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# *Attracting Long Term Prosperity to Haines Junction, Yukon*

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*Workshop Report, April 2015*



*... Haines Junction: Not just a 'fork in the road' ...*

## Attracting Long Term Prosperity to Haines Junction, Yukon Workshop Report

Held on March 26-27, 2015 at the St. Elias Convention Centre, Haines Junction, Yukon

Submitted by Workshop Organizers and Facilitators

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## Purpose and Objectives

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The following report summarizes the agenda and results of a workshop on amenity based rural development held in Haines Junction, Yukon on March 26-27, 2015 and conducted by Dr. Nicole L. Vaugeois and Dr. Suzanne de la Barre of Vancouver Island University. The aim of the workshop was to engage constituents in dialogue about how the natural and cultural amenities in the region could be utilized in future economic and social development. The workshop aimed to build on and integrate previous community consultation processes and provide the community with a shared language and framework to inform the activities of the workshop to be held on the following day, and to guide future decisions. The workshop began with an evening public lecture by Dr. Nicole Vaugeois on “Attractive, livable and resilient communities: Positioning Haines Junction for long term prosperity”. The following day, approximately 50 individuals participated in the amenity based rural development workshop (see list of participants in Appendix A).

The workshop goals were to:

1. Provide a diverse range of constituent groups in Haines Junction, Yukon with an opportunity to develop a shared language and adopt an integrated framework for long term resilience based on the presence and promotion of highly valued amenities;
2. Provide clarity and direction on the amenities that exist and that could be developed to enable Haines Junction to become a more attractive and prosperous community for visitors, existing and new residents and businesses;
3. Build on and integrate previous consultation processes and inspire future action.

## Key Terms

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**Amenity Based Rural Development (ABRD)** is a place-based approach to rural development that utilizes the natural and cultural amenities as drivers for new economic realities encouraging people to visit, relocate or invest due to the attractiveness of rural regions. While people have been attracted to these amenities throughout time, the notion of using amenities to drive development is a new conceptualization that provides a holistic umbrella for economic development.

**Natural amenities** are defined as “amenities that are based on the natural attributes of rural areas including climate, air quality, land and water and which provide the scenic settings and materials for industry and leisure pursuits of rural residents.” Natural amenities include categories for climate and air quality, land and water. Natural amenities can also be cultivated or transformed by human use (i.e. farmland, gardens, and parks).

**Cultural amenities** are defined as “amenities that are based in the cultural context of rural areas including heritage, recreation and sports, arts, industry and community and which serve to enhance quality of life in rural regions”.

**System amenities** are defined as “amenities that enable the development of natural and cultural amenities including infrastructure, services and connectivity.”

*For a more detailed description of these amenities, please see Appendix B.*

## Background

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The Village of Haines Junction, Yukon is located in a setting with highly valued natural and cultural amenities. Other high value amenity locations around the world have been successful at utilizing these amenities to attract visitors, new residents and investment by promoting their presence, ensuring their protection (and associated values) and finding ways to create economic value from them.

Haines Junction has recently gone through a number of consultation processes around tourism (two tourism summits) and recreation (recent Recreation Master Plan) that have identified assets that the community would like to develop. When conducted as separate processes however, the resulting priorities can often become “sector based” as opposed to “place based” investments and as such, potential synergies can become lost, or worse, complimentary initiatives can turn into competing priorities.

A more holistic framework may be useful to help integrate these emergent priorities and allow for a broader based dialogue to emerge in the community that will enable long term decision making. One framework that is being used elsewhere defines the potential role of amenities in creating attractive and livable places that residents value and that new migrants desire to either visit or relocate to live near or invest in. This framework is called Amenity Based Rural Development.

## Overview

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### Public Lecture, March 26, 2015

- Mayor Mike Crawshaw introduced the Minister of Tourism Honourable Elaine Taylor who provided welcoming remarks.
- Dr. Nicole L. Vaugeois gave a 45 minute talk titled “Attracting Long Term Prosperity for Haines Junction” (see Appendix C for the slide deck).



*Honourable Elaine Taylor providing welcoming remarks to delegates*

## Amenities Based Rural Development Workshop, March 27, 2015

The following is a brief summary of the days' activities. The complete workshop itinerary is included in Appendix D.

1. **Dignitary welcome:**

Mayor Mike Crawshaw introduced CAFN Chief: Steve Smith who provided a welcome to the event. Local MLA and Minister of Environment Wade Istchenko also provided a few words of welcome to the delegates.

2. **Introductions and overview of the day**

Delegates were lead through a warm up activity where they were asked to move to different parts of the room in response to a series of questions. This illustrated the composition of the room and to extent of mobility of the delegates in the room, also highlighting the role of tourism in exposing Haines Junction to new residents and businesses.

Formal introductions – delegates went around the room and provided their name and shared what connects them to Haines Junction. This allowed delegates to know who was in the room and illustrated the attachment to place among delegates to the highly valued amenities in Haines Junction.

3. **Review of Haines Junction past processes to build on these in today's work**

Suzanne de la Barre shared some of the insights gained from the review of processes and reports from Haines Junction since 2006 and from reports from various Departments with the Government of Yukon.

4. **Review of place based development and amenities and their value**

Nicole recapped some of the key points from the lecture the night prior about what amenities are and how they drive new economy.

5. **Workshop Activities**

Delegates participated in a number of activities throughout the day designed to have them interact with the ideas and provide their voice to the workshop. These activities are described with findings throughout the report.

6. **Closing Comments**

Delegates provided their ideas to move forward in a closing circle at the end of the day. Mayor Mike Crawshaw and CAO, Keir Gervais thanked delegates for their participation in the workshop.



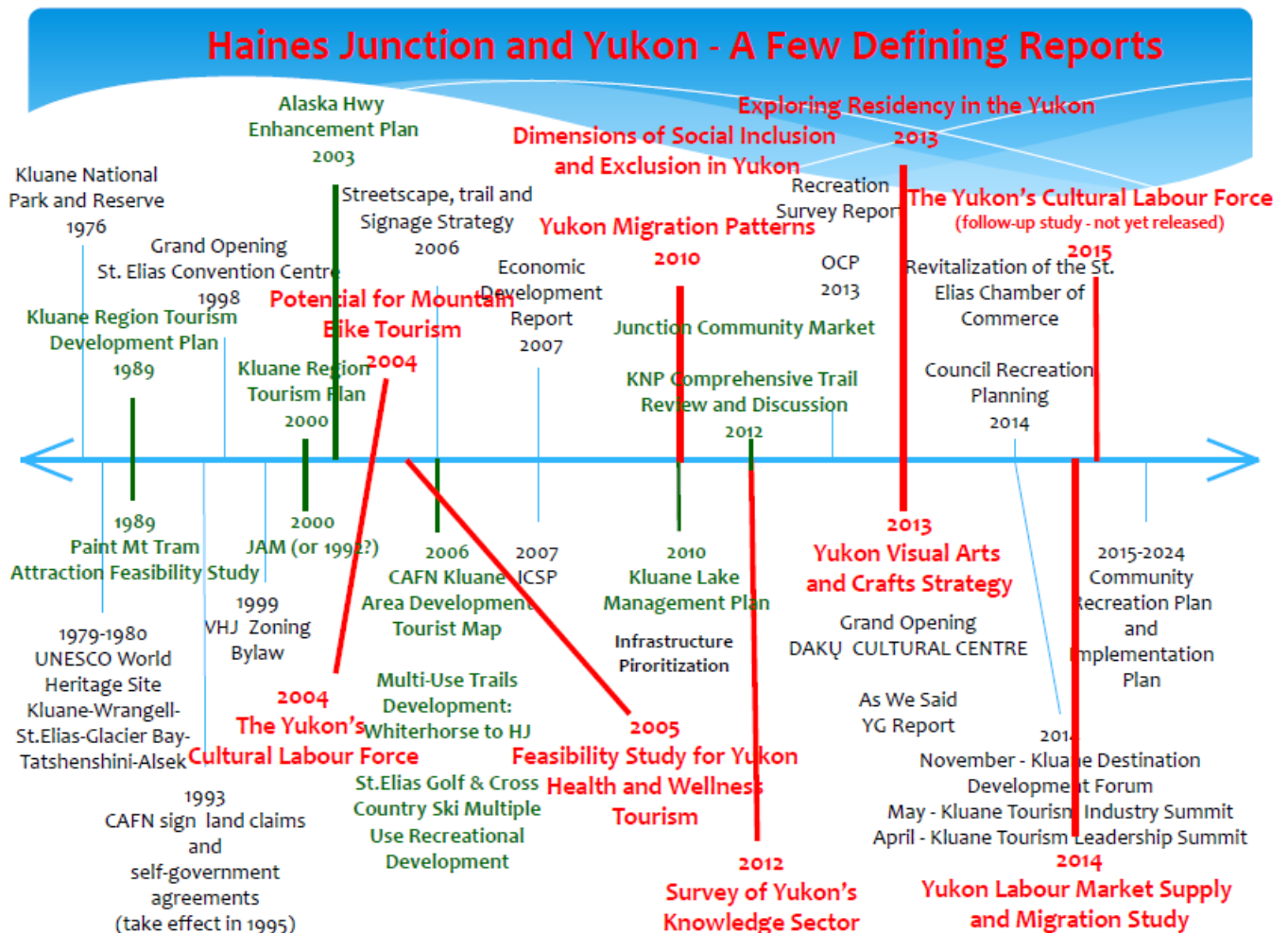
*Workshop participants engaging in discussion during an activity*



## Workshop Highlights

### Moving Forward, Acknowledging the Past

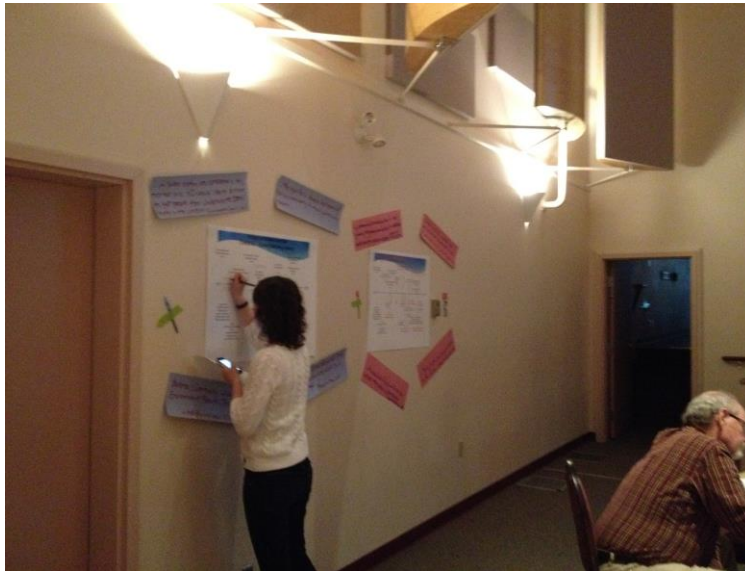
Workshops capture a moment in time when participants discuss a topic of importance. But, these conversations must also recognize the previous discussions and processes that have taken place in a community as well. Numerous studies and events can help to inform the future development direction of Haines Junction<sup>1</sup>. A timeline was created to capture a few of these significant events and reports.



#### Legend:

- BLACK – Haines Junction Reports and Significant Events
- GREEN – Contributions from participants
- RED – Yukon Wide Studies

<sup>1</sup> In addition to the Haines Junction and Yukon reports listed, the Canadian Tourism Commission's report on hikers and backpackers may also be useful. See 'A Snapshot of Hiking and Backpacking Travel Market in North America' (2003): <http://www.tc.gov.yk.ca/fr/pdf/SnapshotofHikerandBackpackerTAMS.pdf>



*Workshop participants were asked to insert their own contributions of Significant Haines Junction events and reports to the Haines Junction timeline poster.*

### Activity 1: World Café – Identifying Haines Junction Amenities

Delegates participated in a world café with five tables (2 – cultural, 2 – natural and 1 – system amenities) where they collectively identified what amenities currently exist in the area and what benefits are derived from their existence. See Appendix E for a detailed account of World Café contributions.

**Purpose:**

The purpose of the exercise was to familiarize delegates with what amenities are, and to determine what amenities exist in Haines Junction. It was used to inform subsequent workshop activities, as well as the decision-making exercise that was held at the end of the day.

**Questions:** *What are the driving and supporting amenities that currently exist in Haines Junction? Why do we value these and what benefits do we derive from them?*

**Summary:**

Haines Junction is rich in all amenity types. Not surprisingly, some natural amenities are also found in the cultural amenities list. Wilderness environments often produce overlap between natural and cultural amenities as natural amenities often have a cultural expression. For example, glaciers and icefields were identified as natural amenities; however, the ‘Glacial Story’ is a cultural amenity. Cultural expressions of those natural amenities enhance and support the idea of ‘local’ and contribute to resident pride and visitor interest. The Glacial Story in the Haines Junction and Kluane region will derive from both First Nations and settler experiences of the glaciers and icefields and will produce rich and diverse stories.





*Workshop participants discussing Haines Junction amenities*

### **Applying this in the future:**

- This exercise indicates what the participants currently identify as valued amenities in the community. These lists can be consulted in the future and used in promoting Haines Junction, or in situations where the values of local residents are needed. They can also be useful to identify potential gaps in amenity offerings (possibly with residents and significant others who were not at the workshop).

### **Activity 2: Core audiences for ABRD – visitors, new residents and investors/entrepreneurs**

#### **Purpose:**

The purpose of this activity was to provide foundational information on the Haines Junction development context, and have delegates consider what audiences Haines Junction needs to target for its prosperity. An overview of recent population data for the community/region as well as an overview of visitor origin to the territory was provided to illustrate the community's goal of attracting stable moderate population growth. The link between visitors and new residents was reinforced. People often travel to a place, form an impression and then decide whether or not to relocate. The delegates engaged in a large group discussion to clarify who they need to attract to the community.

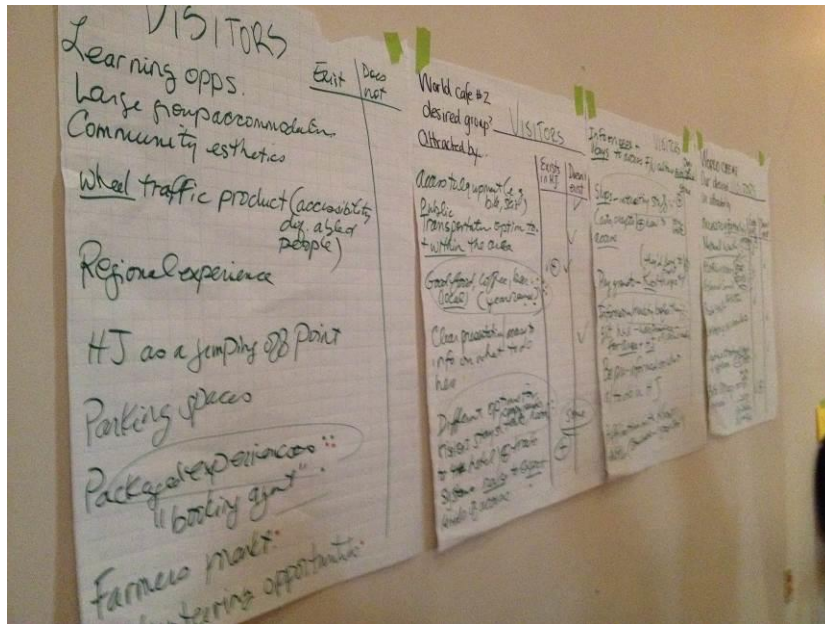
#### **Questions:**

*Which audiences does HJ need to attract and retain for future prosperity?*

*Who do we want and need to attract (and retain) to the community? Visitors, new residents and businesses.*

#### **Summary:**

Appendix F provides a summary of the group discussions.



Flipcharts of the amenities in Haines Junction



Dotmocracy activity. Delegates indicating highly desired amenities with dots during the workshop.

### Activity 3: World Café – Amenities and Desired Audiences

**Purpose:**

A second round of a World Café with 5 tables was done to identify what amenities are needed to make Haines Junction more attractive to different desired audiences – Visitors, New Residents, New Businesses.

**Summary:**

The results of this activity are helpful to identify amenities that are present and that can be used in resident and business attraction campaigns. It also identified gaps that need to be addressed to make Haines Junction more attractive to each desired audience. The flip charts for this exercise are included as Appendix G. *Note that those highlighted in red were identified by delegates as the most significant amenities for each group.*

**Visitors:**

The natural amenities identified as most attractive for visitors were the natural beauty (rated significant) and the trail systems which range from novice to expert. Delegates felt both of these existed in Haines Junction; however trail systems were also identified as somewhat existing in certain areas (i.e. front country opportunities).

The cultural amenities identified as most attractive for visitors include an aesthetically pleasing village, a year round gathering place, opportunities to learn about First Nations culture, interact with residents and attend farmers markets. None of these was felt to currently exist in Haines Junction, although the farmers market, gathering place (summer only) and opportunities to learn about First Nations partially exist but could be expanded/enhanced. Delegates felt that an aesthetically pleasing village and opportunities (rated significant) to interact with residents do not currently exist.

Numerous service amenities to enable visitors to consume the natural and cultural amenities were identified. Guides and outfitters currently exist in the community. Access to good food on a year round basis, different options for accommodations, play areas for kids and shops with interesting and local goods were felt to somewhat exist. Access to equipment rentals, public transportation to and within the area, clear information on what to do in Haines Junction (rated significant), effective signage, learning opportunities and packaged experiences (rated significant) were all deemed to not exist in Haines Junction.

**Businesses:**

The natural beauty was identified as the most attractive natural amenity for Haines Junction. The cultural amenities that are attractive and currently exist in Haines Junction include a welcoming community, a high quality of life (rated significant), stable residents who are attached to the community and access to leisure. Also important for businesses but only somewhat currently existing were an entrepreneurial spirit and an aesthetically pleasing village (rated significant and also rated as not existing).

Numerous system amenities were identified by delegates that are required to make Haines Junction more attractive to businesses (both existing and new). Haines Junction has an official community plan, Fiber Optics, affordable land and access to training. Those that were deemed as important but only somewhat existing include: coordination and shared knowledge among businesses, a network of local people and employees, and access to capital and capital investors. Also identified as gaps were highway signage, municipal support, a clear target market, and a good understanding of regional demographics (current and projected). Numerous system amenities were identified that do not currently exist in Haines Junction. A few were rated as significant including a web presence for the community and businesses, a steady consumer base and insufficient population, a cluster of complementary businesses/services and suppliers. Other gaps included housing, lack of a commercial hub and commercial space, access to loans, financial services and financing, a Chamber of Commerce, and mentorship and business incubator opportunities.

**New residents:**

Delegates felt that new residents are attracted by natural surroundings, access to the outdoors and its trails (rated as significant), the air quality and clean abundant water. All of these were felt to exist in the community. Mapped trails however were deemed to be less available in the community.

Haines Junction currently has numerous cultural amenities that can be promoted to new residents as well. Cohesion and a sense of community (rated as significant), social events and gatherings, welcoming people, arts and culture, recreation facilities, a high quality of life, active lifestyle, and a safe crime free community all exist. Delegates identified a number of cultural amenities that are only somewhat existing in the community that could make it more attractive to new residents including a diversity of entertainment, employment options, a good reputation or image, an aesthetically pleasing village, a central hub and places to socialize (year round), walkability and access to products that reflect values (i.e. sustainability/local). And a number of cultural

amenities were identified as non-existent in Haines Junction such as tools to welcome new residents, a local year round hub for gathering and an aesthetically pleasing village.

In terms of service amenities deemed attractive for new residents, delegates felt that Haines Junction has no traffic lights or traffic jams, access to high speed internet (although pricey), easy access and proximity to Whitehorse (enabling travel outside of the territory), reasonably priced housing (although limited in supply), daycares, schools and medical services. Important for new residents as well, but only somewhat existing in Haines Junction are Post-Secondary study opportunities and access to groceries. A number of important service amenities do not exist in Haines Junction which could detract new residents including: no financial services, signage, tools to help people make informed relocation decisions, stores/shopping opportunities and a lack of capacity for economic development (no dedicated position for economic development/tourism or planning and no Chamber of Commerce).

### **Applying this in the future:**

1. The list of amenities that currently exist can be used in promotional campaigns to attract visitors, new residents or businesses.
2. The gaps identified provide direction to the community on areas in need of enhancements to make Haines Junction more attractive to each audience. These lists can be useful in future discussions among stakeholders to prioritize enhancements.

### **Presentation - Functions of Amenity Based Rural Development**

Nicole made a brief presentation on how amenities need to be promoted in order to attract external audiences and to instill sense of place among existing audiences. The future attractive value of the amenities needs to be protected so that they don't become less attractive over time. And people need to be able to create economic value from the presence of these amenities (directly and indirectly).



*Suzanne presenting on the promotion of highly valued amenities.*



## Activity 4: Promotion of Amenities in Haines Junction

Suzanne provided a short presentation describing some of the ways that Haines Junction is currently promoted to external audiences. Participants then broke out into small groups to review and discuss current promotions for Haines Junction discussing. Appendix H presents the contributions to the small group activity on this topic.

### **Purpose:**

The purpose of this small group activity was to have participants consider how Haines Junction is currently promoted and to whom. Through this activity, participants can begin to identify gaps in what their 'place messaging' is in relation to their 'place goals'.

**Questions:** *How is HJ being promoted to the outside world? Who is targeted in these promotions – visitors? New residents? Businesses? Is the image being portrayed consistent with what is here or what we want promoted? What might we need to highlight more – or less?*

### **Summary:**

The small group work identified several insights that are useful for Haines Junction as it moves forward. The first of these insights is that Haines Junction is promoted inconsistently and inaccurately in terms of the 'bigger picture' of what it has to offer. Other significant insights are offered in point form below:

- Haines Junction is promoted to visitors over other audiences;
- Current promotion strategies do not capture Haines Junction's 'sense of place';
- Natural Amenities, including those that are accentuated by Parks Canada and Kluane National Park and Reserve, are emphasized over other kinds of amenities and other kinds of visitor audiences, and other types of audiences;
- Current promotion strategies are limited and aim to attract an outdated or limited version type of visitor that Haines Junction can attract;
- Haines Junctions could increase the types of promotional strategies it uses, as well as the type of content it promotes to attract a different kind of visitor and possible new residents.

### **Applying this in the future:**

- Haines Junction should consider creating, enhancing and increasing how it promotes itself for audiences other than visitors.
- In promoting itself, Haines Junction should consider highlighting its cultural amenities and system amenities, in a way that will complement the promotion of its rich natural amenities.

## Activity 5: Protection of amenities in Haines Junction

Nicole did a short presentation and facilitated group discussion on the importance of protecting the future value of these highly valued amenities over time to ensure that promotion and use does not degrade them. Vulnerabilities in the community included a) the lack of a land use plan (Kluane Land Use Plan), b) aging entrepreneurs and future attrition of critical services when entrepreneurs exit, c) the changing demographics and preferences in visiting markets, and d) capacity issues due to limited staff and volunteers.



*Nicole leading the delegates in a discussion on the need to protect valued amenities for long term value.*

## Activity 6: Creating Economy from Amenities

Nicole and Suzanne presented a few examples of how economies can be created directly and indirectly through the promotion and valorization of amenities. Relevant examples from elsewhere, as well as from the Yukon, can provide support to ideas Haines Junction will consider.

### **Purpose:**

The purpose of this presentation activity was to stimulate ideas on the possible use of amenities to meet the prosperity goals of Haines Junction.

### **Summary:**

The examples demonstrate that natural amenities such as a trail network and cultural amenities such as a vibrant arts community can be developed in a way that will enhance the lives of existing residents, create a visitor economy, and contribute to features that help attract new residents, support existing businesses and enable the creation of new businesses.

### **Example 1 – Trail Networks**

A trail network can also form part of the developed amenities that will attract new residents and support existing businesses and new businesses. Two examples of trail networks outside Yukon include:

- Shuswap Trail Alliance: <http://shuswaptrailalliance.com/>
- Kettle Valley Railway: <http://www.kelownabc.com/kvr/>

Valorizing a natural amenity through the creation of a trail network can be a significant asset for residents and visitors, especially if they are “well designed, maintained, **and promoted**” (Shuswap Trail Alliance).

**Trails consistently remain the number one community amenity sought by prospective homeowners.**

(National Association of Homebuilders, 2008)



### Example 2 –Arizona Highways

The Arizona Highways example provides insight into the use of a major ‘heritage’ highway as both natural and cultural amenity. The Alaska Highway is a similar amenity.

*“Friends of Arizona Highways began in 1970 as an auxiliary to Arizona Highways magazine. What originally began as the travel desk for Arizona Highways, documenting and showcasing our State's many spectacular landscapes, quickly grew into a popular resource for tourism and photo enthusiasts. As a division of Arizona Depart of Transportation, the magazine's charter did not include operating as a tourism bureau. As public interest in photographing the Southwest continued to grow, a group of visionary supporters came together and proposed creating an auxiliary to the magazine that would recruit the magazine's freelance photographers to instruct and guide visitors to these great locations. Thus the Friends of Arizona Highways Magazine Foundation was born”. (Arizona Highways: <http://www.ahpw.org/Experience/> )*

For more information go to: <http://ahpw.org/> and see also: <http://www.arizonahighwaysmagazine.com/>

### Example 3 – Kings County, Nova Scotia



Centreville  
Kings County  
Nova Scotia  
A Good Place to  
Live and Grow

Highlighting its natural and cultural amenities, Kings County is creating an economy based on its available fertile agricultural land, its warm climate and heritage farms, and the local and visitor demand for artisanal products. Centreville, a small Kings County town provides one example of how these amenities are used to retain existing and attract new residents, while also creating a visitor economy: <http://centreville-kings-county.com/>

The above ‘case studies’ are relevant examples of amenity-based development and the indirect and direct economies they contribute to; however, you don’t have to go ‘outside’ to see how amenities are valorized and promoted. Two Yukon examples were also presented.

### Example 4 –Carcross

Partnerships between the Carcross Tagish First Nation (CTFN) and the private sector (Boreal Biking) have resulted in an award winning trail network (‘Outside names Yukon best place for mountain biking’, *Outside Magazine*, March 13, 2013: <http://www.cbc.ca/news/canada/north/outside-names-yukon-best-place-for-mountain-biking-1.1394853>). The development of this natural and cultural amenity has stimulated First Nation youth employment and pride, economic benefits, and employment and business opportunities for the First Nation and the broader Carcross community. For more information go to:

<http://borealebiking.ca/videos>

<http://www.youtube.com/watch?v=eB11J3KAfcQ>

[http://www.investcarcross.ca/about/about\\_us.html](http://www.investcarcross.ca/about/about_us.html)

<http://www.investcarcross.ca/opportunities/opportunities.html>

<http://www.carcrosscommons.com/>

### Example 5 –Dawson City

Dawson City has created an arts and culture economy. Capitalizing on its unique First Nation culture and gold rush heritage, including the heritage buildings that exist in the town site, and through the collaborative efforts of multiple organizations, Dawson residents and visitors benefit from KIAC and SOVA. The two organizations have spurred numerous new arts and culture events (e.g. Yukon Riverside Arts Festival and the Dawson City International Short Film Festival), and support those that already existed (Dawson City Music Festival). For more information, go to: Klondike Institute of Art and Culture: <http://kiac.ca/> and the Yukon School of Visual Arts: <http://yukonsova.ca/>

### Applying this in the future:

These examples were used to inspire discussion among the participants. Once Haines Junction has established how it wants to create economy from its amenities, targeted research should be done to find specific examples of how those same (type of) amenity related activities / strategies have been developed and promoted elsewhere, and with what impacts.

### Activity 7: Back to the big picture

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*“Take care that development doesn't compromise the essence of what currently exists here” (HJ Resident)*



*Delegates taking a moment to rate and rank the most important strategic initiatives for Haines Junction to utilize its amenities for future long term prosperity.*

Delegates were asked to rate and rank a series of priorities from past processes<sup>2</sup> and to add new items based on what they learned throughout the workshop. They then shared their top strategic direction that Haines Junction should take to capitalize on the presence of driving amenities to attract long term prosperity.

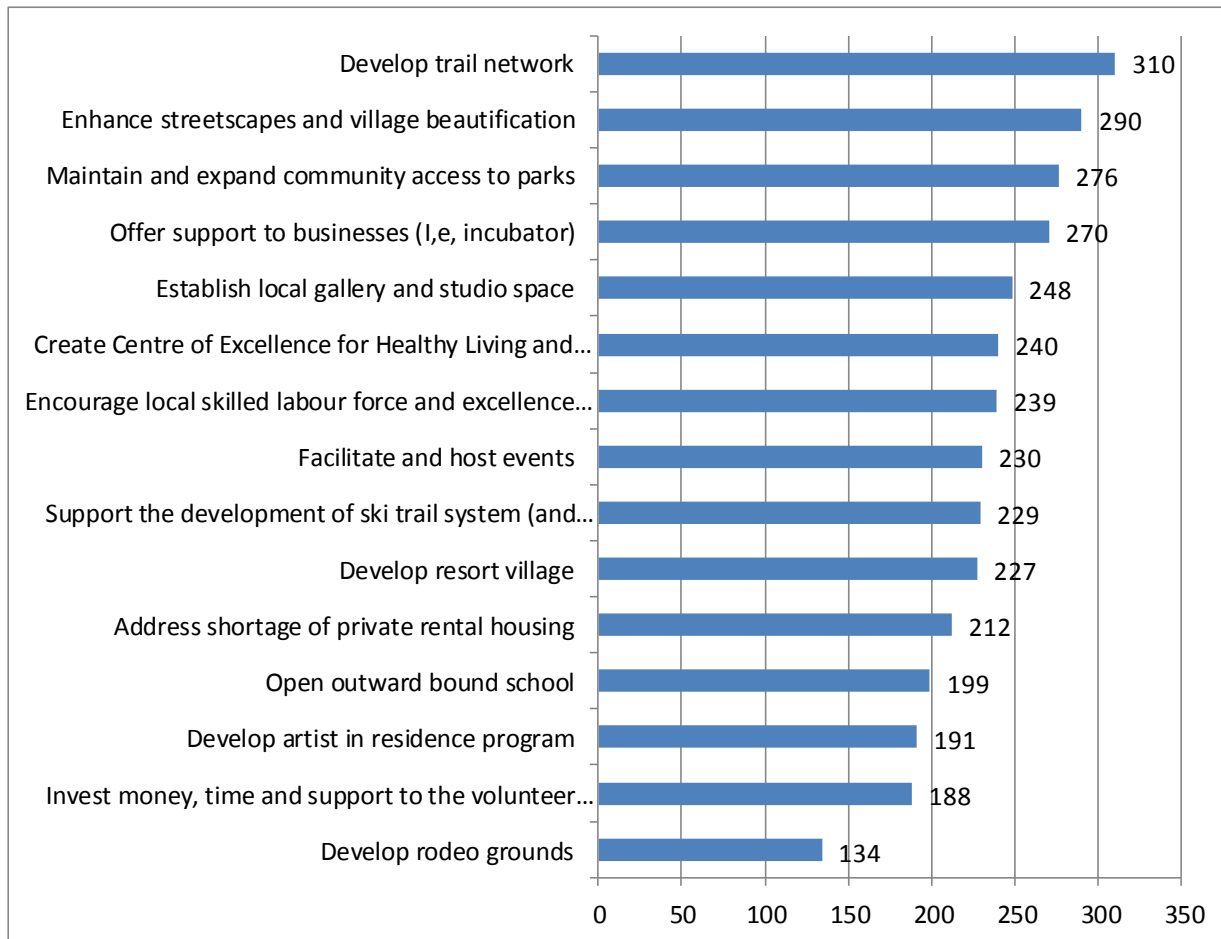
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<sup>2</sup> The list was developed based on a scan of prior documents for Haines Junction including the OCP, the recreation master plan, the tourism summit reports, and the economic development report.

Participants who were not Haines Junction residents (10) and resident data (24) were analysed separately showing no overall differences in the ratings<sup>3</sup>.

These results as shown in figure 1 indicate that the highest score<sup>4</sup> for amenity enhancements include: 1) developing a trail network, 2) enhancing streetscapes and village beautification, 3) maintaining and expanding community access to parks, 4) offering support to businesses (i.e. mentorship, incubators, networking), and 5) establishing a local gallery and studio space for artists.

**Figure 1: Rating of strategic priorities for amenity enhancements by delegates of the workshop**

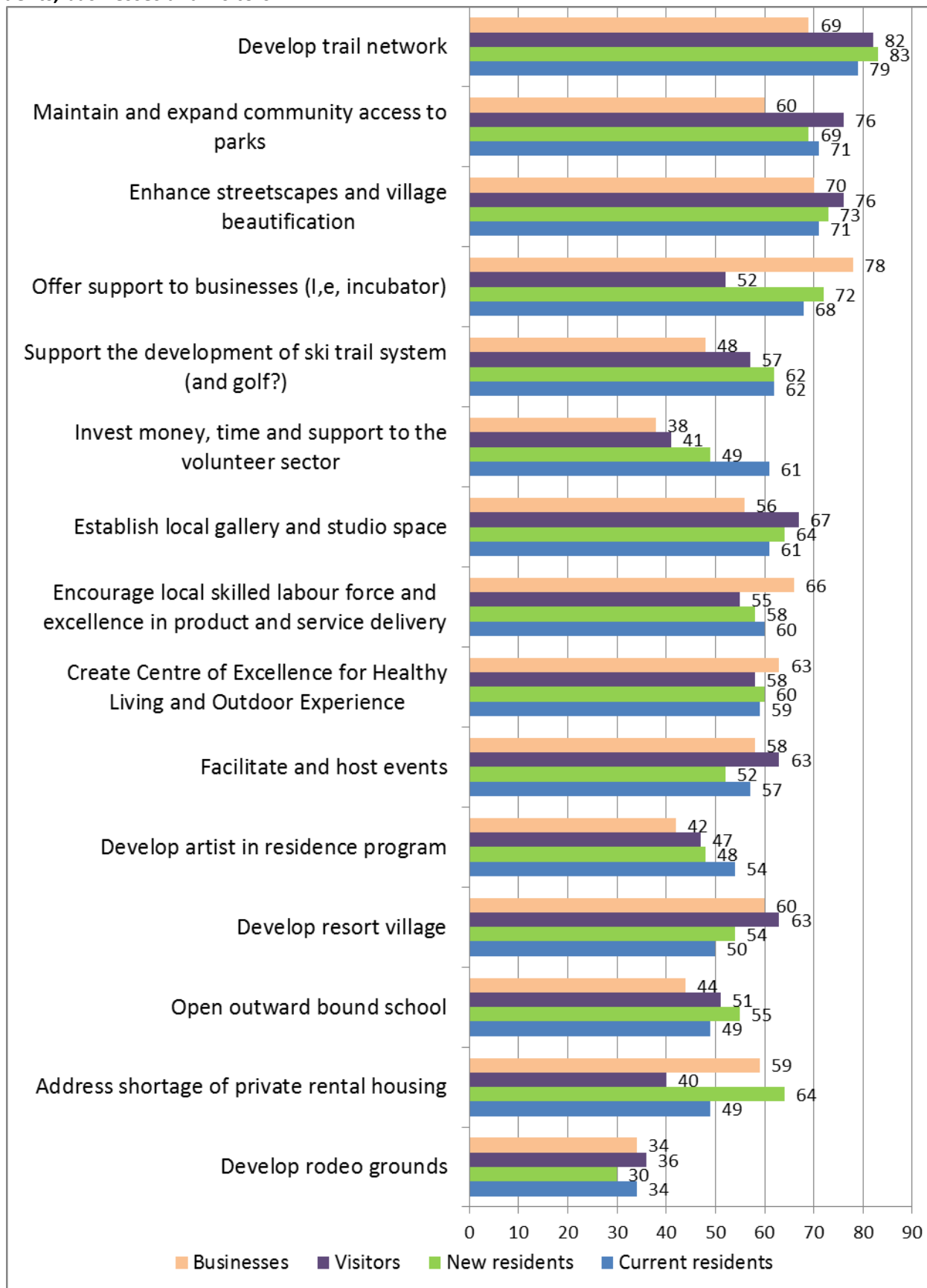


Delegates also rated the extent that they felt each of the priorities would impact the overall attractiveness of the communities for residents (current), new residents, businesses and visitors. Figure 2 shows that there were few differences that emerged in this analysis. Overall the ratings on each enhancement are quite consistent between groups with a few obvious differences. For example, addressing housing shortages was deemed to have less impact for visitors.

<sup>3</sup> Participants who were not residents of Haines Junction were asked to indicate their non-resident status on their sheets and data was analyzed separately to ensure that resident’s voice was given a priority. Overall, there were no significant differences in the ratings of the strategic priorities.

<sup>4</sup> The ratings are shown as an aggregate total. Delegates could rate them from 1 indicating low impact to 3 indicating high impact. Therefore the higher the score, the more significant the rated impact for each priority shown.

**Figure 2: Rating of strategic priorities to enhance attractiveness of Haines Junction for current and new residents, businesses and visitors**







## Recommendations

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The insights gained at the workshop indicate a number of strategies that Haines Junction can consider in the future to utilize its natural and cultural amenities for long term prosperity. These recommendations summarize potential ways forward.

Haines Junction should utilize its amenities as a driver for new economic opportunities. Its abundant natural and cultural amenities, identified in this workshop, can be promoted to attract desired visitors, new residents and businesses. Promoting a clear, consistent and attractive image to a broader audience should generate greater awareness of the community among external audiences and assist the community to attain its goal of slow, moderate population growth. Its population will then provide a more stable year round base to support local businesses.

In order to promote Haines Junction better, the following recommendations are made:

1. A review of the current language, images and promoters of Haines Junction should be considered to take control of the brand identity of the community. There was limited awareness of who was promoting Haines Junction at the workshop, and numerous gaps exist between what is promoted vs. what delegates felt should be promoted. This review should include messages targeted to visitors, new residents and businesses.
2. The amenities desired by visitors should be used in future tourism marketing campaigns to modernize the brand of Haines Junction and promote that it is “more than just a fork in the road”.
3. The amenities desired by new residents should be used to design a resident attraction strategy and campaign. This could be done in partnership with other high amenity and tourism based communities in the Yukon to capitalize on resources. As people need access to information to make their relocation decisions, enhancements to the web based information on Haines Junction is needed, and efforts to develop a welcome package to the community are needed. Highlighting current residents and what they value about living in Haines Junction may also be an effective strategy to illustrate life in Haines Junction.
4. The amenities desired by businesses can also be used to more directly promote business opportunities in Haines Junction. The Village can more proactively identify the types of businesses sought in the community and expand on the content on the Village website about what businesses exist in Haines Junction, which businesses are desired in the community, information on current opportunities (i.e. links to real estate commercial property listings?), and information on setting up and running a business (i.e. Yukon Department of Economic Development links). Similarly, profiling existing entrepreneurs who speak to what makes the community attractive for business may be useful.
5. Overall, the workshop identified that there is a need for more information and a greater web presence for the community (web and social media, and potential App’s). The Village and new Chamber of Commerce should take a proactive role to work with Yukon Tourism and Economic Development to determine potential resources and venues that can be used to generate an enhanced profile.

These recommendations will aid to present a stronger image of the community to desired audiences. As there were gaps identified that could enhance the attractiveness of Haines Junction, this section outlines a few of the recommendations for enhancing the amenities in the community.

1. The workshop identified that one of the most valued amenities was access to the natural areas via trails. Trails were the number one strategic priority identified for Haines Junction to continue enhancing, making it more attractive to all audiences. This is not a surprise as trails have been identified in every other public document, but this workshop validated its importance. Efforts to



expand the trail system and enhance the walkability and access to natural areas are desired. Additionally, maps and signage to assist navigation within and beyond the community are considered part of this initiative.

2. The second priority identified by the workshop was to enhance village beautification to create a more positive first impression among visitors, but also to generate pride and attachment to place among existing residents. Of particular importance is the need to develop and promote a central gathering place (year round) where visitors and residents can see a vibrant community connecting, and where businesses can generate expanded commerce.
3. A third priority identified was to provide more support to the existing businesses in the area. The workshop identified numerous gaps in the existing business environment in terms of supports. The new Chamber of Commerce will, when operational, assist in bringing existing businesses together to advocate and take action on the economic priorities for the community. The Village of Haines Junction and the new Chamber of Commerce should seek to learn more about the supports available from the Department of Economic Development for Yukon. Once identified, there are numerous opportunities to enhance the climate identified in this report including addressing the shortage of financial services in the community, a need for business incubation and mentorship, and the expected attrition of aging business owners. While the community has an economic development plan from 2007, it would be useful to update and modernize the strategies for 2015-2018 in a way that takes into account the broader messages in this report, and that aligns with available resources.

In the closing session, numerous individuals spoke to the desire to see development of the Parks Farm through research and educational offerings. There were few details available in prior reports or at the workshop; however the opportunities presented here appear to be resonated strongly with people. As further information on the plans emerge and are shared with the public, this may become an important system amenity for the area.

A message that was repeated in this workshop was the recognition that communities can not only promote and use amenities without taking into consideration the protections in place to ensure their longer term attractiveness remains. To ensure that Haines Junction retains the essence of place and upholds the values that draw and keep people visiting or relocating there, these recommendations are made:

4. Ensuring the surrounding natural amenities are protected from competing and non-complementary land use will require a comprehensive land use plan. As the Kluane Land Use Plan appears to be “on hold” to complete, the Village of Haines Junction should continue to keep abreast of its expected timeframe for completion. To be proactive, it may be valuable to find out more about the opportunities for public engagement in the land use plans being undertaken elsewhere and to determine if there are other inputs from the community (such as this report), that can assist in communicating the resident values when this happens.
5. Many of the amenities that make the community attractive are provided by the existing businesses. As a number of these business owners are nearing retirement and planning to exit their business, it is also recommended that a proactive approach be taken to ensure the community does not lose access to critical services and supplies going forward. Discussions with the Department of Economic Development to determine if there are programs to support entrepreneur transition (i.e. Community Futures Business Succession program in BC <http://www.cfnanaimo.org/business-succession> ) may be useful.
6. Another vulnerability identified for the community relates to changing demographics of visitors. Here, alignment with the markets being targeted by Yukon Tourism will be important. The Village and the Chamber of Commerce may want to seek ongoing workshops on new visiting markets to continue to learn about their needs and interests and to ensure that its product offerings remain attractive.

“Small communities are never short on ideas, but they are on capacity and resources.”

(Nicole Vaugeois, public talk March 25, 2015)

Moving forward on these priorities, it is important to recognize the limits of capacity that exist within the community. While the Village of Haines Junction brought people together to discuss and learn about amenity based rural development, it is not the sole target for all of the actions that need to take place to move forward. As with most small communities, the Village has a limited staff and currently, no dedicated person for tourism marketing, economic development or planning – three functions that are critical to move forward in these strategic directions identified. To that end, we highly recommend that Council discuss opportunities to resource an individual on an ongoing basis to move forward. This person could be shared with another community faced with limited capacity as well. Beyond hiring an ongoing person, some of these recommendations could be resourced through project funding from the Department of Economic Development. For example, the review of marketing messages for all audiences, the development of a resident attraction strategy and support for the new Chamber of Commerce could all be funded as individual projects. This would enable action to take place quickly while longer term resourcing is sought for an employee. And, they would assist the employee, when hired, to have a clearly defined strategy.

The messages from this workshop should also be shared widely with the residents and businesses in the Village of Haines Junction. As not everyone could attend the workshop, there may be voices that differ from those that were in attendance. Further opportunities for dialogue should be made available on some of the many topics raised in this report. Getting guest speakers in or having monthly coffee conversations on topics can all provide opportunity to continue the conversations that emerged in this workshop.

## Appendices

Appendix A: List of Workshop Participants

Appendix B: Amenity Descriptions

Appendix C: Public Presentation .PPT Slides – Attracting Long Term Prosperity to Haines Junction

Appendix D: Workshop Itinerary

Appendix E: World Café 1 – Identifying Haines Junction Amenities

Appendix F: Activity 2: Core Audiences

Appendix G: World Café 2 – Amenities and Desired Audiences

Appendix H: Promotion of Amenities in Haines Junction

Appendix I: Protection of Amenities

## Appendix A: List of Workshop Participants

Registrant's Name	Affiliation
Paula Pawlovich	Grocery Store
Pattie Balsillie	Consultant
Brent Liddle	Lodge Owner
Wenda Lythgoe	Lodge Owner
Chris Hawkins	Yukon College
Carol Thomas	Community Development Committee Chair
Keir Gervais	Village of Haines Junction
Kirsti Muller	YG Community Services
Erin Deacon	YG Ec Dev
Nancy Lewis-de Graff	YG Ec Dev
Jolene Bilwiller	Spruce Grove Farm
Heiko Haehnsen	Resident/Business Owner
Dave Hatherley	PW Foreman
Sandra Schwartz	Resident (Wife of PW Foreman)
Alanna Quock	Kluane Green Sprout
Jennifer Platz	Forest Technician
Teena Dixon	Whitehorse Who What Where Tours
Enid Tate	Resident (50 years)
Brittany Pearson	YG Ec Dev
Gisele Maisonneuve	A/Regional Economic Development Advisor
June Hampton	Faro Councillor
Sally Robinson	Alaska Highway Heritage Society
Debbie Carreau	Mayor- Faro

Vicky Maynes	Parkside Inn
Mike Crawshay	Mayor - HJ
Anjie Charlebrois	Councillor - HJ
Dave Weir	Councillor - HJ
Cindy Billingham	Tourism Yukon
Colleen Madore	Tourism Yukon
Sarah Marsh	Tourism Yukon
Christine Aikens	Parks Canada
Amy O'Rourke	TIA Yukon
Brenda Oziewicz	YG Ec Dev
Evelyn Koh	Haines Junction Business Owner/Resident
Wade Istchenko	Kluane Region MLA
Elsable Kloppers	resident
Martin Laniel	resident
Mike Evans	CAFN
Vanessa Ines	CAFN Economic Development Officer
Chief Steve Smith	CAFN
Clare Daitch	Tourism & culture Yukon
Patty Moore	Yukon College
Michael Risebrough	Resident (former Village CAO)
Chelsea Hamilton	NEW Owner of Village Bakery
Brian Reader	A/ Superintendent for Kluane National Park and Reserve
Jeff Barrett	Planner, Urban Systems
Stephan Bardubitzki	Mobitec

### NATURAL AMENITIES

**Natural amenities** are defined as *amenities that are based on the natural attributes of rural areas including climate, air quality, land and water and which provide the scenic settings and materials for industry and leisure pursuits of rural residents.* Natural amenities include categories for climate and air quality, land and water. Natural amenities can also be cultivated or transformed by human use (i.e. farmland, gardens, and parks).

Climate and air quality are natural amenities that are valued for their contribution to clean air, health, ability to access the outdoors and for scenic values. Land amenities include flora, fauna, topography, parks and protected areas or hunting and gathering sites. These amenities are valued for biodiversity, scenery, connection to the natural environment, and for sustenance. Water features such as rivers, oceans, lakes, ice, waterfalls or wetlands are highly valued natural amenities. These are valued for access to clean water, sustenance, biodiversity, scenery and they can have significant influence on property values.

Collectively, the natural amenities mentioned above are predominantly located in rural and remote areas of Canada.

### CULTURAL AMENITIES

**Cultural amenities** are defined as *“amenities that are based in the cultural context of rural areas including heritage, recreation and sports, arts, industry and community and which serve to enhance quality of life in rural regions”.*

Heritage amenities include both *built sites* such as museums, archeology site, sacred site and routes as well as *events and activities* such as stories, traditions, festivals and events. These are valued for their ability to connect people to their heritage, family and community and they can evoke feelings of patriotism and sense of place.

Recreation and sport amenities include both *built facilities* such as ski hills, trails or marinas as well as *events and activities* such as outdoor recreation, hunting or wildlife viewing. These are valued for their ability to contribute to health, well-being, individual expression, athletic and aesthetic experience, identity formation and status.

Arts amenities also include both *built facilities* and *events or activities* and are valued for similar reasons as recreation and sport amenities including their contribution to health, well-being, individual expression, aesthetic experience, identify formation and status.

Work has been included as a category of cultural amenities as the forms of work in rural areas are a part of the cultural heritage of an area. For example, agriculture and fishing are as much a way of life as they are a form of employment. These industries have shaped rural communities and are attractive in that they provide access to work which contributes to settlement patterns, but they also provide venues for people with similar values and culture to live together.

Finally, community is the fifth category of cultural amenities. It refers to the tangible and intangible features within rural communities that provide people a sense of belonging, feelings of connectedness, shared values as well as access to scenic settings. These include *tangible features* such as architecture, food, landscaping and gardens or communal places like green spaces and cemeteries. Communities can also be attractive for a range of *intangible features* such as ambience, pace, hospitality, tranquility, belonging, language expression, values and spirit. These *intangible* aspects of rural areas – while difficult to describe – are typical images of rural community life that differ from urban areas and can attract people to experience rural areas.

## SYSTEM AMENITIES

The final type of amenity is **system amenities**. These are defined as “*amenities that enable the development of natural and cultural amenities including infrastructure, services and connectivity.*”


These amenities enable and support rural areas to realize and manage impacts from in-migration, enterprise development or tourism activity. System amenities have been reduced to four categories including: a) infrastructure, b) proximity, c) services and d) capacity.

**Infrastructure amenities** include resources that provide access (i.e. roadways, waterways), water, waste disposal and power and they benefit rural development in that they provide mobility for work and leisure as well as providing an enabling standard of living.

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## Attracting Long Term Prosperity for Haines Junction, Yukon



**Dr. Nicole L. Vaugeois**  
BC Regional Innovation Chair in Tourism and Sustainable Rural Development,  
Vancouver Island University

## The road ahead...



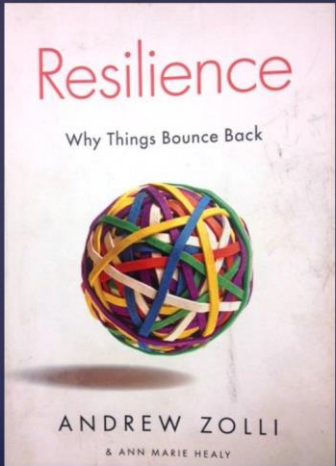
The big picture – realities impacting the resilience of rural and remote areas

- ∞ the challenge of stabilizing the population base and attracting younger populations

Attracting a new reality...

The understated role of tourism in regional resilience

Contemplating fit for Haines Junction...



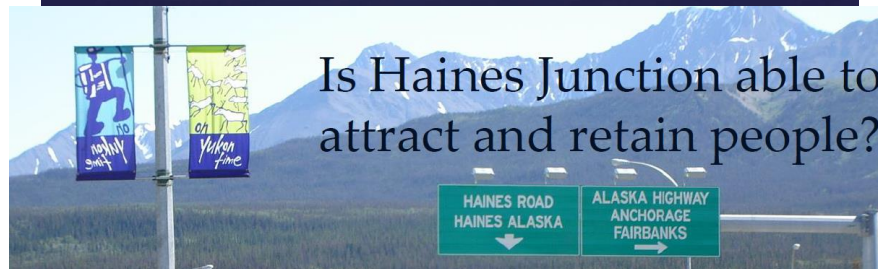
**Resilience**  
Why Things Bounce Back  
ANDREW ZOLLI  
& ANN MARIE HEALY

“the capacity of a system, enterprise, or a person to maintain its core purpose and integrity in the face of dramatically changed circumstances”  
(p.7)

- Stabilizing population dynamics
  - Stemming outward migration and population loss
  - Addressing population gains and associated pressures
- Attracting investment
  - Enhancing climate for small business success
- Diversifying, integrating and managing different economies
- Addressing aging infrastructure and services



“The only communities that will remain are those where people choose to vote with their feet”



“Often rural and small communities are characterized as having a lack of facilities or inferior facilities; distance and isolation from other centers; and a lack of social and cultural activities. **In order to attract residents, these disadvantages need to be overcome.**” Herkes, Mooney & Smith, 2013

*“Create and support the development of a sustainable and diversified economy predicated on socially and environmentally responsible industries/businesses that generate slow but steady population growth for the benefit of the greater community, and respect our rural character and the beautiful area in which we live.”*

## You said you want slow but steady population growth...

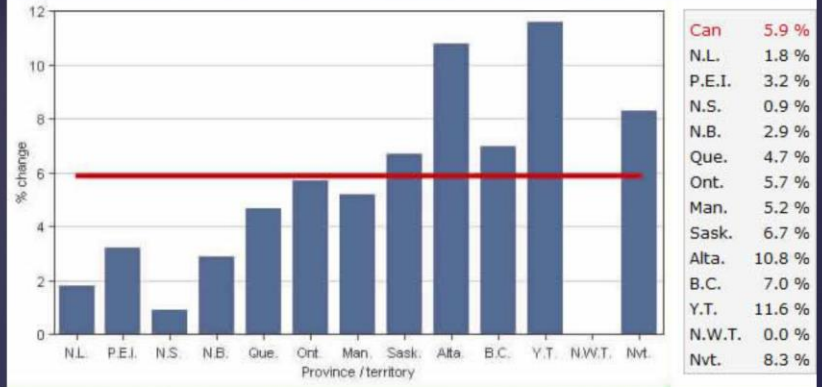
Haines Junction OCP, 2013

### Haines Junction At a Glance

<p>POPULATION</p> <p><b>593</b></p> <p>Estimated number of residents (2011 Census)</p>	<p>ABORIGINAL POPULATION</p> <p><b>270</b></p> <p>Total Aboriginal Identity Population (2011 National Household Survey)</p>	<p>LANGUAGE</p> <p><b>530</b></p> <p>Knowledge of English Language only (2011 Census)</p>
<p>AVERAGE INCOME</p> <p><b>\$42,975</b></p> <p>Average income of private household ( 2011 National Household Survey)</p>	<p>AVERAGE HOUSE PRICE</p> <p><b>\$261,174</b></p> <p>Average value of single-family dwelling (2011 National Household Survey )</p>	<p>MEDIAN POPULATION AGE</p> <p><b>42</b></p> <p>Population by Age Group (2011 Census)</p>
<p><a href="#">See More Data on Haines Junction</a></p>		

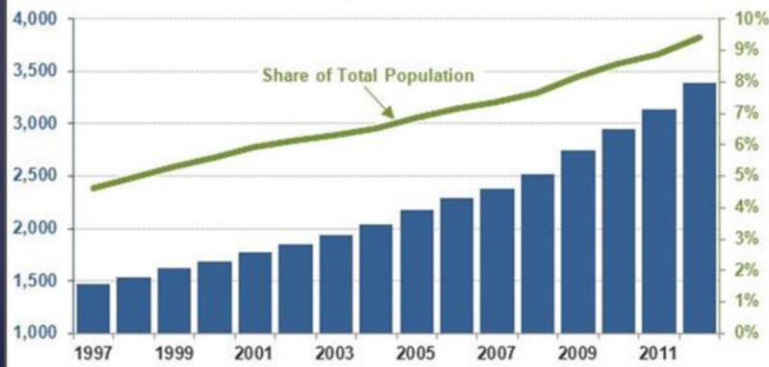
YG forecast for 2014 was 858





*“In Yukon, the population increase was largely due to international and interprovincial migration. Natural increase contributed less to population growth in Yukon than in the other territories.”(Stats Canada)*

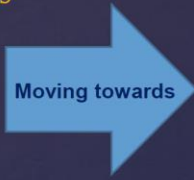
**Chart 5**  
**The change in Yukon's population aged 65 years and over, and change in its share of the total population, between 1997 to 2012**



Source: Statistics Canada, Annual Demographics Estimates

You are not alone...  
 rural and remote places  
 around the world are  
 addressing similar  
 issues...

- Thinking of sectors
- Providing subsidies
- Viewing rural areas as places of *production* (resources)
- Exporting goods



- Thinking of places (regions)
- Making Investments in places
- Viewing rural areas as places of *consumption* (amenities)
- Importing people, ideas and investment

## Paradigm shift in regional development



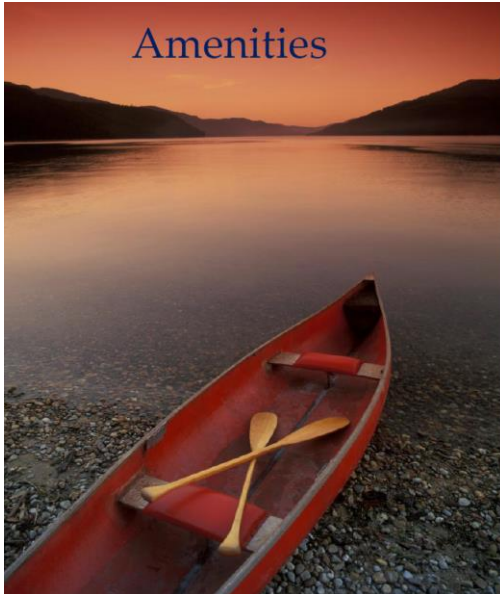
Despite overall trend of population loss, some are growing... This growth is highly correlated to the presence of amenities which are speculated to drive rural development.

### Amenity based rural development (ABRD) is emerging as a potentially valuable approach to enable regional resilience;

- This place-based approach utilizes the natural and cultural amenities within rural regions as drivers for new economic realities, encouraging people to visit, relocate or invest due to the attractiveness of rural regions.
- While people have been attracted to these amenities throughout time, the notion of using attractiveness to drive development is a new conceptualization that provides a holistic umbrella for economic development.



## Amenities



Amenities refer to the pleasurable aspects associated to natural and cultural features of rural areas.

These make rural areas attractive places to visit, play, live and prosper.

*Amenities that are based on the natural attributes of rural areas including climate, air quality, land and water and which provide the scenic settings and materials for work and leisure pursuits of residents.*



## Natural amenities

## Cultural amenities



*Amenities based in the cultural context of rural areas including heritage, recreation and sports, arts, work and community and which serve to enhance quality of life in rural regions.*



## System amenities

- Amenities that enable the development of natural and cultural amenities including infrastructure, services and connectivity.



- **Visitors** — attracted to experience the amenities and contribute to local economy;
- **Residents** — (existing and new) attracted to live near the amenities and for overall quality of life;
- **Investors** — attracted to create economic value from the amenities – directly or indirectly.



## Three audiences

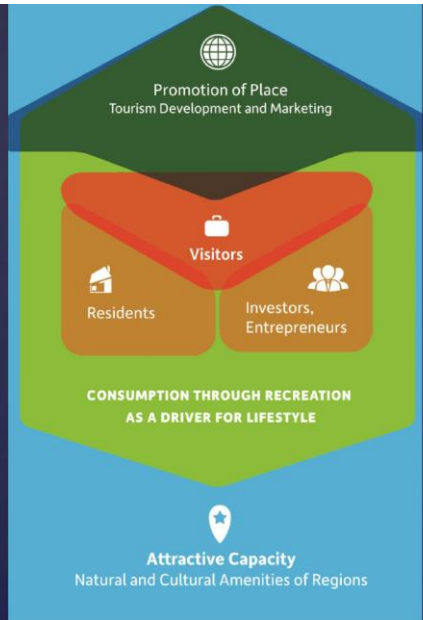
How does tourism fit into this bigger picture?



- It is the front door to most economic development efforts
- People visit a place first, form an impression and consider relocating or investing...
- **This is often not fully recognized by residents and other stakeholders in economic development**

Tourism promotes the attractiveness of places or exposes them to people from outside who may relocate.

This should shift our thinking about how it can be a tool to address broader community issues.



*Tourism that enables residents to enjoy an enhanced quality of life by showcasing and sharing their amenities with outsiders in a way that infuses revenue into households, businesses and the tax coffers.*

*This revenue is reinvested back into the amenities that are valued by local residents in ways that ensure core natural and cultural amenities withstand promotion and use over time.*

My definition of sustainable tourism...



**Amanda Ridgway**  
 Founder; Managing Director

After travelling and working around the world, Amanda fell in love with BC and with mountain biking in Fernie BC. Immersing herself in the sport was inevitable after she was introduced to downhill. Progressing quickly through her instructor/ guiding career, Amanda worked with industry leaders Sacred Rides and Trek Dirt Series, bike parks at Fernie and Mount Washington and the College of the Rockies. Volunteering with local clubs and trails alliances and still with the Western Canada Mountain Bike Tourism Association, Amanda is a strong voice for marketing diversity in mountain biking, building successful mountain bike communities and sustainable trail development.

Amanda brings training as a psychologist adding cognitive elements of mental skills training and sports psychology to the teams' mix. People and project management experience combined with resort operations, delivering events and working in marketing gave her the confidence to dive into business. Through her nomadic experiences and an ongoing commitment for improvement, Amanda innovates where ever she goes and is convinced the more people who ride bikes, the happier the planet will be.

**Amenity driver: Natural areas and trails – consuming through mountain biking**





**beaufort**  
Vineyard and Estate Winery

**Who We Are**

GALLERY WINERY & VINEYARD

The Beaufort Vineyard & Estate Winery is family-owned and is the first winery to be established in the Comox Valley, beautiful Vancouver Island, British Columbia, Canada.

**Buy Now**


Welcome to the Beaufort Winery online wine shop. Beaufort Winery consistently creates high quality.

Amenity: Fertile soil, growing season, climate.  
Consumption through wine, agritourism

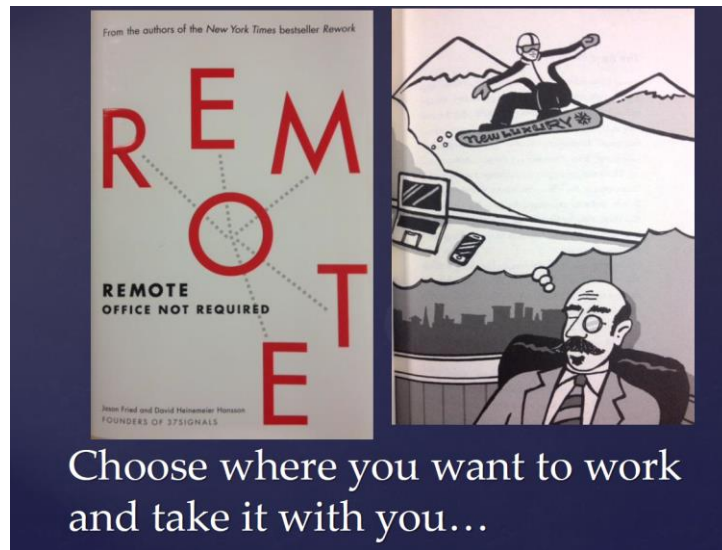


Cindy Cowie and Dave Weir

Paint Mountain Pottery



Heiko Haehnsen and Monika Steputh



Choose where you want to work  
and take it with you...

The lifestyles provided by natural and cultural amenities are influencing labour mobility decisions...

*Love of leisure over labour mobility.*

Evidence from BC Resort Communities...

This report summarizes the findings of the BC Resort Community Labour Market Strategic Analysis, a project led by go2, BC tourism industry's labour market and human resources association, and funded in part through the Canada-British Columbia Labour Market Development Agreement. The goal of the analysis is to provide go2 and the Resort Communities with a stronger understanding of BC resort community labour market dynamics to enhance efforts for resort community recruitment, training and retention of staff.

BC Resort  
Community  
Labour Market  
Strategic  
Analysis

And communities/regions elsewhere are capitalizing on the opportunity, attracting people, their ideas and investments – AND becoming more competitive.



[Home](#) >

## Resident attraction campaign

"Every New Resident Starts with a Visit" that's the philosophy of the City's new Resident Attraction Campaign. You really should come and see everything this wonderful community has to offer. Start by visiting our new website at <http://powellriver.info/>.

Scott Randolph, Economic Development Manager  
 ☎ 604-485-9653 or [srandolph@cdpr.bc.ca](mailto:srandolph@cdpr.bc.ca)




### Region

- Regional Plan
- Regional Data
- Current Regional Issues
  - State of the Regions Report 2014-15 (NEW)
  - A different take on regional economic development
  - Biohubs - Collaborative Waste Management
  - Socio-Economic Impacts of the Murray Darling Basin Plan
  - Attracting New Residents (NEW)
  - MDB Water Recovery
  - Growing Businesses
  - The Northern Inland Economy
- Energy Issues
- Geographical Overview

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## Attracting New Residents to the Northern Inland

### Summary

Attracting new residents from capital cities to regional areas has long been a key weapon in the regional economic development armoury. However, a closer examination of the migration data for Northern Inland NSW from the 2011 Census indicates that it may be a tactic in need of a re-think, as most of our new arrivals do not come from Sydney, though Sydney does remain an important source of net inward-migration.

### Background

Regional Economic Development activity often includes the task of attracting new residents and businesses to a region. At RDANI, we take the view that while there is probably more mileage to be gained from helping existing businesses to grow, there is little doubt the tree and sea-change phenomenon can't be ignored. Worn out capital city folk can sell their properties for a small fortune, and pick up a better property in Northern Inland NSW for a fraction of the cost.

At present, there are three main campaigns running in NSW to attract residents to our region:



#### MEDIA RELEASE

##### Evocities marks two years of success by welcoming 1000<sup>th</sup> new resident and renewing campaign support

- Resident relocations reach 1,000 since inception of campaign
- All seven cities commit to a further three years of funding to “city-change” campaign
- Research shows \$48 million per year injected into local economies

On its second birthday, the Evocities program has received another fresh injection of life with all seven Evocities committing to a further three years of funding, as well as welcoming the 1000<sup>th</sup> new resident to relocate.

The seven regional cities behind the Evocities project – a major campaign encouraging Sydney residents to live, work and invest in one of the cities – have confirmed they will continue to fund and expand the successful program.

## Amenity-based rural development (ABRD)



The use of valued amenities in rural regions to:

- 1) promote the attractiveness of places for tourism, relocation and investment,
- 2) protect the future value of amenities, and
- 3) to create economies (directly and indirectly) from the presence of amenities.

1. Identify the needs of the population, and potential needs of a growing population and working towards meeting those needs;
2. Provide opportunities for interaction and therefore the development of social capital, social cohesion, and a sense of community.
3. Upgrading and revitalizing downtown areas to encourage commercial development.
4. Invest in recreation facilities as a way for people to “consume” place through their leisure...

Think about amenities as investments – not costs...

# Attracting young adults...

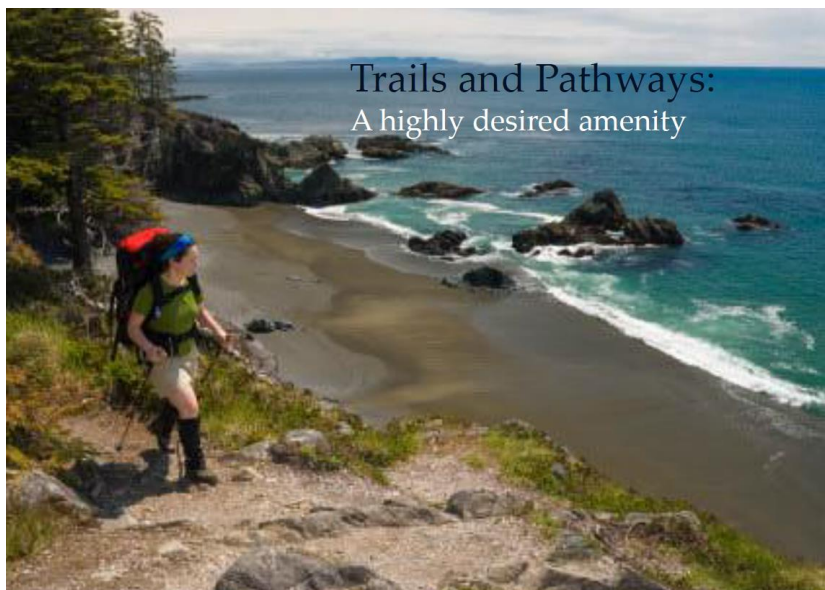
Are you aware of what is attractive and unattractive to young adults currently residing in your community?

What about young adults that don't live here, what do they find attractive and unattractive?

## Attract and retain



- Attractive means..
  - Natural amenities
  - Social connections & community character
  - Community festivals & events
  - Recreation & leisure – not just sports
- Be cautious about the perceptions created...
  - “grow up & move away” culture
  - “Retirement community”







“The millennials, represent the biggest population bubble in 50 years. 64% of college educated millennials choose first where they want to live, and only then do they look for a job. The highly value walkable communities.” *Speck, 2014*

## Important to millennials...

- Baby boomers are finishing child rearing and finding their suburban homes too large and isolating. Many are choosing where to retire.
- “Freedom for many in this generation means living in walkable, accessible communities”



## And at the other end...

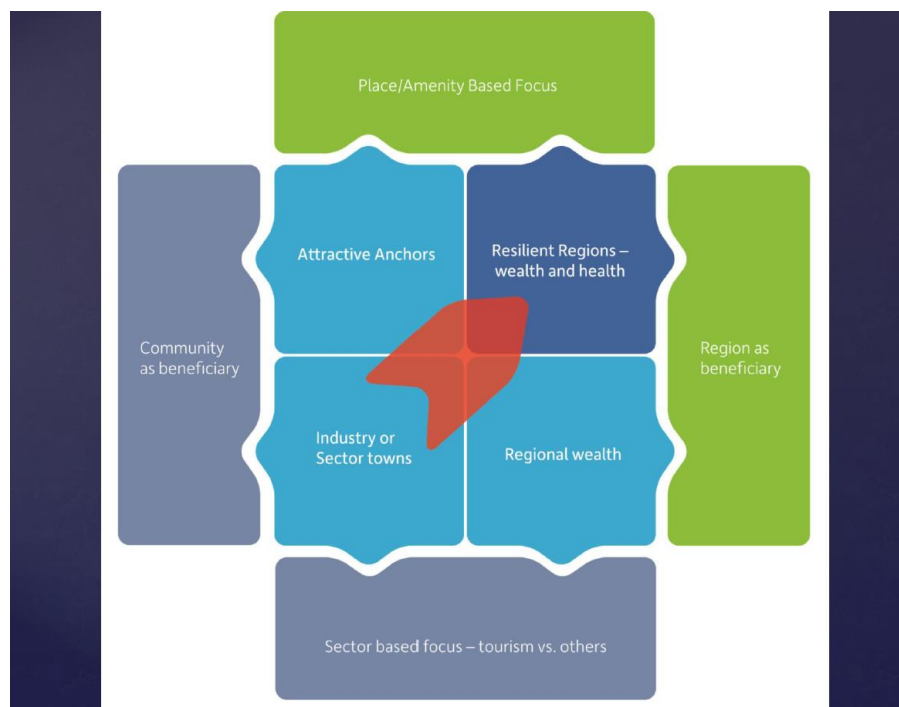
### Word of caution

**Need for long term vision, planning and appropriate supports.**

“Many communities are not yet equipped to deal with the planning consequences of amenity-led development. The explosion of impacts has caught many areas unprepared.”



- Many remote areas do not have a planner or economic development officer and resident volunteers can easily become burned out from multiple priorities.
- Many valued amenities are not protected by adequate land use plans creating risks for opportunistic prospectors.
- Organizational capacity is often missing, unstable , ineffective or mired in conflict



Raises a lot of important questions for Haines Junction...







Could place based investment in amenities enable Haines Junction to achieve long term prosperity?

## Does it work for remote communities in the North?

“This brings to question whether remote communities should be investing in providing increased amenities, or whether the investment may be better spent on improving infrastructure that supports access to larger centres.”

You know what current residents desire and value...

Have you thought about who you want as future new residents?

Do these new residents know Haines Junction exists?

If so, what are their impressions AND are they attracted?

Are the visitors you are promoting to, the desired residents of tomorrow?

What amenities are being promoted for Haines Junction?

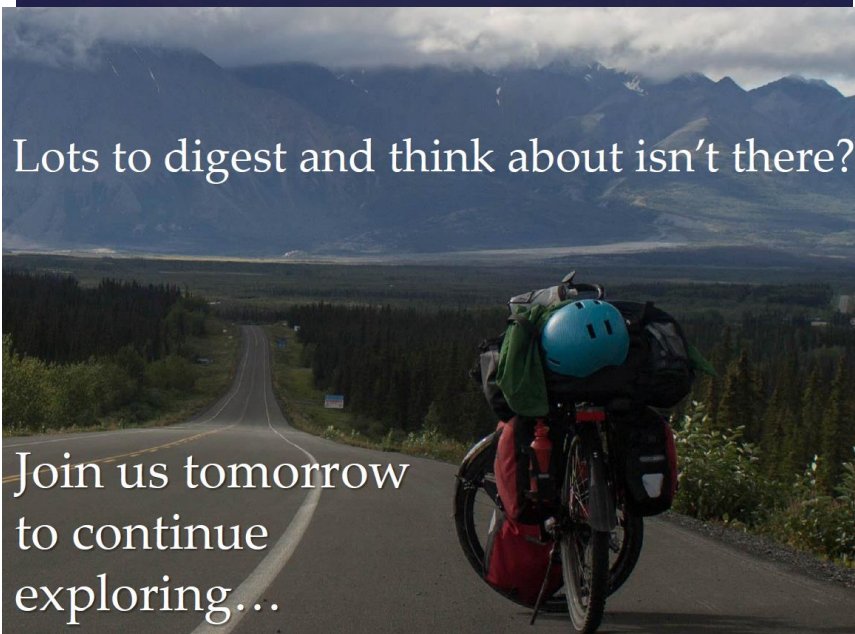
Are they also being adequately protected to retain future value?

Small communities are never short on ideas...but they are on human and financial resources.

Are you clear on your priorities for amenity based investments?



Are you fully prepared with the right tools?



Lots to digest and think about isn't there?

Join us tomorrow to continue exploring...



ITINERARY FOR AMENITIES BASED  
DEVELOPMENT WORKSHOP IN  
HAINES JUNCTION, YUKON

March 27, 2015

9:00 am to 4:00 pm with lunch

St. Elias Convention Centre

		12:30	<b>Making amenities work for us</b>
		12:45	<b>Promotion of amenities in Haines</b>
			How is HJ being promoted to the outside world? Who is targeted in these promotions – visitors? New residents? Businesses? Is the image being portrayed consistent with what is here or what we want promoted? What might we need to highlight more – or less?
8:30 am	Coffee and networking	1:30 pm	<b>Protection of amenities in Haines Junction</b>
9:00 am	<b>Dignitary welcome</b>		Who <u>protects</u> our highly valued amenities? Are they protected enough?
	CAFN Chief: Steve Smith		
	Local MLA and Minister of Environment: Wade Istchenko	2:00 pm	BREAK
9:10 am	<b>Introductions &amp; overview</b>	2:20 pm	<b>Creating economy from amenities</b>
9:30 am	<b>Review of Haines Junction past processes</b>	2:40 pm	<b>Activity:</b>
9:40 am	<b>Review of place based development and amenities and their value</b>		Who is currently <u>creating economy</u> from the presence of our amenities? Directly and indirectly? Are we happy with the extent that we are utilizing our amenities to create economic value? Is there more opportunity here and if so, where?
9:50 am	<b>Activity:</b>		
	What are the driving and supporting amenities that currently exist in Haines Junction? Why do we value these and what benefits do we derive from them?	3:15 pm	<b>Back to the big picture</b>
10:15 am	Break		<b>Activity:</b>
	<b>Activity:</b>		Based on what you learned today - what is ONE strategic direction that Haines Junction should take to capitalize on the presence of our driving amenities to attract longer term prosperity?
10:30 am	<b>Audiences for ABRD – visitors, new residents and investors/entrepreneurs</b>		
10:45 am	Which audiences does HJ need to attract and retain for future prosperity?	3:40 pm	<b>Summary comments and next steps</b>
11:05 am	<b>Activity:</b>	4:00 pm	End of the workshop
	Which amenities enhance the attractiveness of Haines Junction for this audience? Which of these is currently present in Haines Junction?		<i>Thank you for attending. The results of this workshop will be compiled and shared with the Village of Haines Junction and the Department of Economic Development for Yukon.</i>
LUNCH	<b>Activity:</b>		<i>Nicole Vaugeois and Suzanne de la Barre</i>



Appendix E: World Café 1 – Identifying Haines Junction Amenities

Natural Amenities (loosely grouped by sub-type of amenity)
Traditional knowledge
Heritage remnants
Mount Logan
Proximity to ocean/coast (can drive versus fly)
Beach
Kluane National Park and Reserve (World Heritage Site – UNESCO)
Kathleen Lake day area and Kings Throne
Sheep Mountain
Glaciers and icefields (Glacial Story)
Haines Pass
Hunting and fishing
Ability to access the outdoors
Trails (hiking, snowshoeing); trail system, built and natural
Multiple year round accessible recreational pursuits
Berry picking and foraging
Developing agriculture (small scale agriculture, farm development)

Wilderness (pristine)
Varied geography
Flora and fauna (bald eagles, mountain goats, dall sheep, grizzly)
Pure, clean water and fresh water, lakes
Fresh air
Cold winters
Lakes and rivers
Mountains
Long summer days
Long nights
Northern lights
Natural light
Minerals
Milder climate than other Yukon Communities (dry, blue sky)
Proximity to Whitehorse
Silence
Tempered climate (close to the coast – liveable not harsh)
Renewable energy – geothermal
Blue sky
Clay soils
Pure, white winters
Boreal forest access

<b>Cultural Amenities</b> (loosely grouped by sub-type of amenity)
Daku Centre
First Nation people and heritage
CAFN Long Ago People's Place
Klukshu
Dakwakada Dance Group
Silver City
Dalton Trail
Alaska Highway – Old Alaska Hwy – Trail of '42
Christmas Bay Lodge
Kluane National Park
Kathleen Lake day area
Sheep Mountain
Bike Relay
ALCAN snowmobile race
Silver Sled race
Dog mushing eco-tourism
Terry Fox Run
Curling/Hockey/Broomball (tournaments)
Ski/hiking trails, ski mountaineering, St-Elias Ski Club
Interpretive trails and guided tours
Terry Fox Run
Family ski day
Easer at Haines Pass
Outdoor skating rink
Campground
Mountain activities
Developing agriculture

Bluegrass festival
Art Gallery in the church
JAM
House Concerts
Bakery and salmon bake
Wildlife viewing
Hunting and fishing
Environmental research
Wilderness culture
Natural environment as a cultural amenity
Committees
Peace and tranquility
Convention Centre
New, young, enthusiastic residents
Volunteering
Possibility attitude
Engaged community and enthusiastic members
Northern Frontier lifestyle/activities (e.g., self-reliance)
Opportunities for adventure (challenges in remote wilderness)
Welcoming nature of residents
Seasonal work
Recycling and sustainability
Diversity – cultures come together, but don't melt into one another
Small community (a 'real' village)
Value of long-time residents – pioneers, matching the energy of young, new residents

<b>System Amenities</b> (loosely grouped by type of provider)
Market
Church
Recycling and compost
Organized sports
Youth centre and daycare
Trails
Recreation centre and organized sports (arena, pool, curling, skating)
Active volunteers/committees
Community greenhouse
Mechanics/trades
RV park and campgrounds
Restaurants
Liquor store and off sales
Tourist lodging
Fuel
Grocery store
Local governments (active municipal council, FN council)
YG and CAFN
Parks Canada
Airport
Library
Municipal water
Highways and Public Works – Highway/transportation maintenance
Utilities
The Alaska Highway
Vacant land
Landfill
4G fiber optic
St. Elias Centre
Daku Centre
Museum
School k-12, walking distance
Yukon College
Bank
Post Office
Police/fire/EMR
Senior facility
Health centre
Big city services in a beautiful town
Proximity to Whitehorse and Alaska

Visitors
Flashpackers
Outdoor recreationalists, nature lovers
Regional visitors from Alaska, Whitehorse
Cruise ship and ferry passengers
Cyclists and motorcyclists
International travellers
Visitors with a personal connection to HJ
'Cultural Explorers' and 'Authentic Experience' seekers
Event goers

New Residents
Trades people
Families
30 year olds
International and global-minded folks
'Free thinkers'
Researchers and students
Whitehorse 'refugees'
Quebecers, Kooteney-ites, and folks from southern BC, the Rockies and other remote northern communities
People who participate in outdoor activities
Employees from government services relocated

New Businesses
Alternative accommodations, rentals, tiny homes
Restaurants – year round and increased diversity
Knowledge sector – equipment shops, rentals
Outdoor guiding
Home-based businesses
Trapping
Hardware store
Cluster – small and alike
Cooperatives
Transition to existing businesses
Health and holistic practitioners
<b>Type of new business owner:</b>
<ul style="list-style-type: none"> <li>• Visionaries</li> <li>• Active retirees</li> <li>• Young professionals/educated hippies</li> <li>• Owners who want to be year-round residents</li> <li>• Want to be in HJ versus Have to be in HJ</li> <li>• Civic-minded people</li> <li>• Value sustainability</li> <li>• Creatives</li> <li>• New money</li> </ul>

Visitors are attracted by	Exists in Haines Junction	Somewhat exists	Does not exist in Haines Junction
<b>Natural Amenities</b>			
Trail systems (novice to expert)	X	X	
Natural beauty	X		
<b>Cultural amenities</b>			
Aesthetically pleasing village			X
Farmers market		X	
A gathering place (year round)		X	
Connecting with residents			X
Opportunities to learn about FN culture		X	
<b>Service Amenities</b>			
Access to equipment to consume outdoor amenities			X
Public transportation to and within the area			X
Good food (coffee, beer, local foods) year round		X	
Clear information on what to do in Haines Junction before they get here and when they arrive			X
Different options for accommodation (campgrounds, tents, hostels)		X	
Learning opportunities			X
Wheel traffic products (accessible for differently abled people)			X
Packaged experiences (booking agent)			X
Guides and outfitters	X		
Signage to find their way around to the local amenities (i.e. bakery, shops)			X
Shops and interesting stuff (arts, crafts etc.)		X	
Playgrounds (kid things)		X	
Affiliations with known entities (good Sam)			

Businesses are attracted by	Exists in Haines Junction	Somewhat exists	Does not exist in Haines Junction
<b>Natural Amenities</b>			
Natural beauty	X		
<b>Cultural amenities</b>			
Entrepreneurial spirit		X	
Welcoming community	X		
Aesthetically pleasing village		X	X
Quality of life	X		
Stability and attached to place residents	X		
Access to leisure	X		

Service Amenities			
Other complementary and innovative businesses and support services/supplies		X	X
Mentorship			X
Coordination and shared knowledge among businesses		X	
Reduction of red tape and common sense regulations (Yukon, Federal and local)	Local		X Yukon and Federal
Start small/ home based business		X	
Diversification			X
Municipal improvement grants (non capital)	X		X
Tax incentives		X	
Collective marketing support			X
Web presence for businesses			X
Appropriate zoning		X	
Financing			X
Social web presence			X
Commercial space (lease)			X
Official community plan	X		
Models for business incubation			X
Chamber of Commerce			X
Haines Junction APP			X
A clear target market		X	
4G Fiber Optics	X		
Redundancy in Fiber Optics			X
Access to capital and capital investors		X	
Affordable land	X		
Network of local people and employees		X	
Training programs	X		
Municipal support		X	
Bylaws and highway frontage		X	
Local branding			X
Signage			X
Business loans, community incentive loans, and infrastructure business loans			X
Steady consumer base			X
Commercial hub			X
Professional services			X
Sufficient population			X
Understanding of demographics		X	
Housing			X



New residents are attracted by	Exists in Haines Junction	Somewhat exists	Does not exist in Haines Junction
<b>Natural Amenities</b>			
Natural surroundings	X		
Trails to access outdoors	X		
Mapped trails			X
<b>Air quality</b>	X		
Clean abundant water	X		
<b>Cultural amenities</b>			
<b>Cohesion and sense of community</b>	X		
Social events and gatherings	X		
Welcoming people	X		
Tools to welcome people			X
Diversity of entertainment		X	
Arts and Culture	X		
Recreation facilities	X		Aging
<b>Employment</b>		X	
Safe, crime free	X		
Quality of life	X		
Active lifestyle	X		
Good reputation/image		X	
Local hub or downtown where you can go and be around people			X
<b>Aesthetically pleasing village</b>		X	X
Products that reflect values of sustainability, local etc.		X	
Arts and craft products (year round)		X	
<b>Coffee shop and public spaces (year round)</b>		X	
Walkability		X	
Youth centre	X		
Sports and Cultural programs	X		
<b>Service Amenities</b>			
Financial institutions (ATM)			X
Signage and navigation (addresses comfort and security)			X
No traffic lights (get away from them in the city)	X		
Access to Whitehorse and ability to get out of the Yukon and back	X		
High Speed Internet	X	Not affordable	
Information to help with relocation decisions			X
Reasonably priced housing	X		Limited
<b>Schools and education</b>			
<b>Daycare</b>	X		
Post-secondary		X	
Stores and retail			X
Groceries		X	
Medical services	X		
Dedicated position for economic development/tourism/planning			X

Promotion – Nicole’s group	
HJ is mostly promoted to visitors – need to emphasize the other audiences	
<b>Who is promoting?</b> <ul style="list-style-type: none"> <li>• Parks Canada (e.g., video to Germany)</li> <li>• Tourism Yukon</li> <li>• VHJ</li> <li>• Milepost</li> <li>• Wiki information is outdated</li> <li>• Outdoor user groups (e.g., videos and social media)</li> </ul>	
<b>How are we being promoted?</b> <ul style="list-style-type: none"> <li>• ‘Fork in the road’ – undervaluing HJ</li> </ul>	
<b>Need to do more, including more</b> <ul style="list-style-type: none"> <li>• Highway signage</li> <li>• Convention Centre opportunities</li> <li>• Winter destination opportunities</li>   <li>• As well, more needs to be done to capture the essence and energy of HJ as a ‘place’</li> <li>• World Heritage Site</li> <li>• The story of our place</li> <li>• Vertical real estate</li> <li>• Experiential travel, learning vacations</li> </ul>	
<b>Strategies</b> <ul style="list-style-type: none"> <li>• Do an inventory of who/how/where we have promoted for each audience</li> <li>• Create key messages on the community and give content to external groups</li> <li>• Package what we have, i.e., ‘play and stay’</li> </ul>	
<b>Resources</b> <ul style="list-style-type: none"> <li>• Need resources – apply for money to accomplish these things</li> <li>• Pool resources with other similar resort communities, i.e., Golden Circle – Ask Tourism Yukon to bring us together</li> <li>• Partner with FN resources and Parks Canada</li> </ul>	

## Promotion – Suzanne’s group

HJ is promoted for visitors who are already coming to HJ

Lack of accuracy for how HJ is promoted

Promotion offerings are extreme: From impersonal (YG) to very personal (word of mouth, The Echo)

Difficult to build JAM audience – need to keep channels open

We are promoting the sector, not the place

### Statements

- Downtown core is ugly
- As a community we may need to let some businesses die – or at least, not let their inability to sell stop us from moving forward
- We need to create the type of place we want to live in
- We need a ‘can do’ attitude
- We need fewer visitors, and we need to offer richer experiences so that those who come here may transition into new residents (travellers versus tourists)

### Promotion Strategies

- It’s not promote less nature, but promote more of everything else
- More people come through word of mouth than through marketing and promotion materials
- There are community champions out there telling people about ‘their’ HJ
- Send The Echo – community newsletter – to folks outside to promote our unique local perspective (friends and family)
- Promote the bakery more – and to the Whitehorse audience
- Promote the park more accurately to the right audience (MEC, same audience as that going to Carcross)
- Promote what we need: ‘Move here: We are looking for these types of businesses’ and ‘Do you like to ski? Do you have X trade or want to open X kind of business? Then move here!’
- Provide business incentive package (e.g., building lots)
- Cultural amenities – personal connection stories
- Highlight more for new residents – the sense of place
  - Active and engaged community
  - ‘We offer untapped potential’
  - Possibility is possible here!

### Questions

- How to attract 30 year olds? Is that promotion out there?
- Can we get beyond seeing the park as a negative?
- Why do we promote HJ?
- Are we promoting out to much?
- How can we make HJ better for us?
- How will we live and thrive?
- We have lots of new young people – is that being promoted?

### Significant summary statements

1. Haines Junction is being promoted incompletely and inconsistently
2. Natural amenities are promoted to the exclusion of other amenities (deficit of other amenities promotion)
3. Visitors are targeted to the detriment of other audiences (new residents, businesses)

## Promotion: Nancy's group

### Where and how is HJ currently marketed?

- Tourism Yukon – travel Yukon website
- HJ municipal webpage
- Facebook – individuals and businesses
- Milepost
- Word of mouth
- What's Up Yukon
- North of Ordinary
- UP Here Magazine
- Bell's Alaska Travel Guide
- HJ village publication
- CAFN website
- Canadian Tourism Commission
- Paper promotion – over 65 crowd, App tech for younger generations
- WTAY
- Yukon First Nation's Cultural Tours (Not sure what this is?)

### Resident Attraction Strategy

- Social media – app, twitter, FB
- Web links: Community profiles website, advanced education
- Recruit from within territory: Whitehorse, other nearby communities
- Recruitment teams: University to hire to attract new residents
- Consolidate all data with a focus to attract new residents
  - Lots
  - Houses
  - Weather
  - Work opportunities
  - Critical information

### What will the jobs be?

- Satellite college campus
- Outdoor equipment store
- Hardware store
- Expanded grocery store
- Knowledge industry
- Natural resource industry

## Promotion: Gisele's group

Current promotion strategy for HJ is the rubber tire traffic – it is not sustainable  
Visitor focussed promotion, including HJ website  
YAC - residents

- BC focus on Alaska Highway
- Parks Canada website
- Print

### Gaps

- Signage
- Community events
- Businesses
- Regional – Whitehorse and Haines, Alaska

### Need to increase awareness of name recognition and promote existing amenities

- Kluane versus HJ
- Gateway to Kluane is a misrepresentation – need to highlight HJ more
- Arts lifestyle
- Promote agriculture

Authentic experience – VIC, park, wilderness, wildlife



## Promotion: Brenda's group

### How HJ promoted to visitors: Visitors

- Milepost (is dependent on business)
- Web (if people are looking for HJ – not if people don't already know about it (resident oriented?))
- Yukon Tourism (fam tours, film groups)
- Print (e.g., rack cards, brochures)
- VIC
- Businesses (going outside to promote)
- Outfitters (a missed opportunity)
- Word of mouth
- Personal connections
- Kluane National Park (e.g. videos)
- Natural Heritage Site

### What is HJ's image

- Probably not promoted for residents or businesses – argue that bringing visitors to HJ might bring new residents and therefore businesses
- HJ has no brand
- Great for visitors

### Things to highlight

- Milepost – broadcast site
- More focus on existing businesses
- More access to awesomeness of HJ both from private and public offerings
- Opportunities
- Welcoming community

### Strategies

- Scheduled tours
- Co-ordinated promotion
- More web presence
- Push notifications
- Web tags
- Bloggers
- Trip Advisor
- HJ VIC Blogging
- HJ app

Protection - Vulnerabilities
Land use plans <ul style="list-style-type: none"><li>• keep the community active with them</li><li>• Important for investor</li></ul>
Pair existing businesses with new owners (Community Futures model)
Training and Education + Partnerships to address capacity issues <ul style="list-style-type: none"><li>• Human resources</li><li>• Volunteers</li></ul>
Use Government services <ol style="list-style-type: none"><li>1. Project proposal development facilitated by government assistance (RED and Tourism business support advisors)</li></ol> Significant question: We need to consolidate and focus our efforts and limited resources – what will we let go of? <ol style="list-style-type: none"><li>2. St. Elias Chamber of Commerce – Economic Development support?</li></ol>
Alaska Highway Visitor demographics / usage is changing <ul style="list-style-type: none"><li>• Need to protect the quality of the road</li><li>• Climatic changes – melting permafrost</li></ul>