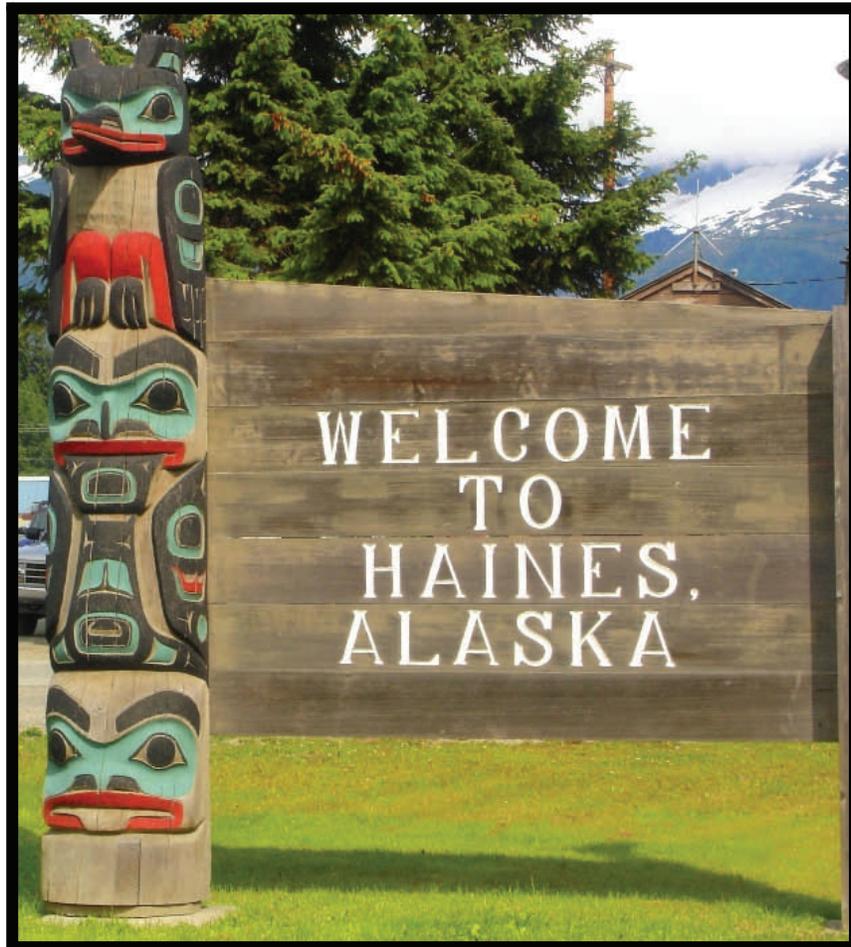




Chilkoot Indian
Association



Tribal Strategic Plan



September 2008

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EXECUTIVE SUMMARY

The Tribal Government has been growing quickly over the past several years and with that growth has developed a strong capacity for running programs and building our community. We first worked on a strategic plan for the government in 2000 by surveying membership with a written questionnaire asking them to rank priorities based on several general areas of interest. These questionnaires we compiled and reviewed by the strategic plan steering committee. The 2000 Strategic Plan was developed from this process.

In 2006 we started the revision process for our Strategic Plan by hiring the McDowell Group to survey our membership over the telephone. McDowell also worked with Council and staff to develop value statements, mission statement, and the overall vision for the Tribe. The staff and Council reviewed the results of the survey and revised the Strategic Goals accordingly. Many of the goals remained the same or were very similar to the 2000 Strategic Plan and show continuity to the activities that the Tribe deems most important.

In 2007 we hosted public planning sessions based on our department structure: housing and transportation, natural resources, economic development, and organizational development. The final session on culture and history was hosted in May of 2008. We took the information that we heard at these planning sessions and reviewed the values statements, mission statement and vision of the Tribe created in 2006 and refined them to the statements you find in this document today.

Once those statements were refined we established strategic goals based on five key areas: Building a Sovereign Nation, Celebrating our Culture, Building a Strong Economy, Enhancing Educational Opportunities, and Sustain a Health Community.

This two year process of refining the Strategic Plan of 2000 is based on input from our members through the survey conducted by the McDowell Group and our five planning sessions with the community. The Staff for the Tribe then took this feedback and developed long range goals for the next 10 years. We then presented these goals to the Tribal Council for their review and feedback and ultimately the Tribal Council adopted these goals as the official Strategic Plan for the Tribe.

The Department Directors along with the Associate Tribal Administrator of Finance and the Tribal Administrator met monthly for the second quarter of 2008 to develop five-year department plans based on feedback from the public and targeting the strategic goals. These department plans gives measurable targets for demonstrating satisfactory execution of the Strategic Plan. This document contains the Strategic Goals for the 2008 – 2018 timeframe, and the Five-Year Plans for each department.

CHAPTER 1 - ORGANIZATIONAL HISTORY

The constitution and by-laws of the Chilkoot Indian Association Tribal government was ratified on December 5th, 1941 by a vote of 22 yes and 0 no. A seven member IRA Tribal Council represents Chilkoot Indian Association and a current membership of 485 Alaska Native and American Indians. The Tribal Council is recognized by the federal government as the official tribal governing body for the predominately Tlingit Natives of Haines (membership is provided to all Alaskan Natives and American Indians who are permanent residents of Haines).

In the late 80's and early 90's the Tribe began to be revitalized by the Tribal leadership of that period and we grew in both size and influence. We recovered approximately 80 acres of Tribal land in the city limits of Haines from the Presbyterian Church in 1993. The Tribe wrote and administered a grant from ANA (Administration for Native Americans) for capacity building in 1997 which led to the Tribe receiving its first IGAP (Indian General Assistance Program) from the EPA in 1998 and administering our own NAHASDA (Native American Housing and Self Determination Act) grant in 1999. By the year 2000 we stopped compacting with the regional Tribe, Central Council Tlingit and Haida Indian Tribes of Alaska (CCTHITA), and contracted directly with the BIA for our Self-Determination programs and had nearly a million dollar annual budget. Today in 2008 the Tribe has a two million dollar annual budget and employs 12 full-time office staff.

The Tribe has developed all the departments required for its government which includes: Housing and Transportation, Culture and History, Economic Development, Human Resources and Organizational Development, Accounting and Finance, and Administration. The Tribe has also shifted from an internal construction force to a wholly-owned subsidiary, Chilkoot Construction Inc., to develop a revenue source outside of grant income.

The focus for the Tribe over the next several years will be less about growth and more about stabilizing our operations and becoming the most efficient and effective with our resources that we can be.

CHAPTER 2 - VISION, MISSION, VALUES

Our Tribal Vision and Mission

A vision is the starting place for strategic planning and it is a description of what the planners aspire to achieve through guiding their organization in the future. It answers the question, "If the Chilkoot Indian Association is extremely successful in what we set out to do, what will be the desired result, the vision?"

Chilkoot Indian Association Vision

"Chilkoot Tribal members are culturally centered, physically and mentally healthy, economically successful, and integrated into the community and the Tribal government is a model of excellence in serving its members."

Mission Statement

The mission of an organization is the reason for its existence, its purpose. A mission statement can include three components – a description of the kind of organization (in this case, a federally recognized tribe), a statement of what it is trying to achieve (usually selected pieces of the vision expressed earlier, and some reference to the method(s) that will be utilized to get the job done

Chilkoot Indian Association Mission Statement

"The Chilkoot Indian Association represents a Native Sovereign Nation. We integrate Chilkoot culture, values, and beliefs into daily life and work to improve the quality of life for our members and our community"

Our Tribal Values

We the members, staff, and Council of Chilkoot Indian Association hold the following values to be the foundation of our identity as a Tribe. These value statements written below express the underlying values of the Tribe that shall guide all programs and the behavior of the organization's staff and council.

We live and celebrate our culture and heritage in all aspects of daily life and are dedicated to the preservation, cultivation, and clarification of our cultural identity.

We understand the sacred place that self-determination holds for our ancestors and shall continue our tradition of self-determination through the development of our network of contacts, partnerships, and strategic alliances.

We understand and value the scarcity of resources: land, time, finance, and quality of life, to that end we establish policies, guidelines, and standards that protect, preserve, and develop our resource base and allocate these resources in the best interest of our membership.

We belong to a greater community and serve the greater good to improve the quality of life for all people.

We embrace the ideology of lifelong learning for both our members and the organization itself thereby continuously building our capacity to serve.

Respect is closely tied to our identity as Tribal members and we shall always treat all people with the proper respect.

We believe diversity of thought is essential to the growth of a society and we strive to be accepting of others.

Strategic Goals 2008 - 2018

Goals: Goals are quantifiable measures of desired results.

The overall priority goals for the Tribe center on improving the quality of life for tribal members and the community as well as the creation of a Tribal government known for its excellence in serving its members.

- A. Building a Sovereign Nation
 - 1. Develop Strategic Alliances with other Tribal Nations
 - 2. Develop positive relationships with Congress and Federal Agencies
 - 3. Develop positive relationships with State Politicians and Agencies
 - 4. Develop positive relationships with local Politicians and Agencies
 - 5. Strengthen People-focused capacity building
 - 6. Develop collaborative partnerships with other organizations
 - 7. Develop strong organizational systems, statutes, policies and procedures
 - 8. Increase membership and develop detailed demographic information
- B. Celebrating Our Culture
 - 1. Integrate culture into daily life
 - 2. Preserve language, heritage, protocols, and artifacts
 - 3. Repatriate the Tanani Village site
 - 4. Clarify and teach cultural identity in membership and community
- C. Building A Strong Economy
 - 1. Develop a sustainable diversified revenue base
 - 2. Develop affordable housing
 - 3. Support and enhance the local industries
 - 4. Assist the development of new local industries
 - 5. Strengthen the local infrastructure
- D. Enhancing Educational Opportunities
 - 1. Advocate for life long learning
 - 2. Develop active learning opportunities
 - 3. Support youth leadership development
- E. Sustain a Healthy Community
 - 1. Remediation of the environmental hazards to health
 - 2. Support local recreational and wellness activities
 - 3. Enhance community safety
 - 4. Protect and enhance local ecosystems

CHAPTER 3- ADMINISTRATIVE SERVICES

INTRODUCTION

The Tribal government began to have its own workforce in 1997 which prompted the development of our human resources and finance activities collectively described as administrative services. We have included the general government as a component of administration because the election of our Tribal leadership has a profound effect on operations and so the efficient government operation is vital to the overall administration of the government

We grew steadily until the year 2000. Our financial department was headed by a bookkeeper and our human resources management was headed by the Tribal Administrator. During the year 2000 we began to suffer a breakdown of the organization. This seemed to have occurred because we grew beyond our capacity to control operations. There was a lack of management oversight, clear policy and procedures, and qualified personal. A bookkeeper level employee was dealing with the intense regulations of several grants and their specific accounting requirements. HR was a side function of the Administrator and not given sufficient resources to add value to the organization. Employees were not held accountable and robust plans of execution were not developed and adhered to.

Now we have filled our organization with competent employees with the right skills and qualification for our operations and must work to add stability and depth to our operational capacity. The majority of the emphasis for the next 5 years will be on management. We will tighten our policies and procedures and develop clear training and orientation material so that starting employees can have the necessary information to perform their jobs within the first month of employment. We will develop clear plans of operations to maintain a positive direction for the organization and to ensure employees are held accountable for the execution of those plans. We will be developing our operational capacity in such a manner that we develop a sustainable competitive advantage in this area which will lead to steady growth of our organization in a manner that serves our membership and our community to the fullest. Finally, we will focus on the development of mentorships and intern programs so that we can grow a strong succession plan filled with Tribal members in the succession of both staff and Council members.

ADMINISTRATIVE SERVICES
FIVE-YEAR OBJECTIVES 2008-2013

Government

1. Develop working relationships with Congress
 - i. Maintain regular communications with Delegation – 2008
 - ii. Develop a contact list for Alaskan Delegation - 2009
 - iii. Complete project for BIA contract funding restoration – 2009
 - iv. Complete project for gaining federal employee status – 2011
 - v. Make comments on legislation in Senate Indian Affairs committee
2. Develop working relationship with State Legislature
 - A. Create a list of projects for funding from legislature – 2008
 - B. Maintain regular communications with Legislators and Governor – 2009
 - C. Make comments on legislation in State that affects the Tribe
3. Develop working relationship with Haines Borough
 - A. Attend Assembly meetings – 2008
 - B. Encourage Membership in serving on committees, planning commission, school board, and Assembly – 2009
 - C. One Tribal member on Planning Commission – 2010
 - D. One Tribal member on Assembly – 2010
 - E. One Tribal member on School Board – 2010
 - F. Partner with Borough for community projects

Administration

1. Construct a Tribal office building
 - A. Complete programming for facility – 2008
 - B. Complete a conceptual drawing of facility – 2009
 - C. Grant writing for funding A&E - 2009
 - D. Architectural and Engineering plans – 2010
 - E. Grant Writing for construction costs – 2011
 - F. Construction of office building – 2012
2. Increase Tribal Enrollment
 - A. Develop annual enrollment drives
 - B. Develop enrollment literature – 2008
 - C. Increase tribal enrollment from 395 to 500 – 2009
 - D. Increase tribal enrollment to 550 – 2010
3. Increase Tribal Membership participation in Government
 - A. Develop a sense of community within the membership
 - B. Community social events 2008

- C. Membership highlights 2008
 - D. Tribal Administrator meet entire in-town membership – 2009
4. Build relationship with school aged youth with “I am Chilkoot” program and youth membership meetings – 2009
 5. Improve communications and Public Relations
 - A. Print “Did you know” program in newspaper - 2008
 - B. Survey membership for improving communications – 2009
 - C. Enhance membership database with additional information – 2009
 - D. employment records
 - E. education and education interests
 - F. cultural heritage information
 - G. regularly scheduled updates to database
 - H. Develop membership curriculum in LMS – 2009
 - I. computer skills training
 - J. customer service training
 - K. Bookkeeping training
 - L. GIS training – 2010
 - M. Market membership training in LMS – 2010
 - N. Complete Press Releases for new Grants
 6. Develop a youth council leadership program
 - A. Develop the overall concept - 2009
 - B. Work with partners to find funding - 2010
 - C. Implement youth council leadership program 2011
 7. Maintain a ballot for Council and committees with 3 qualified members per position - 2012
 8. Develop complete Tribal government systems
 - A. Complete Tribal Statutes for each committee, sub-unit, and function to document the Governance model – 2008
 - B. Housing committee – 2008
 - C. Natural Resources committee – 2008
 - D. Tribal Council – 2008
 - E. Human Resources – 2008
 - F. Tribal Enterprises – 2009
 - G. Finance – 2009
 9. Complete detailed procedures for enrollment, elections, communications with membership and meetings
 - A. Enrollment – 2008
 - B. Elections – 2009
 - C. Communication with membership and meetings – 2009

10. Develop a complete Council training program (see also Human Resources below)
 - A. develop annual financial training session – 2008
 - B. develop annual orientation session with directors – 2009
 - C. develop Job Role Competencies program – 2009
 - D. Strategic Plan module within LMS
 - E. Tribal government history module within LMS
 - F. Roles and Responsibilities of Council
 - i. Tribal Statute 01 – Tribal Council

11. Succession plan for each department – 3 native candidates for each department director, ATAF, and TA
 - A. Create document for succession plan – 2008
 - B. Start networking with Tribes, non-profits, government to locate existing native candidates – 2009
 - C. Select native candidates for mentoring/intern program to grow candidates – 2010
 - D. Complete succession planning document – 2012

12. Develop an intern and mentoring program with directors and partner organizations
 - A. Design the overall program – 2008
 - B. Grant writing for program – 2009
 - C. Employ Youth Services Coordinator to manage interns both in and outside of the Tribe. – 2010
 - D. Place 5 native interns – 2011
 - E. Implement alumni network for interns to keep track of progress for future employment with Tribe – 2012

13. Complete assessment for Baldrige award – 2012

Finance

1. Develop a strong financial system
 - A. Develop complete financial policies that include grants management and internal audit
 - B. Procurement policies – 2008
 - C. Financial policies – 2009
 - D. Internal audit – 2009
 - E. Grants management – 2009

2. Develop detailed procedures for the Accounting department
 - A. Payroll – 2009
 - B. Accounts payable and receivable – 2009
 - C. Journal entries – 2009

3. Form Tribal Council audit committee – 2010
4. Develop an office of internal audit
 - A. Complete CIA testing – 2008
 - B. Implement grant program internal audit system – 2009
 - C. Develop structure for internal audit – 2010
 - D. Develop funding for internal audit department – 2010
 - E. Staff the internal audit office – 2011
5. Develop a Permanent Fund for the Tribe
 - A. Develop policy for Permanent fund – 2009
 - B. Asset goal of \$50,000 – 2011
 - C. Asset goal of \$75,000 – 2012
6. Revenue Goal
 - A. \$1.75 million total revenue, \$100,000 non-federal, \$50,000 unrestricted – 2008
 - B. \$2 million total revenue, \$250,000 non-federal, \$60,000 unrestricted – 2009
 - C. \$2 million total revenue, \$250,000 non-federal, \$75,000 unrestricted – 2010
 - D. \$2 million total revenue, \$300,000 non-federal, \$100,000 unrestricted – 2011
 - E. \$2 million total revenue, \$300,000 non-federal, \$125,000 unrestricted – 2012

Human Resources

1. Develop a strong Human Resources program
 - A. Complete systems for administrative HR functions
 - B. CIA Human Resource Policies – 2008
 - C. CIA Employee Handbook – 2009
 - D. Professional Development plans for every employee – 2009
 - E. Electronic and Hard copy Forms for all HR functions – 2009
 - F. Human Resources procedures
 - G. Personnel files
 - H. Recruitment and Hiring
 - I. Interviewing
 - J. Benefits enrollment
 - K. Position Description updating
 - L. Performance Review
 - M. Salary Administration
 - N. Learning Management System administration
 - O. Work Life
 - P. Executive Compensation and contracts
2. Develop Competency based training programs for each job role within the Tribe
 - A. Identify competencies for Tribal Council and Officers Job roles – 2009
 - B. Identify competencies for Clerical and Bookkeeping Job roles – 2009
 - C. Identify competencies for Directors Job roles – 2010

- D. Identify competencies for– Tribal Administrator and Associate TA Job roles – 2010
 - E. Develop LMS learning events
 - F. 50 learning event modules – 2008
 - G. 50 learning event modules – 2009
 - H. 50 learning event modules – 2010
 - I. Additional grant writing for 2010 -2012 funding of activities
3. Develop Competency based training programs for positions outside the Tribe
- A. Develop Bookkeeping program – 2008
 - B. Implement Bookkeeping program – 2009
 - C. Develop Laborers program – 2009
 - D. Implement Laborers program – 2010
4. Develop Accounting training program on LMS
- A. Payroll – 2009
 - B. Accounts payable and receivable – 2009
 - C. Journal entries – 2009
 - D. Indirect cost proposals – 2010

CHAPTER 4 - ECONOMIC DEVELOPMENT

INTRODUCTION

Tribal philosophy for the balance between development and sustainable use of natural resources is based on the relationship between the eagle and raven. Both clans are different, yet live in harmony within the Tribal structure. The Chilkoot Indian Association desires to provide for the best interests of all Tribal members by encouraging a strong economic base while at the same time, promoting a sensible and sustainable use by the sharing of nature.

History

In 1998 the Chilkoot Indian Association began a cooperative agreement funded by the Environmental Protection Agency to manage natural resources for the benefit of the Tribe under the federal Indian General Assistance Program (IGAP). In 1999 the Tribe received \$85,000.00 and began structuring programs and supporting Environmental staff.

The tribe began a recycling plan for the Daschu neighborhood and was formative in the Haines Recycle Center. In 2000 there was continued support of the Recycle Center with drop-off centers and a recycling baler purchase. Daschu recycling was continued, and BLM lands in Haines were monitored for illegal dumping, and a large number of vehicles, residential appliances, and junk were removed from the site. In 2005 the Environmental Department was renamed the Natural Resources Department. In 2007 a planning/GIS/environmental staff member was added. The Director of Natural Resources position was renamed as the Director of Economic Development with oversight of over the Natural Resources functions. The transition was done to reinforce the balanced tribal goal of sensible, sustainable, environmentally-sensitive growth.

ECONOMIC DEVELOPMENT
FIVE-YEAR OBJECTIVES 2008-2013

1. Land Preservation and Restoration
 - A. Protect and restore watersheds
 - i. Identify and document existing watersheds-**2008**
 - ii. Catalog existing wetlands in the area – add to local wetlands inventory-**2009**
 - iii. Capacity building - GIS watershed documentation – produce geodatabase-**2008**
 - B. Investigate, document, and work toward remediating landfill/dump sites from past generations-**2010**
 - i. Capacity building – staff trained to oversee remediation-**2011**
 - ii. Measures required to remediate-**2010**
 - C. Underground Fuel Storage Tanks
 - i. Cooperate with state/federal agencies currently regulating tanks-**2008, ongoing**
 - ii. Investigate, document, and work toward remediating uninvestigated UST sites from past generations-**2009**
 - D. Above-ground Fuel Storage Tanks
 - i. Capacity building – staff to test/monitor/remediate household heating oil storage tanks-**2009**
 - ii. Assist with household heating oil storage tank removal/replacement-**2010**
 - E. 90% recycled community wastes – reduce waste stream-**ongoing effort**
 - i. Endorse and cooperate with local recycling efforts
 - a. Haines Friends of Recycling
 - b. Offer consultation regarding funding and capacity building activities.
 - c. Support hazardous household waste cleanup event
 - ii. Reduce illegal dumping, study issue-**2010**
 - iii. Support Southeast Region Solid Waste Authority-**2010**
2. Clean Air and Global Climate Change
 - A. Air quality
 - a. Capacity building - air quality staff-**2010**
 - b. Research existing data-**2010**
 - c. Coordinate with state/federal air sampling projects-**2011**
 - d. Provide ongoing air sampling data collection/management
 - B. Internal air quality for all tribal members
 - i. Document real property ownership-**2010**
 - ii. Test for indoor pollutants-**2011**
 - iii. Correct indoor pollutant sources-**2012**
 - iv. Environmental hazard inspection ability – in-house-**2011**
 - C. Reduce dependence on petroleum fuel sources
 - i. Alternative Energy feasibility studies-**2009**
 - a. hydroelectric
 - b. biomass

- c. tidal
 - d. wind
 - e. small-scale nuclear
 - f. other
- ii. Potential alternative energy production on Native Allotment/Trust lands-**2010**
 - a. Obtain Native Allotment lands documentation
 - b. Allottee interview and MOA documentation
 - c. Cross-check with topographic and satellite imagery for development potential
 - d. Investigate Tribal role in energy production
- iii. Value-added wood products as alternative energy
 - a. Wood pellet production vs. cordwood-**2011**
 - (i) Environmental impacts
 - (ii) Economic impacts
 - (iii) Investigate role of the tribe in manufacturing
- iv. More efficient building
 - a. Capacity building – staff trained for “green” residential building design/repair-**2010**
- 3. Passive solar-**2010**
- 4. Increased efficiency of existing structures-**2009, ongoing**
 - i. windows
 - ii. doors
 - iii. roof
 - iv. insulation
 - v. Energy Star rating
 - vi. Renewable Energy Alaska Project
 - a. Institute Energy Star on all Tribal buildings-**2012**
 - b. Loans to residences to increase building efficiency standards (private)-**2012**
 - c. Loans to businesses to increase building efficiency standards (commercial)-**2012**
 - d. Cooperate with public entities to increase building efficiency standards (public)-**2010**
- 5. Maintain knowledge base on non-petroleum energy generating issues-**2010**
- 6. Clean and Safe Water
 - A. Fresh water quality
 - i. Baseline water data-**2010**
 - a. Capacity building - water quality staff
 - b. Research existing data
 - c. Coordinate with state/federal water sampling projects
 - d. Provide ongoing water sampling data collection/management
 - ii. Drinking water system-**2012**
 - a. Baseline quality
 - b. Private well testing
 - B. Saltwater quality, needs assessment -**2011**

- i. Work toward improving quality of HB sewer plant output
- 7. Healthy Communities and Ecosystems
 - A. Support subsistence uses
 - i. Document hooligan fishery and gather data to enhance the fishery-**2011**
 - ii. Create GIS database of subsistence uses-**2009**
 - iii. Capacity Building: tribal biologist to handle fishery/wildlife data-**2012**
 - iv. Corporate subsistence program
 - a. Investigate existing tribes – Sitka and others-**2010**
 - B. Reduce pollutants within our environment
 - i. 100% lead-based paint removal for the community
 - a. Capacity building - staff trained to remediate lead-based paint-**2010**
 - b. Document existing lead-based paint – testing-**2011**
 - c. Availability to remove lead-based paint from other communities-**2012**
 - ii. 100% asbestos removal
 - a. Capacity building - asbestos staff-**2010**
 - b. Document existing asbestos - testing-**2011**
 - c. Availability to remove asbestos from other communities Capacity building-**2012**
 - iii. 100% radon-free environment
 - a. Document existing data-**2010**
 - b. Complete baseline data-**2011**
 - c. Data analysis and recommended action-**2012**
 - C. Disaster preparedness
 - i. Coordinate with Haines Borough on Disaster Planning Committee-**2010**
 - ii. Triage Center – ANB Hall
 - a. Assess needs - Indian Health Services – possible equipment acquisition-**2010**
 - b. Backup generator for SEARHC clinic-**2010**
- 8. Sustainability and Strategic Partnerships
 - A. Establishing continuing relationships with federal and state agencies-**ongoing**
 - B. Seek funding and relationships based on yearly goals-**ongoing**
 - C. Cooperate with Haines Borough to maximize all avenues of funding potentials-**ongoing**
 - D. Inter-Tribal relationships-**ongoing**
- 9. Tribal land
 - A. Protect areas with historic value to the tribe
 - i. MOA with Cultural Department-**2008**
 - ii. Identify all known areas of archaeological/cultural significance-**2009**
 - a. SHPO list
 - b. Our list
 - c. Site inspections to verify new locations
 - B. Tanani village
 - i. Assist in acquiring fee simple title-**2009**
 - ii. Restore to developable function
 - a. Monitor Army cleanup by attending RAB meetings-**ongoing**

- b. Tribal business plan – market research-**2010**
 - (i) Workforce development-as detailed in business plan-**2011**
 - (ii) Capacity building – professional staff – increase knowledge to aid Council decision making-**2010**
 - c. Preliminary Planning – EDA-**ITEMS 3-8 ARE TO BE DEVELOPED IN 2010 ACCORDING TO THE BUSINESS PLAN**
 - d. Suppliers – concrete, construction materials Logistics of buying local or abroad? Can local market support the new industry
 - e. Resource extraction – are we to become a supplier
 - f. Construction housing – logistics of temporary population – who provides housing
 - g. Knowledge of industrial parks
 - (i) Specific jobs
 - (ii) Facilities management
 - h. Tribal membership training
 - (i) Training mechanisms – i.e. union apprenticeships
 - (ii) Blue/white collar technical skills
 - C. Chilkoot village
 - i. Assist in the planning for future regulatory actions for the Chilkoot River Corridor-**ongoing**
10. Eco Dev with CANADA
- A. Develop relationships and understanding of governmental processes-**2009**
 - i. Laws – domestic and foreign
 - ii. Work/travel permits for both nations
 - B. Economic Development processes and directions-**ongoing**
11. Tribal member employment
- A. Small business development for Tribal members-**2011**
 - B. 8A business development knowledge-**2010**
 - i. Increase knowledge of existing businesses and how to improve them-**ongoing**
 - ii. New businesses- **ongoing**
 - C. Educate tribal members to realities of successful industrial park operations-**ongoing**
12. Finance
- A. Current understanding of capital financial investment trends (ties in with Finance department)-**2009**
 - B. Bonds – issuing/purchasing
 - C. How to market projects-**2011**
 - i. Recruit partners to finance business plan
 - ii. Business partners

DISCLAIMER

It should be noted that the Chilkoot Indian Association, Natural Resources Department has been incorporated under the authority of the Tribal Economic Development Department. Funding from the Environmental Protection Agency will still be used for projects as they had prior to the reorganization. No EPA money will be spent on projects that are not allowable under EPA guidelines.

CHAPTER 5 - CULTURE AND HISTORY

Vision: Chilkoot Indian Association members are actively engaged in sustainable, vital, culturally relevant activities in all aspects of their lives.

Mission: To facilitate programming in culture, traditional arts, historic preservation, and Tlingit language learning.

INTRODUCTION

Chilkoot Indian Association offers a wide variety of programs to members, but few of these are related to cultural issues, including tribal history documentation, Native arts, and Tlingit language. In the past, the Tribe has conducted short-term projects in many of these areas, but has had no sustained programs or a long-term, comprehensive plan for developing cultural programming. As the majority of staff time is allocated to existing grants, it is difficult to initiate and grow new programs out of the many inspired ideas proposed and supported by members, and particularly those related to concerns about cultural preservation.

We hear repeatedly that vital cultural traditions, practices, and values are slipping away as our elders pass on and our youth lose sight of the value of their Native identity. The Chilkoot Tlingit have survived numerous efforts to assimilate them into Western society, and continue to struggle with the economic, social, and cultural consequences of these programs. At a local level, students contend with a school system that often does not reflect the traditional values or learning styles reinforced at home, resulting in high dropout rates and other chronic, lifelong issues.

Additionally, due to the passing of elders and a variable local economy that results in seasonal and permanent outmigration, there are often gaps in many of the cultural activities and training that have traditionally been coordinated by clans. Despite the presence of the Tlingit in this area for thousands of years, there is often little recognition of this history in the public sphere, and many tribal members perceive a lack of local knowledge and understanding of both historical and contemporary Tlingit issues. There are potential consequences not only in terms of eroding the strong cultural identities that carry our people through their lives, but also for increasing the rifts between Native and non-Native residents that challenge the cohesion we need as a small, interdependent community.

In order to address these concerns, CIA began in 2008 the process of developing a Department of Culture and History to coordinate culture, art, historical documentation, and language revitalization efforts, all of which are high priorities for our members. In early 2008, the department obtained funding for two programs, a Native American Graves Protection and Repatriation Act documentation and consultation project funded by the National Park Service and a Native youth leadership development program funded by the First Alaskans Institute. The Tribe also continues to work in cooperation with the Haines Borough Public Libraries to

support the Dragonfly Project, which brings youth-led technology training to tribal members and the public. This very successful program has been developed into a national case study by the funding agency, the Institute of Museum and Library Services.

The next step is the current process of expanding upon the successes of these programs, as well as developing a variety of new programs and opportunities to address the interest of tribal members in documenting and reviving a variety of traditional cultural practices. *The goal is to supplement, not replace, ongoing cultural activities conducted by families, clans, and tribal members by providing additional resources, tools, and opportunities for the expansion of cultural programs.* These activities are a central feature of our efforts to celebrate our Chilkoot Tlingit culture and incorporate it into our daily lives, a key value identified in our Tribe's recently created mission statement.

In addition to undertaking the two projects for which we currently have grant funding and responding immediately to member interests as time and funding allow, CIA is seeking wider community input about future programs. In May of 2008, the Tribe hosted a community planning meeting on the topic to allow both tribal members and community partners an opportunity to identify their priorities. There were five prominent themes that arose during the community planning meeting. These themes are the following:

- Maintaining strong identities
- Knowing, continuing, and teaching history properly
- Supporting our young people
- Gathering, sharing, and protecting subsistence resources
- Integrating Tlingit culture and history into the school system and the community at large

These concerns are being incorporated into a five-year plan that outlines needs, proposed projects, and potential funding sources, guiding the Department of History and Culture's future. Past tribal planning meetings on topics ranging from economic development to environmental protection have resulted in comprehensive plans that are both reflective of tribal needs and progressive and achievable in terms of community capacity.

By implementing the programs identified as priorities through these many channels, and by encouraging participation from all sectors of our community, the Tribe strives to more comprehensively reflect the values of its members. Through engaging youth and families in the process, we will start down the difficult but necessary road of relearning the vital cultural practices that will make our ancestral homeland alive once more. The Tribe also aims to increase engagement and cooperation among Native and non-Native community members, contributing to an increased knowledge of and appreciation for local Native culture for the benefit of all local residents. These efforts will help us create strong, lasting identities as Native people, while honoring the memory of past leaders who demonstrated such dedication to ensuring the survival of our Tlingit culture.

The creation and implementation of our five-year plan will also enable us to identify and pursue funding sources that meet programming goals as they arise, assisting in the process of creating this department as a comprehensive tool for addressing cultural wellbeing in our community. These steps are critical in our tribal government's efforts to meet a wider range of documented Tribal needs through expanded implementation of cultural and heritage programming.

CULTURE AND HISTORY FIVE-YEAR OBJECTIVES 2008-2013

1. Provide opportunities for learning, teaching, and practicing traditional arts and skills
 - A. Facilitate First Alaskans Institute grant in-school activities: 2008
 - B. Revive school/community dance group
 - i. Facilitate opportunities for song learning: 2008
 - ii. Have active youth and community dance group: 2009
 - iii. Dance group travels to Celebration: 2010
 - C. Facilitate culture and arts open houses at ANB Hall, library, and other community spaces
 - i. Drum-making workshop: 2008
 - ii. Traditional food harvesting and preparation: 2008
 - iii. Opportunity for clan and genealogy research: 2009
 - iv. Beading workshops: 2008-2009
 - v. Regalia making: 2008-2009
 - D. Facilitate arts apprenticeships
 - i. Identify and apply for funding for apprenticeships: 2009
 - ii. Identify and match up artists and apprentices: 2010
 - iii. Artists and apprentices work toward producing pieces for CIA offices, ANB Hall, and other public spaces: 2011
 - iv. Apprentices ready to work on their own: 2012
 - E. Facilitate language learning apprenticeships: 2010
 - i. Identify and apply for funding for apprenticeships: 2009
 - ii. Identify and match up language masters and apprentices: 2010
 - iii. Masters and apprentices teach in schools and community: 2011
2. Produce Tribal history for a variety of audiences
 - A. Compile existing historical, ethnographic, and archival information: 2008
 - B. Produce brief historical overview for office management project: 2008
 - C. Initiate library of reference materials for staff, member, and local use: 2008
 - D. Produce first draft comprehensive history based on existing materials: 2008
 - E. Based on interviews with tribal members and historical sources, add to and amend first draft: 2009
 - F. Produce short overview for tribal website: 2009

- G. Produce multi-media historical and interpretive materials for school, local, and cultural tourism use
 - i. Create series of materials on traditional foods harvesting, preparation, and protocol: 2009
 - ii. Create cultural atlas: 2011
 - H. Add to library of reference materials: 2009-2010
 - I. Produce series of short books for school, Tribe, and local use: 2010
3. Increase cooperation with and presence in schools
 - A. First Alaskans Institute youth leadership development: 2008
 - B. Establish Tlingit language programming in schools: 2009
 - C. Grant writing to increase culturally relevant curricula in schools: 2009
 - D. Establish ongoing participation of Elders and knowledge holders in local schools: 2009
 4. Develop protection and interpretive plan for Chilkoot Corridor
 - A. Have representation on Chilkoot planning group: 2008
 - B. Develop working relationship with State Office of History and Archaeology: 2008
 - C. Compile all existing archaeological and historical information on Chilkoot corridor: 2009
 - D. Develop plan for future archaeological assessment projects: 2009
 - E. Seek funding sources for assessment: 2009
 - F. Conduct assessment and complete report: 2010
 - G. Develop cultural management and protection plan: 2010
 - H. Create cultural atlas: 2011
 - I. Develop additional informational materials and on-site interpretive resources: 2011
 5. Increase community knowledge about Tribal history and traditional land uses
 - A. Develop cooperative programming with Sheldon Museum: 2008
 - B. Invite public to arts and culture evenings and ANB Hall, library, and other community locations: 2008
 - C. Work with school to increase culturally relevant curricula: 2009
 - D. Support production of additional media projects through the Dragonfly program: 2009
 - E. Increase opportunities for members to work in cultural tourism: 2009
 - F. Develop informational signage for local trails and public use areas: 2010
 - G. Develop culture and history training for local tour operators: 2010
 - H. Deliver cultural tourism training: 2011
 6. Support intergenerational learning opportunities
 - A. Support in-school participation by elders and other members: 2008
 - B. Continue support of Dragonfly projects focused on intergenerational learning: 2008
 - C. Initiate open arts and culture evenings: 2008

- D. Support classes on traditional foods harvesting and preparation: 2008
 - E. Support participation in hooligan camps: 2009
 - F. Develop and writing grants to fund mentoring program for Tribal youth: 2009
 - G. Initiate mentoring program: 2010
 - H. Help revive Chilkoot Culture Camp: 2010
7. Identify and involve cultural knowledge holders and teachers
 - A. Compile information about cultural skills and knowledge from existing member database: 2008
 - B. Conduct members survey to identify additional skills and knowledge of individual members: 2009
 - C. Recruit cultural knowledge holders for community projects: 2009
 - D. Establish ongoing presence of elders and knowledge holders in local school: 2009
 8. Support each other through harvesting and sharing traditional foods
 - A. Establish food provider and recipient list and match participants: 2008
 - B. Facilitate classes and other opportunities for learning traditional food harvesting and sharing: 2008
 - C. Encourage increased use of CIA as provider/recipient clearinghouse: 2009
 - D. Provide freezer for storage and distribution of foods: 2009
 - E. Facilitate trading of traditional foods with other areas: 2010
 9. Carry out Native American Graves Protection and Repatriation Act grant project
 - A. Develop understanding of law and personal and institutional connections: 2008
 - B. Travel to University of Pennsylvania Museum to consult on collections: 2008
 - C. Hold public consultation meeting in Haines about items at the museum: 2008
 - D. Gather additional relevant information about items of interest: 2008
 - E. If requested, produce claim(s) for item(s) on behalf of traditional clans: 2009
 - F. Follow up on claim(s): 2010
 10. Increase exposure for Tribal artists
 - A. Add tribal member artist section to website: 2008
 - B. Co-host traditional arts festival: 2009
 - C. Provide workshop and display space in new Tribal building: 2011
 11. Obtain Tribal building with space for cultural activities and displays
 - A. Develop preliminary building plan in consultation with Tribe, members, and community: 2008
 - B. Find and apply for engineering plan funding: 2010
 - C. Develop complete architectural plan with appropriate use spaces: 2011
 - D. Start construction: 2012
 12. Develop succession plan for department

- A. Identify tribal members interested in working in culture and history programming: 2008
 - B. Identify funding sources for training and hiring: 2009
 - C. Facilitate necessary training: 2009
 - D. Have 100% Native hire in department: 2010
13. Increase tribal member participation in cultural activities
- A. Improve communication methods through use of email, telephone lists, and website: 2008
 - B. Develop quarterly schedule of opportunities and classes, available in newsletter and on website: 2009
 - C. Maintain list of member skills and interests that can be used to develop new classes: 2009
14. Establish Elders' advisory council
- A. Solicit interest for council: 2008
 - B. Start council meetings: 2008
 - C. Develop mentorships and succession plans: 2009
15. Provide cultural activities as alternatives to substance use
- A. First Alaskans Institute grant activities: 2008
 - B. Support SEARHC prevention programs: 2008
 - C. Apply for additional grant funding for youth cultural activities: 2009

CHAPTER 6 - HOUSING

INTRODUCTION

The Chilkoot Indian Association Tribal Council adopted Resolution 99-14 on June 24, 1999 which rescinded the authority of Tlingit and Haida Regional Housing Authority to administer housing programs on behalf of the tribe. On July 29, 2000 the Chilkoot Indian Association Tribal Council submitted Resolution 00-16 to the Department of Housing and Urban Development authorizing the formation and implementation of the Native American Housing and Self Determination Act (NAHASDA) programs for the tribe thus the Housing Department was created.

The Chilkoot Indian Association will address the housing needs of the tribe by implementing the following programs: A rehabilitation program for our members, a down payment assistance program for members to purchase newer and a safer home to live in, a college voucher program to assist students with affordable rentals while attending college. The homelessness program will prevent tribal members from being evicted from their homes. The education program will provide personal financial training for low-income applicants.

The Tribal Council is charged with the responsibility to manage and control all the economic affairs and enterprises of the Tribe to aid needy members to protect the general welfare and security of members of the tribal family. The family is the basic unit of any tribe the wellbeing of the tribe as a whole is a direct reflection of the wellbeing of its families. To create an atmosphere of accomplishment and purpose within the tribal family the tribe must assist in providing increased homeownership, employment and educational opportunities for very-low to moderate-income tribal members.

HOUSING

FIVE-YEAR OBJECTIVES 2008-2013

1. Develop infrastructure for Chilkoot Estates Subdivision
 - A. Develop Master Plat design-2008
 - B. Design Water and Sewer plans-2008
 - C. Design roads, utilities and electrical plans-2008
 - D. Construction of roads, utilities , electrical and water and sewer-2009
 - E. Grant writing for phase two-2009
 - F. Grant writing for phase three-2010

2. Construct 16 low to moderate-income affordable rental units
 - A. Complete Architectural plans-2008
 - B. Geotechnical site study and plan-2008
 - C. Water and Sewer Plans-2008
 - D. Develop site placement and location plan-2008
 - E. Construct first affordable rental housing four-plex-2009
 - F. Grant writing for second four-plex-2009
 - G. Construct second affordable rental housing four-plex-2010
 - H. Grant writing for third four-plex-2010
 - I. Construct third affordable rental housing four-plex-2011
 - J. Grant writing for fourth four-plex-2012
 - K. Construct fourth affordable rental housing four-plex-2013

3. Rehabilitation program providing safe, decent, and sanitary housing for qualified recipients
 - A. Provide rehabilitation services for energy efficiency repairs for eight qualified recipients-2008
 - B. Grant writing for additional funding-2008
 - C. Provide rehabilitation services for energy efficiency and health and safety repairs for 55 qualified recipients-2009
 - D. Grant writing for additional funding-2009
 - E. Provide rehabilitation services for energy efficiency and health and safety repairs for ten qualified recipients-2010
 - F. Grant writing for additional funding-2010
 - G. Provide rehabilitation services for energy efficiency and health and safety repairs for ten qualified recipients-2010
 - H. Grant writing for additional funding-2011
 - I. Provide rehabilitation services for energy efficiency and health and safety repairs for 55 qualified recipients-2012

4. Down payment assistance program to assist in alleviating overcrowding in our tribal members homes.
 - A. Provide down payment assistance for one house purchase-2008
 - B. Grant writing for additional funding-2009
 - C. Provide down payment assistance for two house purchases-2009

- D. Grant writing for additional funding-2010
 - E. Provide down payment assistance for two house purchases-2010
 - F. Grant writing for additional funding-2011
 - G. Provide down payment assistance for three house purchases-2011
 - H. Grant writing for additional funding-2012
 - I. Provide down payment assistance for three house purchases-2012
5. Student rental assistances program for students attending college or vocational schools
- A. Provide vouchers for seven students or 14 semesters-2008
 - B. Grant writing for additional funding-2009
 - C. Provide vouchers for eight students or 16 semesters-2009
 - D. Grant writing for additional funding-2010
 - E. Provide vouchers for eight students or 16 semesters-2010
 - F. Grant writing for additional funding-2011
 - G. Provide vouchers for eight students or 18 semesters-2011
 - H. Grant writing for additional funding-2012
 - I. Provide vouchers for eight students or 16 semesters-2012
6. Homelessness prevention assistance for low to moderate income applicants
- A. Provide assistance to three low-income applicants-2008
 - B. Grant writing for additional funding-2009
 - C. Provide assistance to three low-income applicants-2009
 - D. Grant writing for additional funding-2010
 - E. Provide assistance to four low-income applicants-2010
 - F. Grant writing for additional funding-2011
 - G. Provide assistance to four low-income applicants-2011
 - H. Grant writing for additional funding-2012
 - I. Provide assistance to four low-income applicants-2012
7. Develop a Community Development Financial Institutions (CDFI) program
- A. Attend training for the CDFI program-2009
 - B. Request certification application-2009
 - C. Request technical assistance funding-2009
 - D. Develop certified CDFI-2010
 - E. Request technical assistance funding-2010
 - F. Provide funding for the purchase of two homes-2011
 - G. Request technical assistance funding-2011
 - H. Provide the purchase of three homes-2012
 - I. Request technical assistance funding-2012
8. Development of single family housing in Chilkoot Estates Subdivision
- A. Grant writing for additional funding-2009
 - B. Select house plans, energy efficient appliances and energy efficient building options-2009
 - C. Match house plans with house lots-2009

- D. Grant writing for additional funding-2010
- E. Construction of three-four houses-2010
- F. Grant writing for additional funding-2010
- G. Construction of three-four houses-2011
- H. Grant writing for additional funding-2011
- I. Construction of three-four houses-2011
- J. Grant writing for additional funding-2012
- K. Construction of three-four houses-2012

CHAPTER 7 - TRANSPORTATION

INTRODUCTION

The Chilkoot Indian Association Tribal Council adopted Resolution 98-12 on September 29, 1998 authorizing Central Council Tlingit and Haida Indian Tribes of Alaska (CCTHITA) to apply for 2% IRR Transportation Planning funds for the benefit of the Tribe. On July 28, 1999 the Chilkoot Indian Association Tribal Council adopted Resolution 99-16 authorizing CCTHITA to prepare and negotiate with the Bureau of Indian Affairs (BIA) a Public law 93-638 contract for construction funds for the benefit of the CIA.

The Tribal Council adopted Resolution 01-02 on March 2, 2001 authorizing the Tribal President to act as the representative for the purpose of entering into a contract with the BIA to complete a long-range transportation plan and a five-year comprehensive plan. On August 10th, 2001 the CIA adopted Resolution 01-14 which requested that the BIA update their current FY 2001 IRR inventory by adding road inventory that was identified in the CIA's long-range transportation plan.

The Transportation Department was created in 2001 with responsibility to plan, design and construct road, trails and sidewalks for the benefit of tribal membership. On September 16, 2005 the Tribal Council adopted Resolution 05-09 which requested funding from the BIA to begin the process of planning, designing and construction of Chilkoot Drive the number one priority of the CIA. The Tribe signed a Public Law 93-638 contract with the BIA on July 25, 2006.

The CIA also addresses transportation and road projects, specified according to Needs Lists which often parallel the Needs List of the Haines Borough. The tribe holds two membership meetings per year where input is request on transportation related issues. Using information gathered at the two public meeting and information from the Tribal Council and staff the tribe annually submits to Federal Highway Administration a list of projects to be included on the Federal Transportation Improvement Plan (FTIP) which in turn is forwarded to the State of Alaska to be included in the State Transportation Improvement Plan (STIP).

The Tribal Council and staff follow the direction of the constitution as outlined in Article IV, Section 1, and Subsection F:

"To take other actions to promote and protect the health, peace, morals, education and welfare of Chilkoot and its members and to serve any other appropriate governmental or tribal purpose, including execution of contracts and other agreements that are to Chilkoot financial or other benefit, provided that such agreement are not inconsistent with any provision of this constitution."

This statement drives the Tribal Council and staff to work diligently to better the lives of our membership by providing better or improved roads, sidewalks, trails, ports, harbors and all remaining transportation infrastructure.

Under the Indian Reservations Road Program Appendix C: Federal Contacts for Tribal Transportation Planning provides the following information.

The development "...the Secretary of Transportation, in cooperation with the Secretary of Interior and the Secretary of Agriculture, shall develop appropriate

transportation planning procedures and safety, bridge, and pavement management systems (PMS) for roads funded under the Federal Lands Highway Program....."The Transportation Equity Act for the 21st Century amended Section 204(a) as follows: "TRANSPORTATION PLANNING PROCEDURES, - - - in consultation with the Secretary of each appropriate Federal Land Management Agency, the Secretary shall develop, by rule, transportation planning procedures that are consistent with the metropolitan and statewide planning processes required under section 134 and 135.

It is intended that this document provide flexible guidance for Indian Tribal Governments to address transportation issues specific to the Tribe rather than predetermined criteria that may not be applicable to tribal needs while yet providing a basis for developing goals and strategies that will ultimately lead to good decision making. The ultimate goal of transportation planning is to provide a safe transportation system for the movement of people and goods.

Contained in this document are the following:

- Transportation Planning Overview, a general discussion of transportation planning,
why planning is needed and who is involved
- Transportation Planning Funding, suggestions for funding and proposed projects.
- Coordination in the Planning Process, ensuring tribal participation, and how tribal sovereignty can be maintained.
- Transportation Planning Guidelines.
- Long-Range Transportation Planning defines the purpose and goals of long-range transportation planning, what elements must be included, public involvement, review and approval procedures. Suggested Long-range Modal Choices are roads, rail, transit, air, waterways, bicycle, and pedestrian. Investment options named and described as available are: system operations, system maintenance, technological improvements, capacity expansion, and innovative financing.
- Transportation Improvement Programs (TIPS) defines the purpose of a TIP, how it relates to the long-range plan.
- Roles and Responsibilities in the IRR Transportation Planning Process, defines who does what , when, why and how during the transportation planning process.

Federal Highways

Access to the continental road system from Southeast Alaska is provided at two points in the region: from Haines via the Haines Highway, and Skagway via the Klondike Highway. The Haines Highway extends from Haines, 159

miles to Haines Junction in the Yukon and was constructed on 1949 for strategic purposes to link the tidewater port of Haines by road with the Alcan Highway. Within the United States, the Haines Cutoff Highway has 44 miles of paved, two-lane Federal-aid primary route that carry traffic from the Lutak Dock to the town-site and beyond to the Alaskan and Canadian interior.

State And Local Roads

A-DOT maintains approximately 70 miles of unpaved roadways and approximately 60 miles of paved roads (including the Haines Airport). In the 1980's, the former City of Haines substantially improved the road network in town with paving, gutters and sidewalks. Improvements were funded by the capital improvements program which receives money from state.

Funding

The tribe receives funding from the Bureau of Indian Affairs IRR program based on the number of miles in the tribes approved IRR inventory. The roads and trails in the approved inventory receive a rating based on the class and construction need of the routes that is the foundation of the funding formula. The funding level for roads that are owned by the state, borough, city or tribe differ based on the current approved formula. The formula is designed by the IRR Steering Committee which is made up of members from the different regions of the country.

Water Ports

Lutak Dock – this dock is located five miles north of downtown Haines along the Lutak Highway. The 1,051-foot face of the Lutak Dock and its associated six-acre staging area is $\frac{3}{4}$ owned by the Haines Borough (Lutak Dry Cargo Dock) and $\frac{1}{4}$ owned by the State of Alaska. This dock is utilized commercially year-round and is operated by the Haines Borough on a fee basis.

Haines Boat Harbors - the Haines Boat Harbor, located on the downtown waterfront, and the Letnikof Cove Small Boat Harbor are central components of the fishing industry, the growing charter and water-taxi sector and provide recreational vessel moorage. The State owned facilities are operated by the Borough as an enterprise fund.

Port Chilkoot Dock – The Port Chilkoot Dock is located on the shore of Portage Cove at the end of Portage Street. The dock is owned and operated by the Haines Borough. The original dock consists of woodpile construction. Renovation work in 1988 included re-decking, pile replacement, reinforcement of the face with steel dolphins and a system of floats with a ramp utilized as a cruise ship lightering facility. As now configured, the dock can accompany two cruise vessels simultaneously: one vessel on the main dock face and another small vessel on the floating dock.

Sidewalks, Trails And Bike Paths

Sidewalks - Downtown Haines is small enough to enable full access by pedestrians, yet facilities for pedestrians are limited. Sidewalks along Main Street are adequate but in some cases need expansion. Second Avenue has existing sidewalks along both sides of the street from Main Street to Lynnview. The remaining streets have limited or no pedestrian facilities that are segregated from the vehicle traffic lanes. Eased curbs have been installed to allow better access to wheelchairs within the Main Street core.

The Tribal Council has expressed concern for the safety of our tribal members especially the students attending the Haines School District. Serious safety issues have been raised for the users of the sidewalk system concerning the lack of or sporadic placement of sidewalks in the townsite area. To address these issues the tribe will continue to identify needed sidewalks and construct new sidewalks to meet the needs.

Trails – People often cut through Tlingit Park near the Senior Citizen’s Center. A new trail was constructed in 1999 between the Haines Highway and the First Avenue and Mission Street intersection. Two trailheads within the townsite area access Mt. Ripinsky: the main trailhead off Young Road and a steeper approach off Piedad Road. Other trails within and near the Townsite area include the Sawmill Creek Wetland Nature Trail, Battery Point Trail and Mt. Riley Trail.

Air Transportation

The Haines Airport is located in the extreme northwestern part of the townsite area at about three-mile on the Haines Highway. The terminal building was constructed in 1982 by the former City of Haines and was operated by the former City until August, 1996, when it was purchased by a local resident. The private owner has since re-sold the facility to Wings of Alaska, a local commuter airline, who will continue to make the building available to the public through an agreement with the Borough. In 1992, the State of Alaska completed construction of a five million dollar expansion to the airport. Improvements included a new runway, improved taxiway and aircraft parking.

Seaplane facility – the existing seaplane float was constructed in 1978 and is located in the Small Boat Harbor in Portage Cove. The float is constructed to accommodate docking of transient aircraft and for loading and unloading aircraft.

TRANSPORTATION
FIVE-YEAR OBJECTIVES 2008-2013

1. Develop and implement subdivision plans for Chilkoote Estates
 - A. Develop Master Plat design-2008
 - B. Design Water and Sewer plans-2008
 - C. Design roads, utilities and electrical plans-2008
 - D. Began construction of Chilkoote Drive and Chilkoote Court, utilities, electrical and water and sewer-2009
 - E. Complete construction of Chilkoote Drive and Chilkoote Court, utilities, electrical and water and sewer-2010
 - F. Grant writing for phase two Chilkoote Loop-2009
 - G. Began Construction of Chilkoote Loop-2010
 - H. Grant writing for phase three the southern portion of Chilkoote Street-2010
 - I. Complete construction of Chilkoote Loop-2011
 - J. Complete construction of all roads, utilities, electrical and water and sewer in Chilkoote Estates-2012

2. Update the ADT Traffic Counts
 - A. Complete traffic counts for roads within the Haines City Service area-2009
 - B. Complete traffic counts for roads outside of the Haines City Service area - 2010
 - C. Submit traffic count to the BIA for all traffic counts-2010
 - D. Complete traffic counts for roads within the Haines City Service area-2011
 - E. Complete traffic counts for roads outside of the Haines City Service area - 2012
 - F. Submit traffic count to the BIA for all traffic counts-2012

3. Increase the IRR inventory
 - A. Increase the IRR inventory by 25 miles-2009
 - B. Enter the tribes road inventory into the RIFDS system-2009
 - C. Work with the Haines Borough for a contract to snow blow the town-site sidewalks-2009
 - D. Update the IRR inventory and submit the Jack Dalton Trail-2010
 - E. Identify all U. S. Army trails-2010
 - F. Update the IRR inventory and submit all U. S. Army trails-2010
 - G. Identify all mining and logging roads within our service area-2011
 - H. Identify all Native Allotments in our service area and develop roads to each allotment to update our IRR inventory-2011
 - I. Increase the IRR inventory by 25 miles-2012

4. Complete an application for IRR High Priority Funds
 - A. Identify roads for new construction-2009
 - B. Identify bridges needing construction and reconstruction-2009
 - C. Complete PS & E plans for new project-2011
 - D. Apply for IRR High Priority funds-2012

5. Long Range Transportation Planning
 - A. Plan for increased access to the Haines Small Boat Harbor-2009
 - B. Work with Central Council Tlingit and Haida Indian Tribes of Alaska on the Southeast Alaska Marine Highway study-2009
 - C. Participate with the Haines Borough Transportation Committee-2009
 - D. Meet with the Chilkat Indian Village to identify any roads or trails missing from both inventories-2009
 - E. Develop working relationship with Klukwan Inc to address tourism related issues-2009
 - F. Work with Skagway Traditional Council and Chilkat Indian Village on road improvement request to be included in the State of Alaska STIP-2009
 - G. Complete 20 year transportation plan-2010
 - H. Identify additional funding sources for tourism projects-2010
 - I. Identify any new proposed housing or commercial developments for increased road inventory-2010
 - J. Work with the Haines Borough, Department of Natural Resources and the Alaska State Parks in identifying new trails for the area-2010
 - K. Investigate new methods or means of transportation that will benefit the tribe-2011
 - L. Develop a plan with the Haines School District for increased access to the
 - a. School campus-2011

6. Improve Sidewalks in the downtown corridor to improve access for pedestrians
 - A. Meet with the Haines Borough and user groups on sidewalks problems-2008
 - B. Identify sidewalks needing repair or replacement-2008
 - C. Identify additional funding for sidewalks and write Grant-2009
 - D. Develop RFP/Contract for sidewalk repairs or replacement-2010
 - E. Identify additional funding for sidewalks and write Grant-2010
 - F. Develop Contract with the Haines Borough to keep the Townsite sidewalks clear of snow.
 - G. Develop RFP/Contract for sidewalk repairs or replacement-2011
 - H. Identify additional funding for new sidewalk construction to the Haines School District write Grant-2010
 - I. Develop RFP/Contract for new sidewalk construction on the Haines Highway to access the Haines School District-2012

7. Construction planning for IRR road improvements identified in the tribes five-year long range transportation plan (LRTP)
 - A. Develop RFP/Contract for sub grade (Chilkoot Drive)-2008
 - B. Develop RFP for repair/replacement of the ANB Hall parking lot-2009
 - C. Develop RFP for engineering services for road designs-2009
 - D. Develop RFP/Contract for construction of (Chilkoot Drive)-2009
 - E. Prioritize all roads in five year LRTP needing repairs-2009
 - F. Develop PS&E for Major Road, Lynnview Street and East Fair Drive-2010
 - G. Identify additional roads needing repairs included in the updated LRTP-2011

H. Develop RFP for engineering services for designs for new roads-2012

8. Construction of Roads

- A. Review and award construction contract for Chilkoot Estates-2009
- B. Began construction of Chilkoot Street, Chilkoot Loop and Chilkoot Court-2009
- C. Repair of the ANB Hall parking lot-2009
- D. Award RFP for engineering services for road designs-2009
- E. Construction of Lynnview Street-2010
- F. Construction of Major Road-2011
- G. Construction of East Fair Drive-2011
- H. Construction of phase two Chilkoot Estates-2011
- I. Construction of phase three Chilkoot Estates-2012
- J. Award RFP for engineering services for designs for new roads-2012