seen that lay-out used in Flagstaff, AZ, & it makes the streets a mess of un-plowable snow.*
8. *Taking a look at other towns in Southeast Alaska, our town still has that "used to be a logging community" look. New street lights and 'like colors' for the buildings downtown would be nice.*

The plans look very nice. I would like to see more, and maybe be a part of future improvements in Haines. Thank you.

9. *How about tying in downtown with the proposed waterfront walk; including to picture point (which hopefully the Borough will purchase). Green areas with picnic tables & utilizing the old primary & elementary schools I like. Winter snow removal on main street sidewalks is lacking in between Connie's & AK liquor & by parking lot on 3rd & Main. (I have a business above AK liquor store.) On another note.. I support the Borough buying the property across from the cruise ship dock for info & toilets. Rerouting traffic when cruise ships are in would alleviate congestion. Tying in areas with walkways will encourage everyone to walk more.*
10. *Love the park area. My vision for a park including a gazebo would invite cruise ship passengers & community resides to partake of the "Old Town" atmosphere. Bands, musicians, singers could play their style of music. During the winter the gazebo would become an ice rink. A place for the community to gather as neighbors.*
11. *We paid all this money for the architects drawing and where do you intend to get the money? More head tax dollars? This isn't going to be much (can't be used for this anyway). We are losing cruise ships. Spend your time and money on more productive things, like a ferry from Haines to Kensington so we can have people living here who have jobs.*
12. *I doubt any improvement will make me come to town to shop. I really like shopping the malls!! Yeah right. OK – but if you want to put up one of those new buildings for me, I'll take it. We need someone more real to come up with a plan. How about making people clean up their junky yards and mow grass!!*
13. *The visualizations make it look like we're trying to set trends in modern-looking city planning. I think we should do the opposite – go for the traditional small town, downtown look. Frontier but friendly throwback to the 50's and a bit of 1898. Also, some of the design features are not snow removal friendly, like the totem by the harbor and the bushes along...We already have plenty of greenery around.*
14. *I like it. Especially the off street walking paths, amphitheater, ramp by museum.*
15. *This is a complete waste of tax payers' money. Fire this firm, this is the worst idea yet for Haines. "No common sense at all."*
16. *What do we think is going to happen in this town to improve the local economy sufficiently to justify this pipe dream? This is a fine example of local govt. being totally out of touch with reality. Especially when you consider the current state of our national economy, it's beyond stupid to go in debt on the tax payers behalf for nothing but aesthetics.*
17. *The proposed ideas look wonderful. It would be nice to make downtown look more appealing for residents & visitors alike. Will there be space for public benches?*
18. *These designs are fabulous! I'm usually not a fan of change, but this looks like an upgrade. The lampposts, trees, & awnings are wonderful. I don't however think that the parking in from of the Moose Tooth should be removed. Neither should the basketball court be removed.*

19. *My old neighborhood in Vancouver, WA did the curb extensions. They proved very unpopular for the following reasons.
 - a. *Biggest issue was loss of parking spaces. We have no city parking lot and need all available spaces on Main Street.*
 - b. *They needed curb cuts through the extended area for bicycles. We have no bike lane on Main Street so these would be necessary. As a result the flowers were removed from the extensions to accommodate the bike lane.*
 - c. *Snow plowing will be extremely difficult.*
 - d. *The boat launch ramp at the harbor has to accommodate a large vehicle and trailer to launch. A totem or some other permanent structure in the intersection by the harbor would be in the way of boats launching a pulling out. It's not a good place for any permanent object for snow removal reasons either.**
20. *Streets need to be unobstructed for snow plowing. That should be a no-brainer! If this plan is executed those responsible will be made responsible!*
21. *I like the awnings over the sidewalks. Nothing too "slick" or cute looking though – we're a real town.*
22. *Poor use of our tax dollars. Extravagant.*
23. *Not realistic for the winters here!*
24. *We need this so badly! Very exciting. Making the city as beautiful as our surrounds will definitely increase tourism. I have no improvements over the plans (wonderful plans) except that if it was possible to make Main Street less steep past the bank that area would have greatly increased commercial use. As it is now, there is no parking, which deters many customers. Great work. This will make all happy.*
25. *Nice. I can definitely see the layout appeal, and promotion of walking trails to connect the town. I would like to see more outside eating/picnic areas for those of us who need a good place to eat outside on nice days.*
26. *Covered walkways (stairways) great idea! No such walkway or access from Main Street through harbor (sea walk) area. No real improvements to harbor access mentioned on these panels. How about the Union Street (highway) access improvements to Main Street? Wasn't that the focus here? Keep working toward commercial thoroughfare. How about a First Street ferry terminal/highway/harbor/original highway mile one connector?*
27. *I love the new trees and flower beds everywhere. I think the parking lot across from Howsers/Haiser's should have a few buffer trees, but the parking lot should still be accessible to Main Street.. What about snow removal?*
28. *I would much rather see my taxes go to a community wellness center rather than aesthetics for tourists. There are not even jobs for local residents to make a living or is this just for the wealthy seasonal landowners? I would like bike paths if anything out Mud Bay, Lutak & around town.*
29. *Looks nice, but will those extensions at intersections reduce parking on the street? And what about snow removal?*

30. *This is very good. Spend money on this, and not million dollar cruise ship restrooms!*
31. *I really like the idea of turning the old school into a community center with an outdoor amphitheater. The walkway down past the museum would also be nice. The bumped-out parking/sidewalk feature is going to be a disaster during snowplow season. Drop that idea fast. This is not California or Arizona, this is snow country.*
32. *Can you include some covered bicycle parking? Special lane leading from downtown to school for kids on bikes? Good places for bike racks: Main Street, harbor, post office, ferry terminal, police station, etc. Thank you.*
33. *In these hard economic times, let's get back to the basics (paved roads, snow plowed roads, more business) and stay with the basics. This isn't Chicago or New York. Keep it simple (KISS).*
34. *I think this concept is an excellent, low-impact approach that greatly improves the appearance of the downtown area with minimum impact to businesses and parking. Tahoe City, CA did a similar renovation of their downtown. They get WAY more snow than we do and hasn't been a problem.*
35. *I like the area around the old elementary school, amphitheater. Don't like the Main Street. Scrub the extended corners, I think. I hope there will be a work center for all ages and a teen center for school dances and other entertainment to keep kids off streets and out of trouble.*
36. *It looks good, but don't take the basketball court (near the middle school) away, keep the parking as it is. And maybe not put the totem pole in the middle of the street. Someone might run into the totem pole. Probably put it in the plaza or somewhere else where it could be good. But it looks good.*
37. *I like the ideas so much better than our current scenario! It's so much more attractive, useable, and provides opportunities for more businesses. I like the landscaping, trails & picnic tables, amphitheater...a more community-friendly town – user friendly & attractive. Snow plowing is possible!*

APPENDIX B – CASE STUDIES

In order to understand how communities have been able to implement downtown revitalizations plans, five communities five communities that have had success with downtown improvements were contacted. The problems that the communities had were fairly similar, but each took a slightly different approach to downtown revitalization depending on their current situation, stakeholder interests and funding opportunities. Each community approached downtown revitalization using elements from the Main Street approach explained above, tailored to their specific needs.

Driggs, Idaho

- Driggs is a town of 1,500 in Eastern Idaho.
- Late 1990's public infrastructure was in disrepair, stores were empty and tourists were bypassing Downtown.
- Urban Renewal Agency founded in 2004, funded largely through tax increment financing.
- DOT has funded street improvements; Little Avenue completed, Main Street will be rebuilt next.
- Scenic Byways funding secured for a new visitor center, will spur other downtown development.
- Focus on public improving public infrastructure (streets, parking, lighting, sidewalks) as a catalyst for private investment.

Driggs is a town of 1,500 in eastern Idaho, between the Teton and Big Hole Mountains, near the Wyoming border. The Downtown streets and public infrastructure were in poor repair, stores were vacant and tourists visiting the region were bypassing Downtown Driggs. Work to revitalize Downtown Driggs got underway in 2004, with the formation of an urban renewal agency funded through tax increment financing.

Tax increment financing is a tool to use future gains in taxes to finance current improvements (which theoretically will create the conditions for those future gains). This increased site value and investment sometimes generates increased tax revenues. The increased tax revenues are the "tax increment." Tax Increments within a defined district are then used to pay for the improvement projects. This method is designed to channel funding toward improvements in distressed or underdeveloped areas where development might not otherwise occur.

The Driggs urban renewal district is a four block square area and the Agency is run by a volunteer board. A planner employed by the City helps with administration and coordination. In 2006, the Agency hired a

consultant to complete a Downtown Framework Plan that focuses on upgrades to infrastructure including repaving the streets, widening the sidewalks, adding landscaping and improving on- and off-street parking. This Plan included the rebuilding of Main Street and Little Avenue, both state-owned streets.



The reconstruction of Little Avenue was completed first, with \$4 million in funding from the Idaho Department of Transportation. The City and the DOT worked together to come up with a context sensitive street design that maintained traffic flow and improved the pedestrian environment. Since Little Avenue was rebuilt, three new mixed-use commercial buildings were developed and were immediately filled with new office, retail and residential uses. The community is proud of the new street, and residents work together on landscaping in the buffer between the sidewalk and the street. Main Street improvements will be completed next.

A new visitor center is being planned in Downtown Driggs, with \$600,000 in funding from the Scenic Byways program. This project will help spur further downtown development and the Urban Renewal Agency is working closely with the design team to ensure that new buildings and improvements to infrastructure are coordinated and result in benefit for Downtown Driggs.

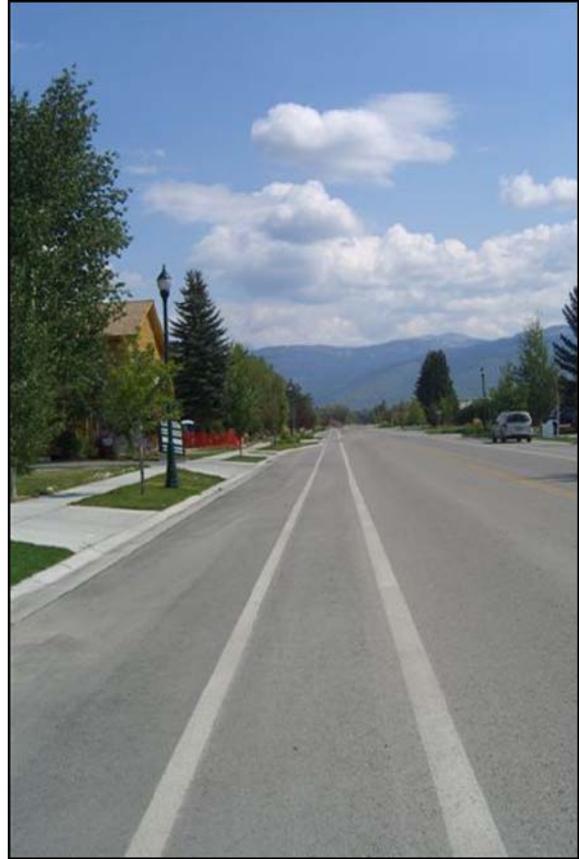


Figure 2 – Before and After Little Avenue Reconstruction

Sandy, Oregon

- Community of 20,000 west of Mount Hood.
- Urban Renewal District funded by tax increment financing, with a focus on improving the look of Downtown Sandy.
- Sandy Main Street organization has a volunteer board and is assisted by city staff.
- Streetscape improvements including new paving, reorganized parking, wider sidewalks, landscaping, lighting and street furniture have been completed.
- Sandy Design Guidelines have been developed and match grants for façade improvement are available to property owners.

Sandy Oregon is a town of 20,000 east of Portland and west of Mount Hood on the Oregon Trail. Sandy's Main Street program is funded through an Urban Renewal District and is run by a director and a board. There is a Main Street website with listings of special events, vacant property, current market analysis, and information about programs and projects. Facebook and Twitter are also used to communicate with volunteers and to advertise special events. A series of streetscape improvements, involving new lighting, landscaping and wider sidewalks, were also completed.



Figure 3 - Downtown Sandy, Main Street's Widened Sidewalks

The City of Sandy and the community worked together to create design guidelines for the downtown area. Property owners can apply for a grant to do exterior repairs, apply new paint, and fix or replace awnings, trim, doors and windows. Projects must conform to the design standards and a funding match is required from property owners. Grants are awarded based on historic value, need, location and potential impact on the downtown.



Figure 4 – Examples of "Sandy Style"



Figure 5 – Downtown Sandy. Before and After Facade Improvements

Most recently, a Downtown Master Plan for Sandy has been funded. An architect was hired to identify specific improvements for each building in the core area that will meet design guidelines and will improve the overall look of Downtown Sandy. The architect will work with each property owner to come up suitable improvements that comply with the design guidelines and can be the basis for façade improvement grant applications.

Artesia, New Mexico

- Artesia is a town of 10,000 in the center of the lower Pecos Valley in Southeastern New Mexico.
- Downtown Artesia Organization is largely funded through private donations and has a full time coordinator, with oversight by a volunteer board of directors.
- Streetscape improvements completed include new paving, reorganized parking, wider sidewalks, landscaping, lighting and street furniture. Improvements included elements to make sidewalk in Artesia unique.
- Several public art projects have been completed, and several more are being planned. An art walk links local arts and heritage sites.

Artesia is a town of 10,000 located in the center of the lower Pecos Valley in Southeastern New Mexico. In 1998 a group of concerned citizens began worked to get a Downtown Master Plan completed. This plan focused on a streetscaping project that would improve the look of Main Street and attract new development. The Main Street Artesia organization currently has one full time staff person, a volunteer board and several volunteer committees. The downtown projects and programs are funded mainly through private donations from local oil companies with contributions from State agencies and the City for specific projects.

In 2001, a series of Main Street improvements were completed using \$1.8 million in highway, state, and federal funding and \$643,000 in private funds. The project included new streets, sidewalks, angle parking, medians, crosswalks, seating walls, trees and shrubs. There was some initial public concern that the non-native vegetation planned would not seem inauthentic in Artesia's dry climate. Once the project was completed, residents were pleased with the improvements and like the fact that Main Street is different from other streets.

Artesia has a new façade improvement program that offers matching grants for a range of outdoor work. There are no design guidelines, but Main Street Artesia has an architect on staff who can help property owners plan improvements. To be funded, each project must be approved by Main Street's design committee. Main Street Artesia is now in the process of updating the Master Plan, and the new plan will reflect the work that has been completed and the current vision and goals of the community.

In order to measure success, Main Street Artesia tracks a range of statistics on how Main Street improvements are working; this includes public and public investment, new businesses, new jobs, number of events, tax revenue and many more. Their website lists vacant properties, upcoming events, accomplishments, and information about programs.



Figure 6 - Main Street Artesia Pre-Improvements



Figure 7 - Downtown Artesia Post-Improvements



Figure 8 - Main Street Artesia –Sidewalk Art. A river of oil, building off the town's economic mainstay

Ellensburg, Washington

- Ellensburg is a town of 17,500 and is home to Central Washington University.
- The Ellensburg Downtown Association is funded through private investment, the city and a Business Improvement District.
- Façade program with matching grants has been successful in spurring private investment.
- Lots of work on economic restricting including market research, education opportunities, business retention strategies, and assistance with business and financial planning.

Ellensburg is located in the center of Washington State, just east of the Cascade Mountains, with a population of 17,500 when the Central Washington University is in session and 10,000 during school breaks. Work began on Downtown Ellensburg in the 1970's with a focus on repairing streets and fixing up historic buildings that were sitting empty. In 2000, big box stores opened on the outskirts of town and several key Downtown businesses closed, leading to renewed interest in promoting Main Street. This led to the formation of the Ellensburg Downtown Association (EDA), which is funded one third by the municipality, one third by private investment and one third from a Business Improvement District.

The EDA has been focused on promoting Downtown and supporting existing businesses. This focus was based on the fact that in the past, investment in public infrastructure had not prevented businesses from closing. This includes collecting and sharing market research, offering free business class (topics include businesses planning, service training, etc), peer to peer training (monthly brown bag lunch series, etc.) and working with individual business owners to solve specific problems. The EDA also supports and promotes many downtown events including a holiday cocoa walk, a summer arts festival, first Friday gallery walk; and a volunteer street cleanup and pancake breakfast. The EDA works with businesses to adjust to adjust opening hours and merchandise to capitalize on Downtown events.

As a catalyst, the City is offering matching grants for up to \$12,000 building renovations. These grants are not restricted to only façade, because it is not practical to make exterior improvements to a building that is deteriorating. The City has awarded \$144,000 in grants, which helped to leverage \$400,000 in private investments. The City also has a tax incentive to encourage the conversion of upper floors of downtown buildings to residential space which allows the value of the renovation is deducted from assessed property value for 10 years.

The success of Ellensburg's Downtown is due to the involvement of many active volunteers and business owners. The EDA celebrates each small victory as a way to keep volunteers engaged and to maintain momentum for Downtown projects.



Figure 9 - Ellensburg Washington Summer Arts Festival

Enterprise, Oregon

- Enterprise Oregon is a town of 800 in Wallowa County in Eastern Oregon.
- In 2000, several businesses closed in one season and a group of volunteers worked with the DOT to complete a series of streetscape improvements including new paving and sidewalks, lights and street trees.
- Downtown organization is completely run by volunteers with very limited funding.
- Current focus is on economic restructuring and a new Community Assessment Report assesses the challenges and assets of Downtown Enterprise and makes recommendations related to marketing and promotion.

Enterprise Oregon is a town of 800, in Wallowa County in Eastern Oregon. In 2000, several businesses closed in one season and group of volunteer began working on downtown revitalization. This group worked to secure funding from the Department of Transportation for a series of Main Street improvements that included new paving, wider sidewalks and street trees.

Despite the streetscape improvements, the business environment has not been thriving and the volunteer group has become active again. The group has some assistance from City staff, but has very limited funding. Recently a grant was secured to complete a Downtown Assessment, which assessed the downtown's assets and challenges and recommends a series of steps, mainly related to promotion and marketing.

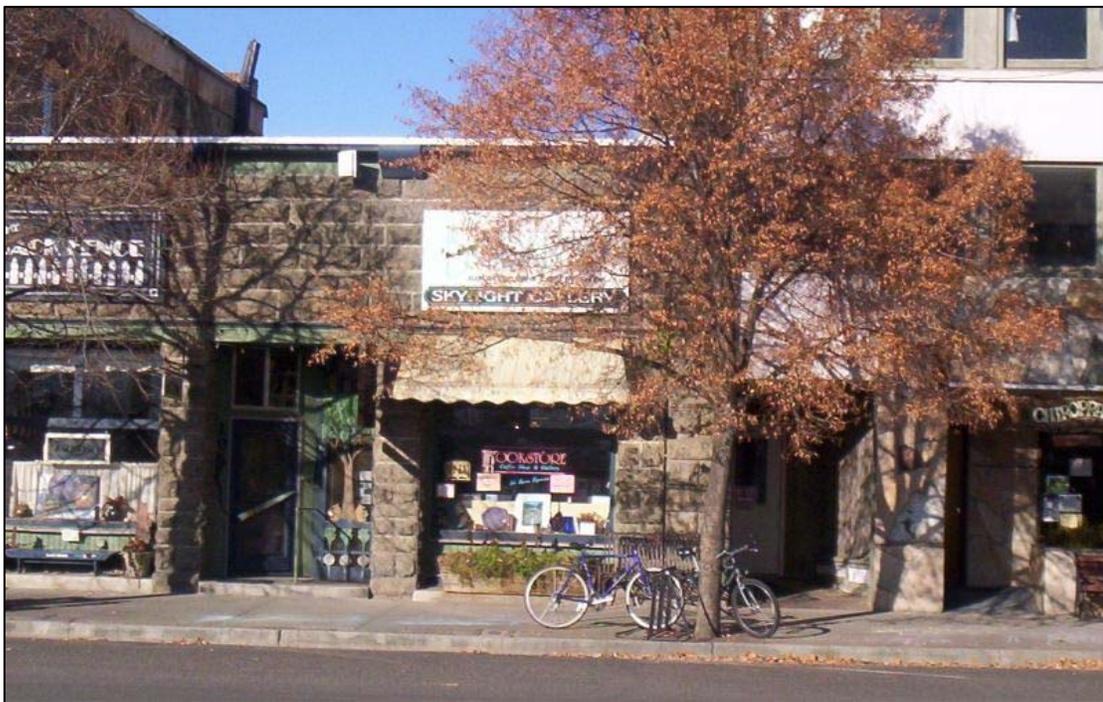


Figure 10 - Enterprise Oregon, Main Street



Figure 11 - Enterprise Oregon, Streetscape Improvements

APPENDIX C – ALASKA CRUISE SHIP AND VISITOR DATA

Cruise Ship Trends

Alaska attracted more than 1 million cruise passengers in 2008. Cruise passenger volume increased steadily between 1999 and 2005; the growth rate tapered in recent years.

**Cruise Ship Passenger Trends
Summer 1999 to 2008**

| Year | Passengers |
|------|------------|
| 1999 | 959 |
| 2000 | 477 |
| 2001 | 600 |
| 2002 | 800 |
| 2003 | 000 |
| 2004 | 400 |
| 2005 | 400 |
| 2006 | 900 |
| 2007 | 9,800 |
| 2008 | 3,100 |

Source: Cruise Line Agencies of Alaska.

Juneau, Ketchikan and Skagway attracted the largest volume of cruise passengers in 2008. Visitation to other Alaska ports is considerably smaller.

**Cruise Passenger Visitation, By Community
Summer 2008**

| Community | Passengers |
|------------------|------------|
| Juneau | 1,032,274 |
| Ketchikan | 941,910 |
| Skagway | 781,676 |
| Sitka | 289,753 |
| Whittier | 220,117 |
| Seward | 165,959 |
| Icy Strait Point | 126,381 |
| Haines | 50,121 |
| Wrangell | 4,002 |

Source: Cruise Line Agencies of Alaska.

Regional Small Cruise Ship Market

Small-ship cruise passenger traffic to Southeast was slightly more than 20,000 passengers in 2008. Unlike the growth experienced by the large ships, the small ship market has remained fairly stable in recent years. Juneau attracted the largest number of small ship calls and passengers in 2008. (Note: small ship passengers were included in the preceding cruise-related totals.) Early in 2009 four small ships withdrew from the Alaska market, reducing passenger capacity by 10,000 visitors. The small ship market is perceived as being more vulnerable than large cruise lines to the current economic recession, as their marketing reach and ability to discount to fill berths is appreciably smaller.

Small-Ship Cruise Passengers - Summer 2008

| Community | Port Calls | Passengers |
|------------------------|------------|------------|
| Juneau | 241 | 20,926 |
| Bartlett Cove/Gustavus | 158 | 11,189 |
| Sitka | 157 | 15,455 |
| Petersburg | 115 | 9,558 |
| Skagway | 95 | 10,932 |
| Haines | 78 | 7,664 |
| Ketchikan | 64 | 7,985 |
| Metlakatla | 48 | 4,552 |
| Wrangell | 24 | 4,002 |
| Glacier Bay | 7 | 744 |

Source: Cruise Line Agencies of Alaska.

Non-Cruise Market

During summer 2006, nearly 180,000 non-cruise visitors traveled to Southeast Alaska. (This estimate does not include Alaska residents traveling for business or pleasure.) The non-cruise market includes independent travelers, visitors who purchased multi-day travel packages and business travelers. These visitors travel between communities by air, ferry, highway and water taxi. The most popular Southeast destinations in terms of visitor volume were Juneau, Ketchikan and Skagway. Haines attracted 31,000 non-cruise visitors, or 17.3 percent of the regional market.

Estimated Non-Cruise Visitor Volume - Summer 2006

| Non-Cruise Visitors | |
|----------------------|----------------|
| Southeast | 179,000 |
| Juneau | 70,000 |
| Ketchikan | 56,000 |
| Skagway | 46,000 |
| Sitka | 41,000 |
| Haines | 31,000 |
| Wrangell | 23,000 |
| Glacier Bay/Gustavus | 21,000 |
| Petersburg | 19,000 |
| Prince of Wales Is. | 12,000 |
| Hoonah | 4,000 |

Source: *Alaska Visitor Statistics Program V*, McDowell Group.

DRAWING AND IMAGES PACKET DESCRIPTION

A companion to this report is a group of drawings and images. The drawings are computer-generated CAD plans suitable for large-scale reproduction. The drawings attempt to illustrate Haines in different scales, and illustrate the planning issues that directly contribute to vitalization of Main Street.

1. A01 Downtown Haines

This map of downtown Haines shows lots and footprints of current built structures. Indicated on the map is a curved line showing ¼ mile and ½ mile pedestrian radii from the cruise , as well as a possible trolley or bus loop and potential stops. The numbers within circles with arrows indicates locations and directions of photographs on A02 .

2. A02 General Photographs

A02 is a sheet of nine photographs in the downtown and waterfront areas. The photos try to illustrate major intersections and routes, and indicate signage deficits.

3. A03 Over-all Main Street

This map of downtown Haines shows lots and footprints of current built structures with 21 photographs of downtown structures. The photographs are numbered or lettered. The corresponding structures on the map are also numbered or lettered.

4. A04 Waterfront/Cruise Terminal Area

This map focuses on the Haines waterfront extending to the cruise dock and shows lots and footprints of current built structures with 10 photographs of waterfront views. The photographs are numbered, with indication of the direction of the photograph on the map.

5. A05 Main Street - East

This map focuses on the center of Main Street. It includes rendered in development to show the potential of infrastructure improvements, including redeveloped open lots, parking, canopies, pedestrian amenities, and landscaping.

It illustrates methods to provide a stronger link between Main Street and Front Street, and opportunities to use the Sheldon Museum to greater advantage to draw people to Main Street.

6. A06 Main Street - West

This map focuses on the area around the schools, illustrating the potential for growth and development of the former school site and surrounding areas. It illustrates the potential for redevelopment of the school into a community recreation facility, and potential expanded public park.



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MAIN STREET PLANNING

FOR THE
 THE CITY & BOROUGH OF HAINES, AK

MRV # 0832

| DATE | REVISION |
|------|----------|
| | |
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| | |

SHEET TITLE:
DOWNTOWN HAINES

DATE: JUNE 15, 2009
 11X17 SHEETS @ 1/3 SCALE
 DRAWN: PV
 CHECKED: PV

SHEET NO.

A01

SCALE: 1" = 100'



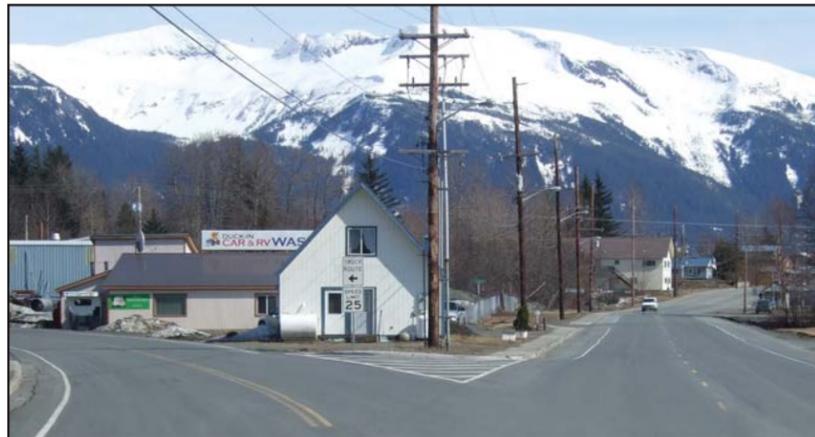
① INTERSECTION AT MAIN STREET AND HAINES HIGHWAY



④ MAIN STREET AT SECOND STREET



⑧ SECOND AVENUE AT HAINES HIGHWAY



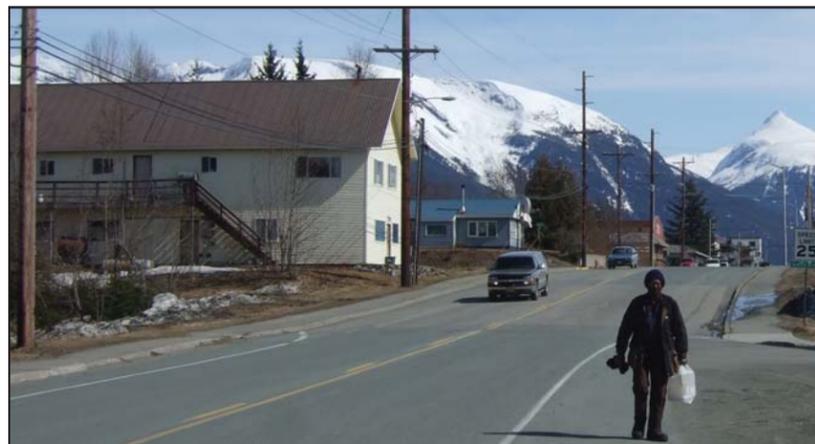
② INTERSECTION AT MAIN STREET AND UNION STREET



⑤ VISITOR'S CENTER



⑨ INTERSECTION AT BEACH ROAD AND HAINES HIGHWAY



③ MAIN STREET AT SIXTH STREET



⑥ THIRD AVENUE AT LIBRARY



⑩ HAINES HARBOR

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SHEET TITLE:
GENERAL PHOTOS

DATE: JUNE 15, 2009
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DRAWN:
CHECKED: PV

SHEET NO.



(K) MILES FURNITURE



(J) OLERUD'S



(H) LAB BUILDING



(G) HISTORIC BUILDINGS



(H) CONNIE'S



(F) ALASKAN LIQUOR



(E) CHILKOOT GARDENS



(D) SURF SHOP



(C) FOGCUTTER BAR ESPRESSO BAR



(B) HAMMER MUSEUM



(A) LIGHTHOUSE RESTUARANT



(10) OLD ELEMENTARY SCHOOL



(9) OLD JUNIOR AND HIGH SCHOOL



(8) HAISLER'S



(7) BABBLING BOOKS



(6) HELEN'S



(5) HOWSER'S



(4) AP&T



(3) FIRST NATIONAL BANK



(2) SHELDON MUSEUM

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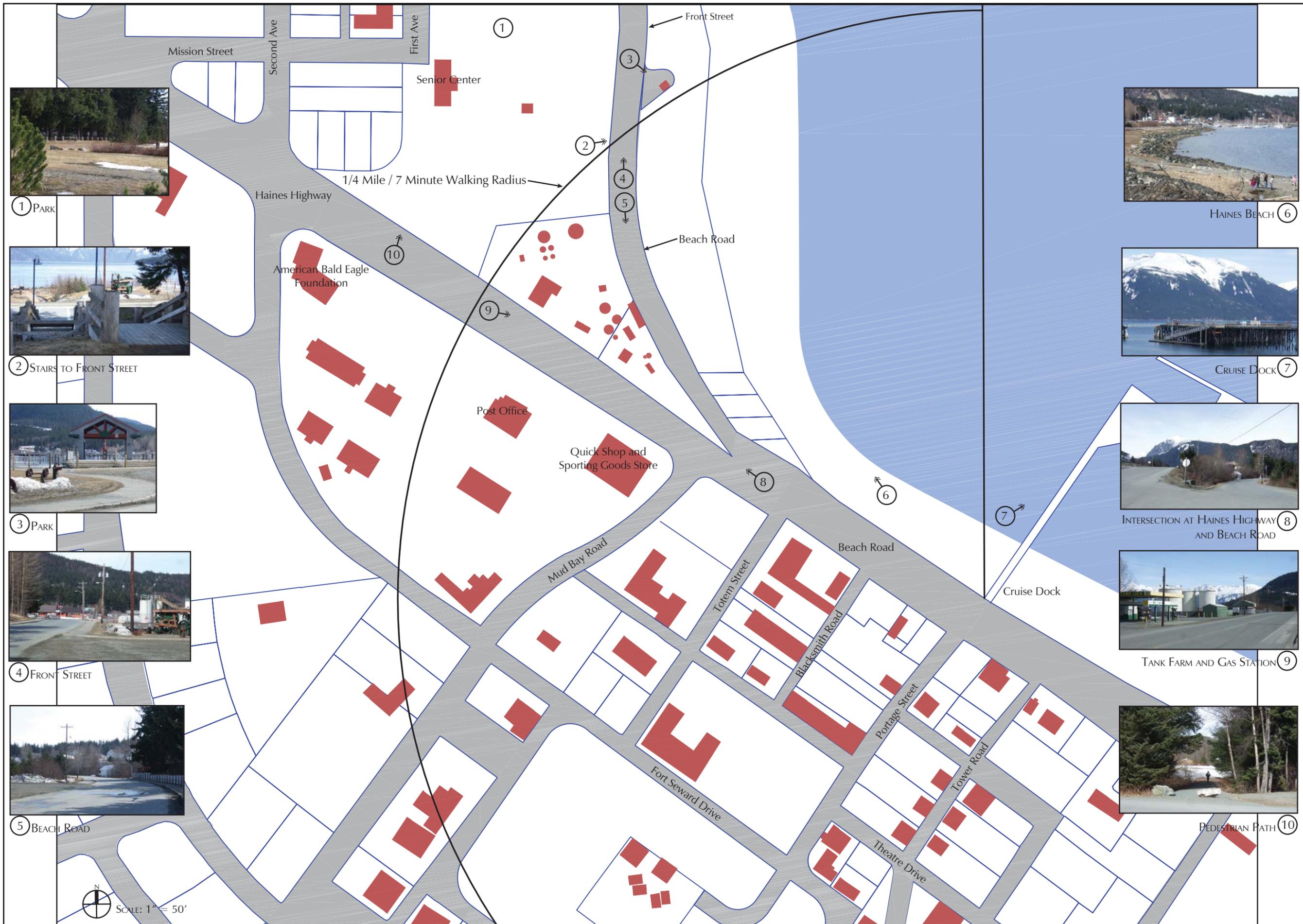
FOR THE
THE CITY & BOROUGH OF HAINES, AK

| DATE | REVISION |
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SHEET TITLE:
MAIN STREET
VACINITY

DATE: JUNE 15, 2009
11X17 SHEETS @ 1/2 SCALE
DRAWN:
CHECKED: PV

SHEET NO.



1 PARK

2 STAIRS TO FRONT STREET

3 PARK

4 FRONT STREET

5 BEACH ROAD

1

2

3

4

5

9

8

6

7

6

7

8

9

10



SCALE: 1" = 50'



HAINES BEACH 6



CRUISE DOCK 7



INTERSECTION AT HAINES HIGHWAY AND BEACH ROAD 8



TANK FARM AND GAS STATION 9



PEDESTRIAN PATH 10

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THE CITY & BOROUGH OF HAINES, AK

MRV # 0832

| DATE | REVISION |
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| | |

SHEET TITLE:
HAINES WATERFRONT

DATE: JUNE 15, 2009
11X17 SHEETS @ 1/3 SCALE
DRAWN: PV
CHECKED: PV

SHEET NO.

A04



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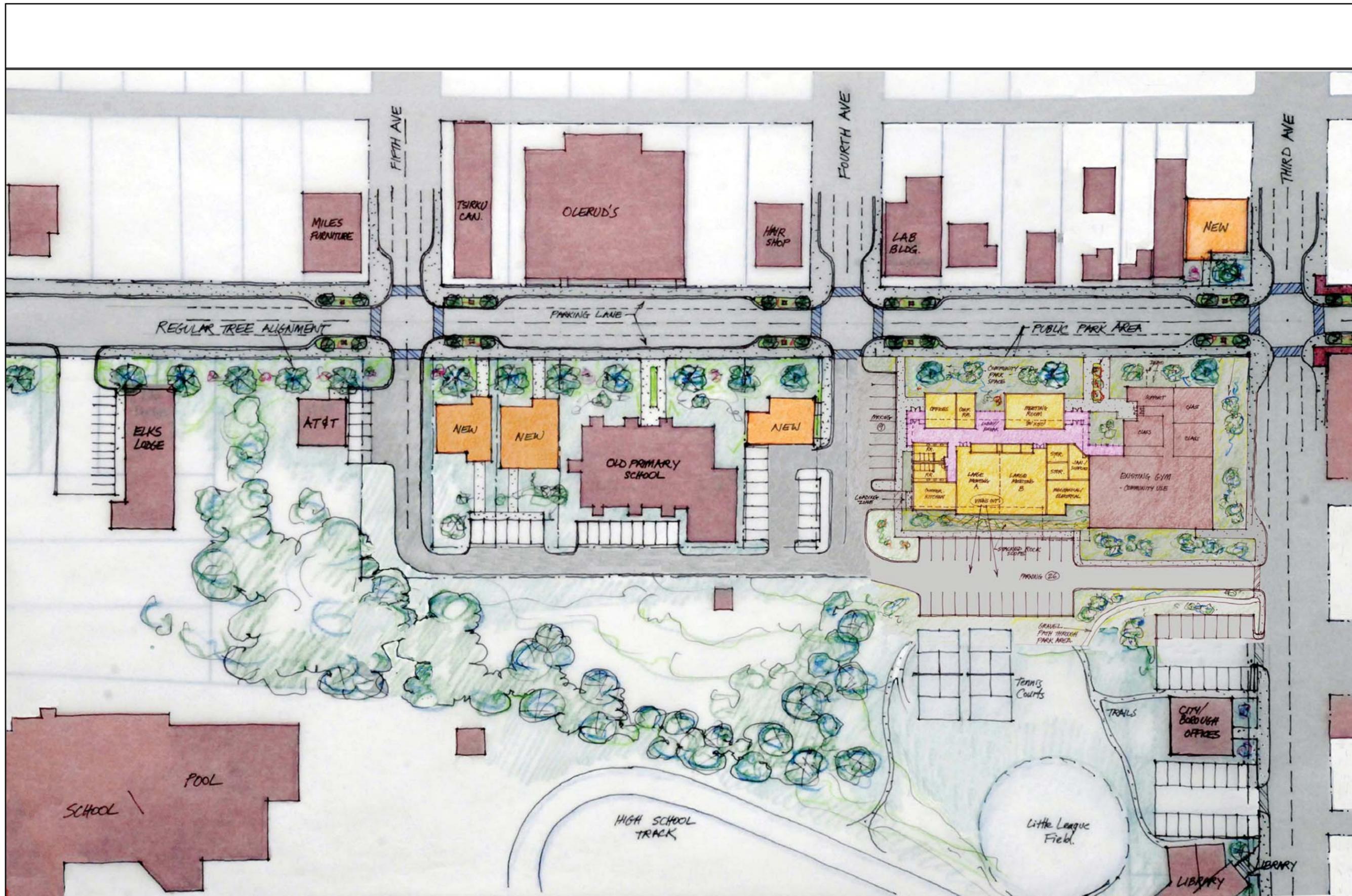
MRV # 0632

MAIN STREET PLANNING

FOR THE
 THE CITY & BOROUGH OF HAINES, AK

SHEET TITLE:
 MAIN STREET
 ENLARGEMENT

SHEET NO.
 A05



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MRV # 0632

SHEET TITLE:
 MAIN STREET ENLARGEMENT

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 A06