



Haines Junction
Photo Credit: An Adventurous World

Haines Junction Recreational Needs Assessment

Final: September 12, 2023



expedition
MANAGEMENT CONSULTING

September 12th, 2023

David Fairbank
Chief Administrative Officer
Village of Haines junction
Box 5539
Haines Junction, Yukon
TOB 1L0

Dear Mr. Fairbank,

Please find enclosed the final Haines Junction Recreational Needs Assessment report. It has been a pleasure working with you, Village Council, and the community of Haines Junction to develop this important document. We look forward to learning about your successes in implementation.

If you have any questions or require clarification on the attached report, please feel free to contact me at 780-266-7888.

Sincerely,



Justin Rousseau, Managing Director
Expedition Management Consulting Ltd.



*Haines Junction
Photo Credit: Indigenous Yukon*



Table of Contents

Executive Summary	1	5	Vision for the Future	36
1 Project Overview	9		Vision Statement	37
Introduction	10		Guiding Principles for Service Delivery	38
Process	10	6	Priorities	39
Project Team	10		Phase 1 Recommendations	41
Overview of Research	11		Phase 2 Recommendations	50
2 Community Analysis	13		Other Needs Identified Through the Process	55
Recreation Overview	14		Implementation Planning and Considerations	59
SWOT Analysis	15	7	Conclusion	60
Demographic Analysis	16		8 Appendices	62
Recreation Facility Inventory	18		Appendix A – Recreation Facility Inventory	63
Utilization and Capacity Analysis	19		Appendix B – Expanded Financial Analysis	65
Service Delivery Analysis	23		Appendix C – Expanded Strategic Alignment Analysis	67
Financial Analysis	24		Appendix D – Benchmarking Research	69
Strategic Alignment Analysis	25		Appendix E – Expanded Engagement Results	73
3 External Analysis	26		Appendix F – Suggested Next Steps to Develop a Recreation Facility	81
Comparative Benchmarking Analysis	27		Appendix G – Service Delivery Approaches	82
Trends Analysis	28		Appendix H – Capital Project Evaluation Criteria	83
4 Community Engagement Results	30		Appendix I – References	86
Summary of Engagement Process	31			
Resident Survey	32			
Community Group Survey	33			
In-person Engagement Station	33			
Youth Input Session	34			
Council Input Workshop	34			
CAFN Input Workshop	35			

Executive Summary





Photo Credit: Travel Yukon

Introduction

The Village of Haines Junction offers a wide range of indoor and outdoor recreational activities for residents and visitors. The community is located 155km west of Whitehorse along the Alaska Highway and is surrounded by pristine wilderness making it a natural playground for outdoor enthusiasts. The Village of Haines Junction is situated in the Yukon Territory within the traditional lands of the Champagne and Aishihik First Nations (CAFN).

The Village has several indoor recreational facilities including the Bill Brewster Arena and St. Elias Convention Centre. The community is surrounded by stunning natural beauty that provides ample opportunities for outdoor recreation such as hiking, camping, fishing, and cross-country skiing. The Village also provides access to nearby parks and trails, such as the Dezadeash River Day Use Area, which is an excellent location for walking or skiing along the Dezadeash River Trail. Furthermore, the Village serves as a gateway to Kluane National Park and Reserve. This area is a popular destination for hiking, camping, cross-country skiing, and wildlife viewing.

In addition to services provided by the Village, there are a variety of opportunities provided by the CAFN including the Da Kų Năn Ts'éthhèt Dance Festival in June, a winter Shaket Tun Wilderness Camp for adventurous travellers, ice fishing and traditional drum making, and spring/summer wilderness camps.

Overall, the Village of Haines Junction provides an abundance of recreational opportunities that cater to a variety of interests. Whether it is exploring the natural surroundings, enjoying indoor activities, or attending community events, residents and visitors have an array of recreational options. Its natural beauty, rich culture, and friendly people, make Haines Junction a unique and special place to live and visit.

The Project

Recreation services play a vital role in enhancing the quality of life for residents of the Village. To help ensure recreation facilities and services satisfy community needs, the Village has completed a Recreational Needs Assessment. The needs assessment will provide a firm steppingstone for continued planning in the community, guide future investment in recreation, and support the long-term success of the Village.

Overview of Research

A variety of primary and secondary research activities were conducted to develop the needs assessment. Primary research was completed through surveys, input workshops, interviews and an in-person tour. Secondary research consisted of a review of key internal, regional, territorial, and national documents, trends research, and benchmarking research.



*Haines Junction Summer Camp
Photo Credit: Whitehorse Daily Star*

Current State

A high-level analysis of the Village's strengths, weaknesses, opportunities, and threats (SWOT) as they relate to recreation was completed to support the needs assessment. The key findings from this analysis are provided next.

Strengths	Weaknesses
<ul style="list-style-type: none"> › Strong sense of community with active participation among residents and community groups in organizing recreation events and programs. › Strong resident and community group support for recreation development. › The community hosts several annual events and festivals that showcase its vibrant culture and traditions. › Strong links to Indigenous history and culture. 	<ul style="list-style-type: none"> › The Village's recreation infrastructure is aging. › Limited population and tax base. › Lack of human resources assigned to recreation. There is no Recreation Director or support staff for recreation at the Village currently.
Opportunities	Threats
<ul style="list-style-type: none"> › Recreation service delivery could benefit from enhanced collaboration. › With planned residential growth, there is an opportunity to enhance and expand recreation services. › The natural beauty and proximity to Kluane National Park and Reserve presents an opportunity to promote outdoor activities for residents and visitors. › Linking recreation development with tourism development to attract visitors and potential new residents. 	<ul style="list-style-type: none"> › Rising costs to maintain and build recreation infrastructure. › The lack of specialized expertise or qualified professionals in the recreation field may hinder the development and implementation of innovative and high-quality programs and services.

Community Engagement

A key input toward the needs assessment was community engagement. The table below provides a summary of the number of engagement touchpoints achieved through the process. In total, the engagement process produced 194 touchpoints.

Summary of Engagement Touchpoints

Engagement Activity	Total Engagement
Resident Survey	140 responses
Community Group Survey	7 group responses
Community Input Sessions	11 participants
Council Input Workshop	4 participants
CAFN Input Workshop	3 participants
Youth Engagement Session	17 participants
Interviews	12
Total	194



Haines Junction Soccer Fest
Photo Credit: John Hopkins-Hill / Yukon News



Vision for Recreation in Haines Junction

Community groups currently play a pivotal role in facilitating much of the recreational programming available in Haines Junction. These groups' activities showcase their dedication to fostering an active and vibrant community. However, amidst these successes, challenges and gaps have emerged. For example, the pool is no longer operational, necessitating decisions regarding its future. Furthermore, feedback has revealed low levels of satisfaction with recreational offerings across various age groups, highlighting the need for improvements to better meet the needs and wants of community members. Recognizing the importance of collaboration, residents, community groups, the Village, and other partners have the opportunity to come together with a shared vision to increase satisfaction levels, remove barriers to participation, and promote accessibility and inclusivity in the community's recreation system.

Vision Statement

The Village and its community partners will work closely together to address gaps in service provision and expand opportunities for residents.

At the completion of this Needs Assessment, the following will be achieved:

Haines Junction will become a dynamic recreational hub offering a diverse array of spaces and services. With a clear strategy and proactive approach, the community will address resource constraints and embrace innovation to create a sustainable and thriving recreation environment. Through capacity building initiatives, the Village will be able to offer vibrant and fulfilling recreational experiences, solidifying Haines Junction as a community that exemplifies sustainability, innovation, and a sense of togetherness.

Guiding Principles for Service Delivery

Guiding principles for recreation service delivery were developed to support the implementation of the needs assessment. The Village will:

- 1** Provide equitable access to facilities, services, and programs which will include a balance between access for:
 - › Organized groups and the general public
 - › Passive and active endeavors
 - › Competitive and non-competitive pursuits
 - › Structured and spontaneous activities
 - › Diverse ages, cultures, and abilities
 - › Indoor and outdoor opportunities
- 2** Seek solutions that leverage outdoor assets and spaces and encourage the community to connect with the land and participate in outdoor recreation.
- 3** Support decision making with detailed analysis that enables a fulsome understanding of potential impacts, including benefits and costs.
- 4** Endeavour to achieve long-term sustainability, continuity, and adaptability in recreation infrastructure and programs.
- 5** Seek opportunities for collaboration and partnerships.
- 6** Ensure inclusion and accessibility in all programs, facilities, and services.





*Tour de Haines Junction
Photo Credit: Whitehorse Star*



*St. Elias Convention Centre
Photo Credit: Expedition Management Consulting Ltd.*



Recreation Development Priorities

Priorities for recreation development were created using a host of indicators that were informed by the findings from the research, engagement, and analysis process. The recommended priorities are as follows.

Phase 1 Priorities

1. Determine Feasibility of Adding a New Multipurpose Facility that Includes Aquatics, Fitness, and Multipurpose Space.
2. Address the Need for Aquatics Programming
 - a. Determine Feasibility of Offering Swimming Lessons at Pine Lake
 - b. Explore a Bus to Swim Program
3. Address the Gap in Recreation Staffing (including the hiring of a full-time Recreation Director and securing the services of contracted support).
4. Expand the Role of the Village in Service Delivery
5. Collaborate with Champagne and Aishihik First Nations (CAFN)
6. Capital Project Evaluation

Phase 2 Priorities

1. Expand and Enhance Programming for All Ages
 - a. Fitness Programming
 - b. Educational and Skill-building Programs
 - c. Children and Youth Programs
 - d. Outdoor Winter Programming
2. Conduct a Condition Assessment for the Arena

Other Recreational Needs Identified Through the Process

1. Trails and Pathways
2. Bike Skills Park/Pump Track
3. Festival and Event Space
4. Indoor Play Space
5. Skatepark
6. Climbing Wall
7. Signage and Marketing
8. Upgrade and Maintain Existing Facilities
 - a. Mezzanine
 - b. Grand Hall
 - c. Arena
9. Basketball Court
10. Maintain Rectangular Field
11. Ball Diamond

Implementation Planning and Considerations

1. Collaboration and Planning Forums with Community Groups
2. Develop a Tourism Strategy
3. Review the Recreation Facility Rental Policy

*Event in Haines Junction
Photo Credit: Yukon News*



Conclusion

The Haines Junction Recreational Needs Assessment puts forward a strategic direction that will guide the community towards its vision of fostering collective collaboration to address service gaps.

Achieving this vision will require ongoing investment, proactive planning, and collaborative efforts from the Village, community groups, residents, and partners. By uniting as a community, Haines Junction will become a place where individuals can continue to come together to partake in and appreciate the benefits of recreation.

1

Project Overview

Introduction

The Village of Haines Junction is situated in the Yukon Territory within the traditional lands of the Champagne and Aishihik First Nations. Recreation services play a vital role in enhancing the quality of life for residents of the Village. To help ensure recreation facilities and services satisfy community needs, the Village has completed a Recreational Needs Assessment. The needs assessment will provide a firm steppingstone for continued planning in the community, guide future investment in recreation, and support the long-term success of the Village.

The needs assessment included a review of the current state of recreation infrastructure and service delivery, recommended priorities to meet current and future needs, and a prioritized implementation plan that will guide decisions related to recreation in the Village over the next 10 years.

“Our opportunities for outdoor recreation are second to none... skiing, sledding, skating, hiking, and boating. All in a stunningly beautiful place.”
- Resident



Da Ku Cultural Centre
Photo Credit: Archbould Photography

Process

The Village of Haines Junction Recreational Needs Assessment process had five, interconnected phases, as described next.



Project Team

A Project Sponsor was established to oversee the project, provide input, and give feedback at key junctures. The needs assessment was developed by Expedition Management Consulting Ltd.

Project Team	
Organization	Representatives
Project Sponsor (Village of Haines Junction)	David Fairbank – Chief Administrative Officer Mark Nassiopoulos – Councillor
Consultant Team (Expedition Management Consulting Ltd.)	Justin Rousseau – Managing Director Maxwell Harrison – Senior Associate Cassandra Gilmore – Associate Breanna Hives – Graphic Designer

Pine Lake Trail
Photo Credit: Trans Canada Trail

Overview of Research

A variety of primary and secondary research activities were conducted to develop the needs assessment including:

1. Surveys Administered:

- a. Haines Junction Resident Survey
- b. Haines Junction Community Group Survey

2. Meetings Conducted:

- a. Project Startup Meeting
Date: February 16, 2023
- b. Council Input Workshop
Date: April 12, 2023
- c. Community Input Workshops
Date: April 12 and 13, 2023
- d. In-Person Community Engagement Station and Tour/Interviews
Date: April 19 and 20, 2023
- e. Youth Input Session
Date: April 26, 2023
- f. Draft Report Review Meeting
Date: July 26, 2023

3. Local Organization Participation

Invites were sent out to 14 unique organizations. 11 groups chose to participate in the engagement process, including representatives of the following organizations.

Local Organizations:

- 1. Champagne and Aishihik First Nations
- 2. Boys and Girls Club Yukon
- 3. St. Elias Community School
- 4. Romp n Run for Kids
- 5. Creative Junction
- 6. St. Elias Seniors and Elders Society
- 7. Junction Arts and Music Society
- 8. Haines Junction Artists Guild
- 9. St. Elias Lions Club, Canadian Rangers
- 10. Haines Junction Football Club
- 11. Coast Range Adventures



Dezadeash River Trail
Photo Credit: Expedition Management Consulting Ltd.

4. Village of Haines Junction Staff Engaged

1. Dave Fairbank, Chief Administrative Officer
2. Donna Istchenko, Finance Manager
3. Jerry Tracey, Public Works Manager

5. Regional Partners

1. Government of Yukon
2. Kluane National Park and Reserve
3. Recreation North
4. Canada Games Centre
5. Recreation and Parks Association of the Yukon

6. Comparator Communities

Comparator communities were contacted by the consulting team to gain insight into the challenges and opportunities they face regarding recreation service provision. The following communities participated.

1. Village of Teslin
2. Village of Mayo

7. Tours Conducted

The consulting team toured the Village of Haines Junction to gain a first-hand perspective of community recreation assets and speak with staff and volunteers.

8. Documents Reviewed

- a. Strategies, plans, and other documents from the Village of Haines Junction.
- b. Reports, statistics, surveys, and planning documents from regional partners.
- c. Recreation frameworks and policies from territorial and national sources.

2

Community
Analysis

Recreation Overview

The Village of Haines Junction offers a wide range of indoor and outdoor recreational activities for residents and visitors. The community is located 155km west of Whitehorse along the Alaska Highway and is surrounded by pristine wilderness making it a natural playground for outdoor enthusiasts.

The Village has several indoor recreational facilities including the Bill Brewster Arena and St. Elias Convention Centre. The community is surrounded by stunning natural beauty that provides ample opportunities for outdoor recreation such as hiking, camping, fishing, and cross-country skiing. The Village also provides access to nearby parks and trails, such as the Dezadeash River Day Use Area, which is an excellent location for walking or skiing along the Dezadeash River Trail. Furthermore, the Village serves as a gateway to Kluane National Park and Reserve. This area is a popular destination for hiking, camping, cross-country skiing, and wildlife viewing.¹

In addition to opportunities provided by the Village, the CAFN offers a variety of recreational services. The Da Kų Cultural Centre is an innovative cultural facility that celebrates the culture and traditions of the Champagne and Aishihik First Nations people. There are also several activities linked to the CAFN culture including the Da Kų Nän Ts'éthhèt Dance Festival in June, a winter Shaket Tun Wilderness Camp for adventurous travellers, ice fishing and traditional drum making, and spring/summer wilderness camps.²

Overall, the Village of Haines Junction provides an abundance of recreational opportunities that cater to a variety of interests. Whether it is exploring the natural surroundings, enjoying indoor activities, or attending community events, residents and visitors have an array of recreational options. Its natural beauty, rich culture, and friendly people, make Haines Junction a unique and special place to live and visit.³

“

“I love the Haines Highway and Dezedeash Trail. The new pathway to Pine Lake is really nice!”

- Resident



*Trans Canada Trail
Photo Credit: Village of Haines Junction*



SWOT Analysis

A high-level analysis of the Village's strengths, weaknesses, opportunities, and threats (SWOT) as they relate to recreation was completed to support the needs assessment. The key findings from this analysis are provided below.

Strengths

- › Strong sense of community with active participation among residents and community groups in organizing recreation events and programs.
- › Strong resident and community group support for recreation development.
- › The community hosts several annual events and festivals that showcase its vibrant culture and traditions.
- › Strong links to Indigenous history and culture.

Weaknesses

- › The Village's recreation infrastructure is aging.
- › Limited population and tax base.
- › Lack of human resources assigned to recreation. There is no Recreation Director or support staff for recreation at the Village currently.

Opportunities

- › Recreation service delivery could benefit from enhanced collaboration.
- › With planned residential growth, there is an opportunity to enhance and expand recreation services.
- › The natural beauty and proximity to Kluane National Park and Reserve presents an opportunity to promote outdoor activities for residents and visitors.
- › Linking recreation development with tourism development to attract visitors and potential new residents.

Threats

- › Rising costs to maintain and build recreation infrastructure.
- › The lack of specialized expertise or qualified professionals in the recreation field may hinder the development and implementation of innovative and high-quality programs and services.

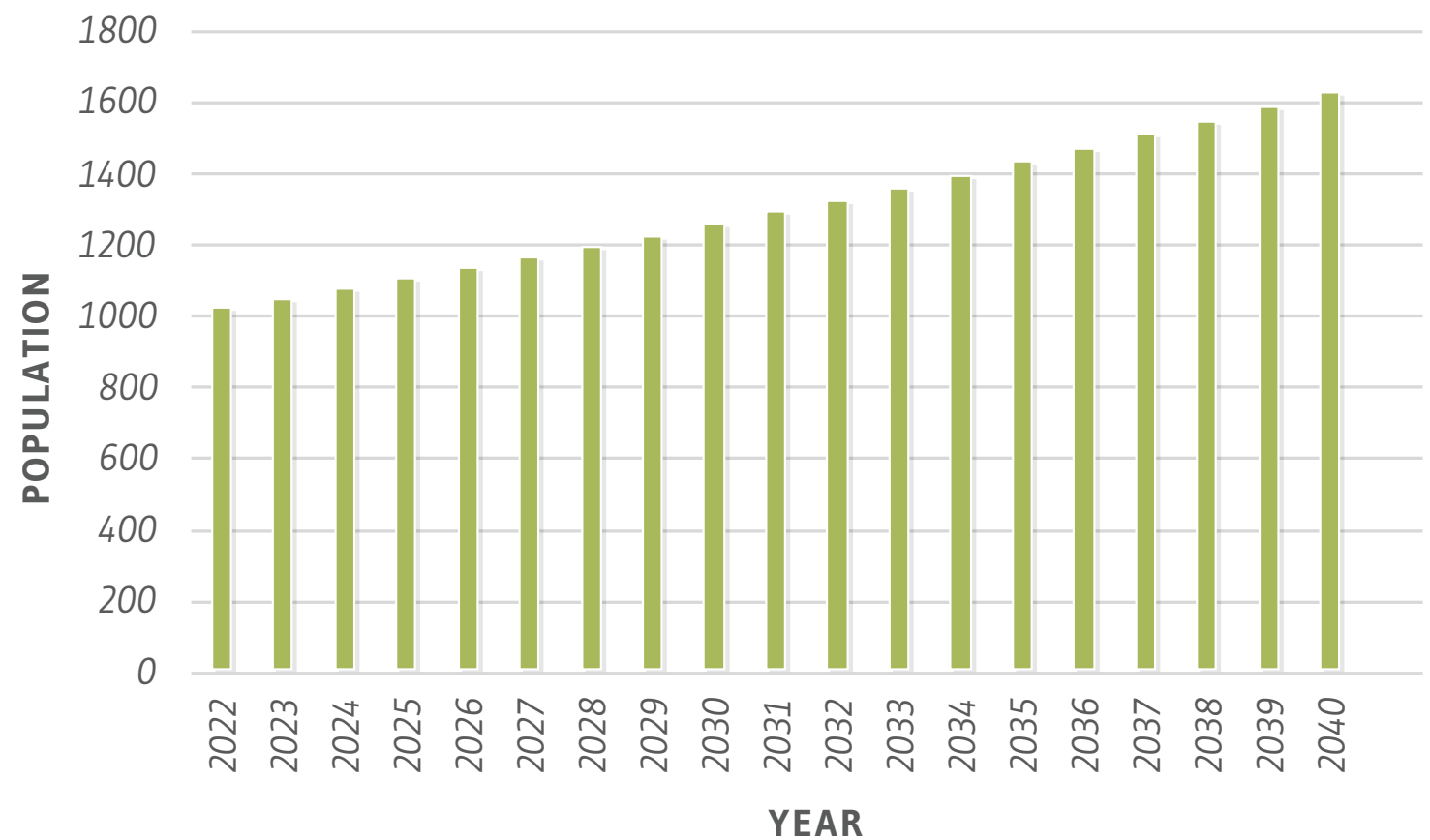
Demographic Analysis

According to the Yukon Bureau of Statistics, the total population of the Village of Haines Junction and region is 1,012.⁴ This figure includes Village residents, the local Indigenous population, and people located in the surrounding area up to halfway to the next municipal boundary. There has been an increase in population of 8% over the last five years. The rate of growth is above the national average of 5% over the same period.⁵ According to the 2018 Population Projections from the Yukon Bureau of Statistics, it is estimated that the population of Haines Junction will continue to grow to 1,610 by 2040, an increase of 650 people compared to 2022 (see Figure 1).⁶ It should be noted that these figures do not include the proposed future residential developments (see new residential development section). Haines Junction has an Indigenous population of 364, which accounts for 36% of the community's total population.⁷

According to the Yukon Bureau of Statistics, children aged 0 to 14 represented 16% of the total population, which is in line with the territorial average of 16%. The Village's working age population (15-64) represented 65% of the total population, which is slightly below the territorial average of 70%. The senior population (65 and over) represented 18% of the total population, which is slightly higher than the territorial average of 15%.⁸

The median after-tax income for Haines Junction households was \$78,000 in 2020. This was a 16% increase from 2015 and higher than the average in the Yukon (\$65,500). The majority of residents live in single-detached houses (84%) and there are 311 occupied dwellings.⁹

Figure 1. Projected Population Growth in Haines Junction and Region



“Recreation and parks are essential means for enhancing individual wellbeing, community vitality, economic sustainability, and stewardship.”

Pathways to Wellbeing - A Framework for Recreation in Canada 2015



*Trans Canada Trail
Photo Credit: Village of Haines Junction*

New Residential Development

There are plans for potential new residential developments in Haines Junction. These potential developments include taking next steps towards the Area 1 Master Plan, which is part of the broader Willow Acres Subdivision Plan.¹⁰ Additionally, funding has become available for the expansion of municipal infrastructure to Marshal Creek Road, and residential lots were released through the Yukon land lottery.^{11,12}

Impacts of Moderate Population Growth

As the population experiences moderate growth, the Village may observe a gradual increase in demand for recreation facilities and services. Moreover, the demographic makeup of the population can influence the specific demands for recreation facilities and services as preferences may vary. The Village may need to make adjustments to accommodate these preferences.

Impacts of Recreation Facilities on Population Growth

Recreation facilities often enhance residents' overall quality of life and can make a community a more desirable place to live for potential residents. Therefore, recreation facilities can play a role in positively influencing population growth in communities.



St. Elias Convention Centre

Recreation Facility Inventory

Haines Junction is fortunate to possess numerous indoor and outdoor recreation facilities in the community. Notable recreation assets include the Bill Brewster Arena, St. Elias Convention Centre, Lion’s playground, Pine Lake Day Use Area, Dezadeash River Day Use Area, and a variety of trails. Haines Junction previously had an indoor swimming pool that ceased operation in 2017 and has not reopened since. For a complete inventory of the Village’s recreation infrastructure, please see Appendix A.

“

My favourite recreational memory is skating at the pond on crystal clear ice, greeting friends and neighbours as they arrive.”

- Resident

Linkages to Tourism

The Village has an opportunity to strengthen the economic and social value tourism generates in the community by leveraging local recreation assets to attract visitors. Increased visitation has the potential to bring in additional resources into the community, which can then be re-invested into recreational infrastructure and programs that benefit residents.



St. Elias Convention Centre
Photo Credit: Yukon Convention Bureau

Utilization and Capacity Analysis

The utilization of recreation facilities is an important consideration when determining current and future needs. The following provides a description of facility utilization in the Village of Haines Junction where data was available. Facility utilization data was sourced from the Village of Haines Junction. Figure 2 displays the locations of recreation facilities in Haines Junction.

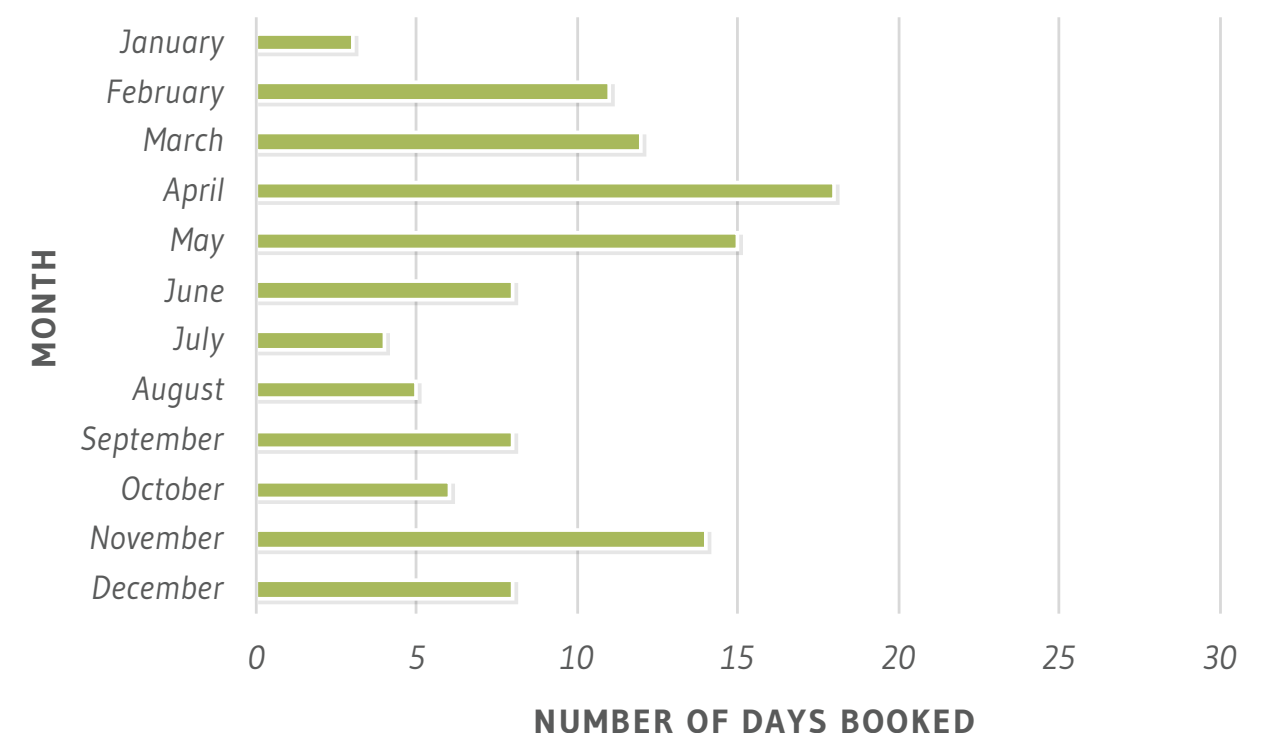
Figure 2. Haines Junction’s Facilities



St. Elias Convention Centre – Grand Hall

The St. Elias Convention Centre – Grand Hall is used throughout the year by several local organizations, including Romp n Run, Creative Junction, Zumba, JAM, CAFN, Quilting Club, St. Elias Community School, Lions Club, community events, and private bookings. While there are some bookings that are distributed throughout the day, the majority of bookings occur in the evenings and weekends. The months of April, May, and November saw the highest number of bookings in 2022. In 2022, the Grand Hall had a minimum of one booking for 112 days out of the year. There is potential for greater utilization during the mornings and afternoons on weekdays, specifically in January, July, and August. Figure 3 provides an overview of the number of days booked within each month of the year.

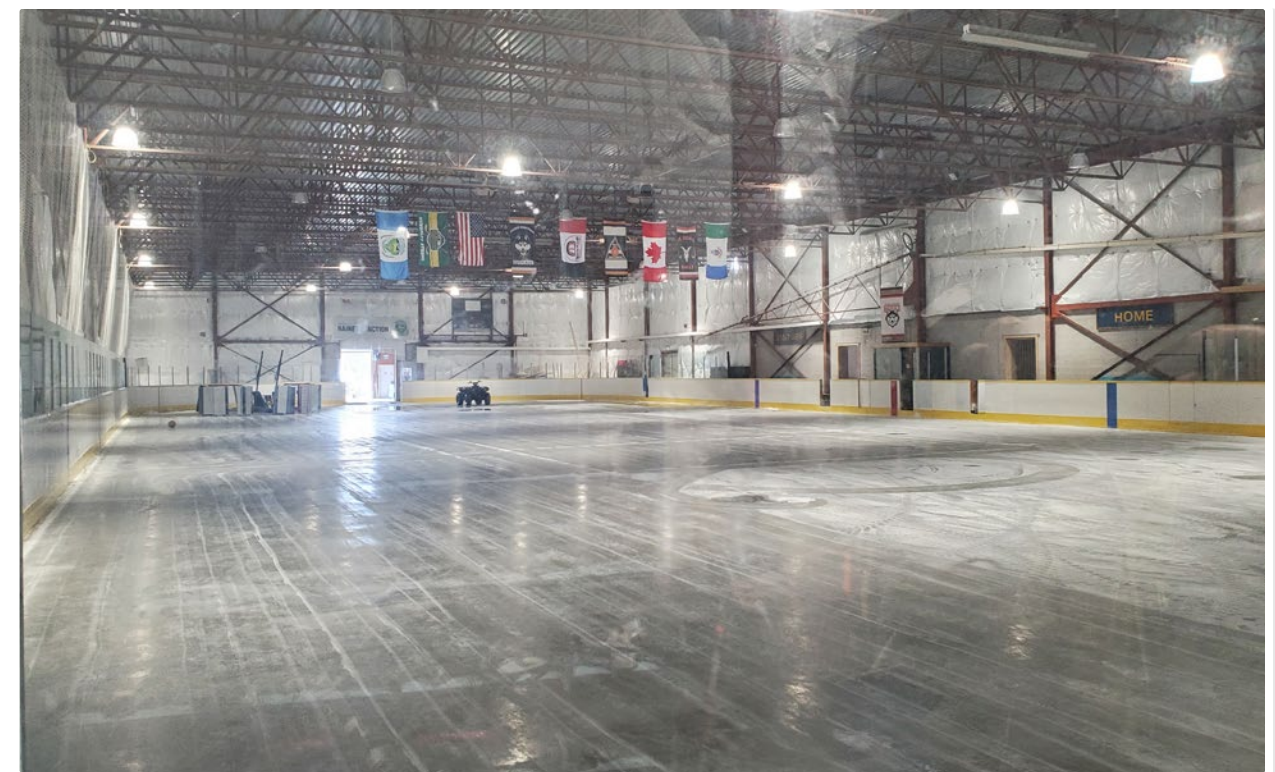
Figure 3. Number of Total Days Booked out of the Month (Grand Hall 2022)



Bill Brewster Arena (Ice Surface)

During the skating season, the arena is open from mid October until the end of March. The arena is well utilized from late afternoons until approximately 9:00pm on weekdays by U11 Atom, U7 Mites & Tykes, U13 Peewee, vintage hockey, minor hockey, recreational hockey, public skate, and female hockey. Throughout the day, the school books the arena for physical education classes. On Saturdays the arena is utilized in the morning for public skate, and on Sundays is utilized in the afternoons for curling and public skate. In the summer months, the arena is set up with an indoor skatepark and other drop-in activities. There is capacity for increased utilization Monday through Friday in the morning, early afternoons, and late evenings. There is also capacity on the weekends in the early mornings, afternoons, and evenings.

“I enjoy coming into the arena and seeing most of the community there from young to old, all interacting”
- Resident

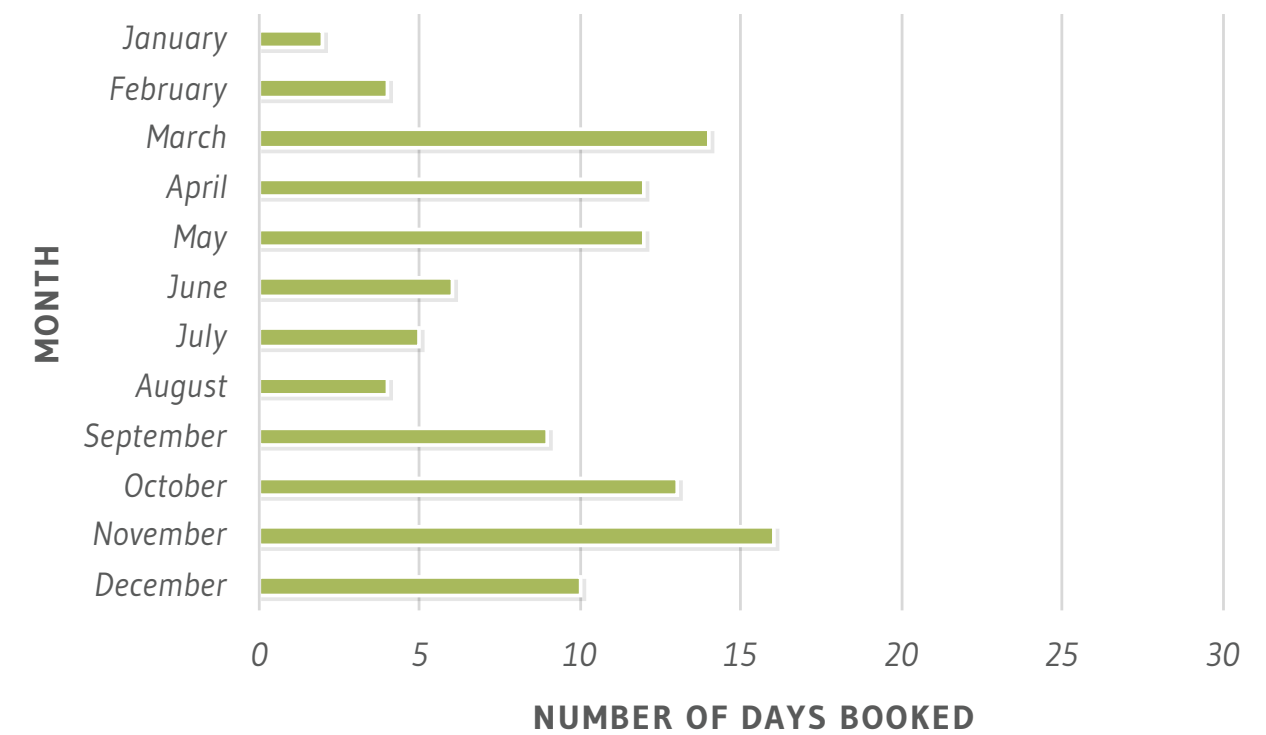


Bill Brewster Arena

Bill Brewster Arena (Mezzanine Multi-Purpose Space)

The Mezzanine multi-purpose space at the Bill Brewster Arena is utilized throughout the year by local organizations such as Romp n Run, Jr. Rangers, Creative Junction, CAFN, as well as community fitness classes including Step and ZUMBA, community events, private bookings, and meetings. The majority of bookings occur during weekday evenings, as well as Tuesday and Thursday mornings. In 2022, the Mezzanine had a minimum of one booking for 107 days out of the year. These bookings varied in their duration and time of day. There is significant potential for increased utilization during the mornings and afternoons throughout the week and weekends. Figure 4 provides an overview of the number of days booked within each month of the year.

Figure 4. Number of Total Days Booked out of the Month (Mezzanine Multi-Purpose Space)



Bill Brewster Arena (Mezzanine Multi-Purpose Space)



Bill Brewster Arena (Mezzanine Multi-Purpose Space)

St. Elias Community School Gymnasium

The St. Elias Community School gymnasium is available for the community to book. The gymnasium is booked normally from 6:00pm – 9:00pm Monday through Thursday by groups, including the Boys and Girls Club, community volleyball and basketball groups, pickleball, badminton, Haines Junction Football Club, and the Champagne and Aishihik First Nations. There is opportunity for increased utilization after 5:30pm on Fridays and on weekends.



*St. Elias Community School
Photo Credit: Karin Allenspach*

Rectangular Field (St. Elias Community School)

The rectangular field is currently utilized by the Haines Junction Football Club. The Football Club utilizes the field during the summer for 6 hours per week.



*St. Elias Community School Rectangular Field
Photo Credit: Champagne and Aishihik First Nations*



Trans-Canada Trail

Service Delivery Analysis

Every municipality must decide how it will deliver recreation services to their community. Many factors affect this decision, including differences in demographics, industry, community groups, geography, and resident preferences. There is no single correct way to deliver recreation services, but it is advisable to focus on one general approach in order to provide clarity to the municipality, community groups, and residents.

The Village’s current role in recreation, parks, and culture service delivery is best described as a mix between Indirect Provider and Facilitator. Figure 5 describes the current role of the Village along a continuum of municipal service delivery. The majority of recreational programming is delivered by the volunteer sector through established community groups. The Village owns and operates the arena and convention centre and provides some programming.

Figure 5. Current Role of the Village in Recreation, Parks, and Culture Service Delivery

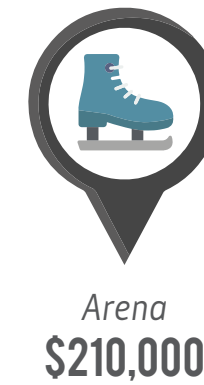


Financial Analysis

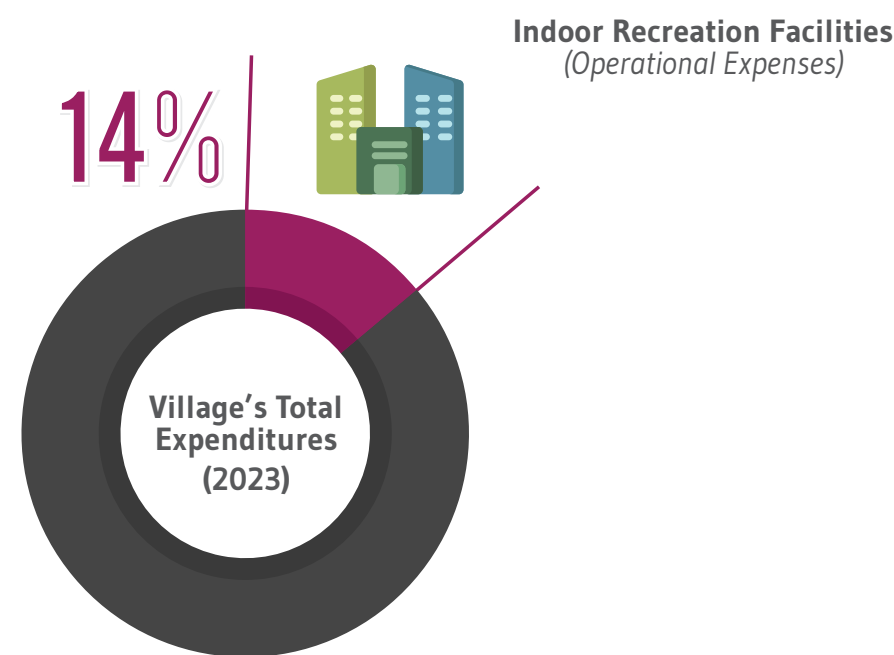
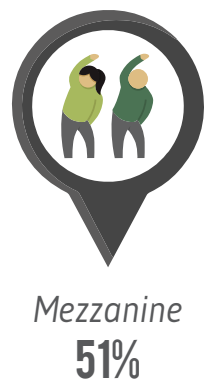
A financial analysis was completed to further understand operational revenues and expenses related to recreation in Haines Junction. Key findings from the analysis are provided next. For an expanded analysis, please see Appendix B.



The most resource intensive facilities (i.e. highest average annual tax support) include:*



The facilities with the highest cost recovery include:



The Village of Haines Junction provides annual funding to the Boys and Girls Club



*These amounts represent the approximate net cost to taxpayers each year (i.e., facility revenues minus facility expenses). The amounts do not include replacement costs.



Strategic Alignment Analysis

The concepts identified in this document are aligned with the strategic elements used to plan other aspects of infrastructure and services within the Village of Haines Junction. In addition, the broader planning context of territorial and national recreation frameworks and plans were also considered. The strategic alignment analysis was utilized as one indicator to justify future initiatives. For an expanded discussion on these strategies and the Village's relevant policy documents, see Appendix C.

- › Village of Haines Junction Council Priorities: 2022 – 2024
- › Village of Haines Junction Official Community Plan (2021)
- › Haines Junction Community Recreation Plan: 2015 – 2024
- › Haines Junction Community Recreation Plan: 2015 – 2024 Implementation Plan
- › Haines Junction Infrastructure Prioritization (2010)
- › Village of Haines Junction Integrated Community Sustainability Plan (2007)
- › Village of Haines Junction Streetscape, Trail & Signage Strategy – A Master Plan (2006)
- › Yukon Ministry of Community Services Mandate Letter (2023)
- › National Framework for Recreation: Pathways to Wellbeing (2015)
- › Canadian Sport for Life: Long-Term Athlete Development (2016)



*Trans Canada Trail in Haines Junction
Photo Credit: 96.1 The Rush*

3

External
Analysis



Comparative Benchmarking Analysis

A comparative benchmarking analysis of communities similar to Haines Junction was conducted in order to provide a reference point for service level provision. Communities were chosen as comparators if they met the following criteria:



The community is located in the Yukon.



The community's population in 2022 was below 1,500.

Watson Lake, Carmacks, Mayo, Teslin, and Carcross were selected as comparators. For more information, see Appendix D.



*Haines Junction Summer Camp
Photo Credit: Whitehorse Daily Star*

Comparative Service Level Analysis Key Findings:

The following key findings were derived from the comparative analysis.

- › Haines Junction is approximately on par with comparator service levels for ice surfaces, fitness centres, community centres, art and culture facilities, rectangular fields, basketball courts, and skateparks.
- › Haines Junction is currently below comparator service levels for gymnasiums, outdoor skating rinks, ball diamonds, disc golf courses, and parks and playgrounds.
- › The Village of Haines Junction's current level of recreation-related staffing falls below that of its comparators, most of which have dedicated recreation staff responsible for overseeing recreation services in their respective communities.
- › The Village of Haines Junction's annual expenditure on recreation operations was lower than comparators.

Ice Rental Rates Comparative Analysis

A comparative analysis of ice rental rates in the Yukon was conducted to compare rental rates of other communities to Haines Junction. Watson Lake Recreation Centre, Teslin Recreation Complex, Art and Margaret Fry Recreation Centre in Dawson City, and the Canada Games Centre in Whitehorse were chosen as comparators. The key findings from this analysis are as follows.

- › The rental rates for the Bill Brewster Arena, both hourly and daily, are comparable with those of Watson Lake.
- › In terms of hourly rates, the Bill Brewster Arena's prices are slightly higher when compared to the Village of Teslin.
- › In comparison to larger centres, such as the Art and Margaret Fry Recreation Centre in Dawson City and the Canada Games Centre in Whitehorse, the rental rates at Bill Brewster Arena are lower.

Trends Analysis

In order to inform the planning process, it is important to review trends that affect the delivery of recreation services. Trends were utilized as one indicator to justify future initiatives. The most relevant trends for Haines Junction are provided next.



Health Benefits of Recreation

Public recreation services play a vital role in promoting physical activity. Physical activity has significant impacts on enhancing both physical and mental health. Participating in recreation activities results in improved health and a reduction in healthcare expenses. Individuals who engage in recreational pursuits experience positive impacts on their mental well-being such as increased self-esteem and overall life satisfaction.¹³



Increased Focus on Natural Playground Environments and Youth Recreation Opportunities

“Nature play” areas incorporate natural elements to enhance the play environment and complement traditional play structures. Providing recreational opportunities and community spaces specifically for youth are critical to the positive youth development and engagement in the community.¹⁴



Rise in Multipurpose Facilities

The use of multipurpose facilities is on the rise. Consolidation of services often leads to effective use of resources and increased efficiencies through economies of scale.



Increase in Flexible, Unstructured and Independent Activities

An aging population and growing pressures to fit recreation into convenient time slots have resulted in increased provision and participation in less structured drop-in activities.¹⁵



Focus on Sustainability and Capacity of Recreation

An appropriate mix of individuals including professional staff and volunteers are needed for delivering high-quality recreation programs and services.¹⁶



Infrastructure Deficits

When planning for future facilities, it is essential to strike a balance between financial and service considerations, incorporating cost efficiencies and revenue-generating prospects. To address the challenges of aging infrastructure, many centres now utilize capital reserve funds for regular maintenance and contribute funds annually to meet ongoing needs. Collaboration with the private and not-for-profit sectors is also growing to support continuous facility renewal.

“

Recreation is the experience that results from freely chosen participation in physical, social, intellectual, creative and spiritual pursuits that enhance individual and community wellbeing.”

Pathways to Wellbeing - A Framework for Recreation in Canada 2015



Increased Emphasis on Inclusion and Access

Municipalities are taking strong steps to address barriers and constraints that their residents face when participating in recreation services.¹⁷



Increase in Independent Participation in Life Sports

Participation in independent, life sport activities has been increasing and is a programming trend across the recreation sector. Life sport activities include things like biking, swimming, walking, hiking, and other pursuits that are non-competitive, fun, and individualized.¹⁸



Importance of Culture

The most popular activities that Canadians participate in share five core principles: purpose, relevance, connection, relationships, and impact. These types of activities bring together audiences with shared interests, provide opportunity for sociability, and often expose participants to new things.¹⁹



Naming Policies and the Growing Cultural Shift

Recently, a growing cultural movement has focused on reconsidering how communities use historical iconography such as statues, memorials, and prominent names. A push has been made to rename many existing facilities and infrastructure with ties to controversial historical figures. Municipalities must ensure that policies around the naming of public spaces and events are clearly outlined and strongly consider the contextual, cultural, and community significance of any current and proposed names.



Time Spent on Digital Devices

Canadians are living more sedentary lifestyles and spending more leisure time online. Enhancing access and encouraging more use of facilities and recreational services is important to encourage individuals to spend less time online and more time moving.



Changing Environment and Climate

The effects of climate change are becoming more apparent and there is an increasing feeling of urgency to adapt quickly. Parks and facilities will need thoughtful planning and maintenance to thrive in the face of climate change and reduce environmental impacts.

“

“The benefits of recreation cannot be overstated; it can enhance mental, physical and social wellbeing, help build strong families and communities, help connect people to nature, and provides economic benefits such as jobs and tourism.”

Canadian Parks and Recreation Association

4

Community
Engagement
Results





Haines Junction community members at the In-person Engagement Station

Summary of Engagement Process

Input from Haines Junction residents, community groups, Village Council, Village staff, representatives from CAFN, students from the St. Elias Community School, and regional partners was gathered from March 29 – May 5, 2023. In total, the engagement process produced 194 touchpoints with the community. Figure 6 provides a summary of the engagement process.

Figure 6. Summary of Engagement Touchpoints

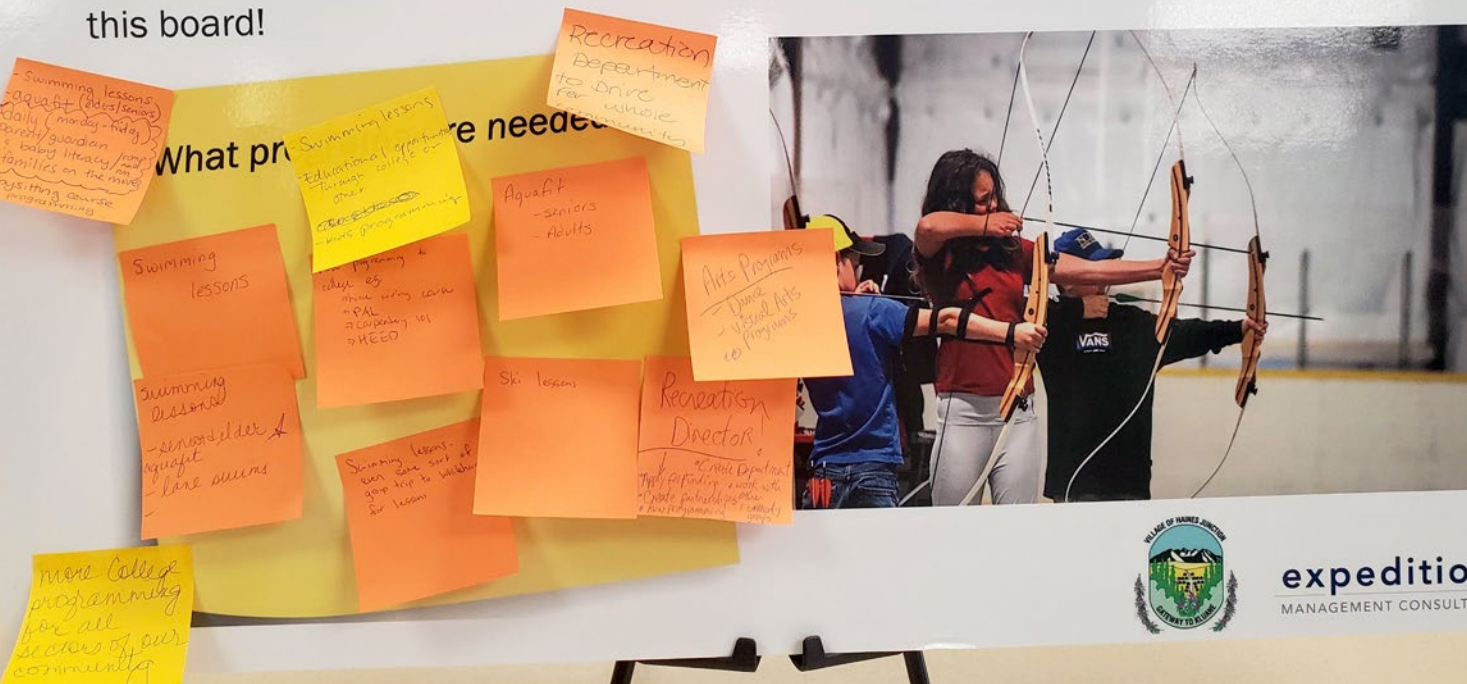
Engagement Activity	Total Engagement
Resident Survey	140 responses
Community Group Survey	7 group responses
Community Input Sessions	11 participants
Council Input Workshop	4 participants
CAFN Input Workshop	3 participants
Youth Engagement Session	17 participants
Interviews	12
Total	194

The remainder of this section summarizes the key findings from the input received. To view the expanded engagement results, please see Appendix E.

Program/Activity Needs

We'd like your input on identifying new or improved indoor/outdoor programs, events, and activities that are needed in your community.

Please write down your suggestions on the sticky-notes and post them right onto this board!



Resident Survey

The resident survey was conducted between March 29 and April 21, 2023. The objective of the resident survey was to gain a deeper understanding of residents' needs for recreation facilities and programs in the Village of Haines Junction. The survey was promoted through the Village website, social media channels, and project-specific website.

The key findings from the survey are described next. To view the raw data from the Resident Survey, follow this link: [Resident Survey Data](#).

In total, 140 responses were received. 95% of respondents indicated they reside in the Village of Haines Junction. 64% of respondents identified as female, 35% identified as male, and 2% preferred not to say. Respondents were primarily between the ages of 30-39 (32%), 40-49 (28%), and 60-69 (15%).

Indoor Facility Needs

In terms of new or improved indoor facilities, respondents were most in favour of an indoor swimming pool (77%), fitness centre (65%), climbing wall (22%), and indoor playground (16%). Additional comments regarding indoor recreation facility needs included:

- › Respondents spoke to the benefits of having a swimming pool including, safety, recreation, social gathering place, employment opportunities, and a place to teach children to swim.
- › Respondents conveyed the need for a multipurpose recreation facility with amenities that can support drop-in recreation activities for seniors and youth and can be a shared space for community groups.

Outdoor Facility Needs

In terms of new or improved outdoor facilities, respondents were most in favour of a bike skills park/pump track (23%), trails/pathways (20%), festival/event spaces (19%), and an outdoor pool (17%). Additional comments regarding outdoor recreation facility needs included:

- › Respondents expressed the need for more formal trails, better maintenance of trails, and a network of trails around the Village for recreational walking and biking.

Program Needs

In terms of new or improved programs, respondents were most in favour of aquatic programs (69%), fitness programs (44%), educational/skill-building programs (36%), and children/youth activity programs (26%).

Quality of Life

An overwhelming number of respondents agreed (92%) that recreation opportunities are important to their quality of life.

Level of Satisfaction with Opportunities by Age

Respondents were most satisfied with recreation opportunities for children (24%), adults (20%), and families (18%). Respondents were least satisfied with opportunities for adults (69%), youth (58%), families (52%), and children (51%).

Barriers to Participation

The top barriers to participating in recreation activities more often were lack of facilities (72%), program(s) not offered (65%), poor facilities (29%), and unaware of services/facilities/programs available (23%).

Top Priority for Improvement

Respondents indicated that one improvement to recreation they would like to see in Haines Junction were:

- › Development of a new swimming pool.
- › Creating a recreation position at the Village that oversees recreation programming and facilities.
- › Development of a fitness centre.
- › Recreation facility that provides indoor space for multipurpose activities.
- › Increased recreation program options for children, youth, and adults.

Community Group Survey

The key findings from the survey are described next. To view the raw data from the Community Group Survey, follow this link: [Community Group Survey Data](#).

Facility Needs

Respondents identified new facilities and upgrades to existing facilities in order to better serve their organization and their participants. Respondents identified the following most often:

- › A need for space to provide aquatic activities such as a new pool or enhanced resources at Pine Lake to accommodate swimming for community groups (i.e., lifeguarding).
- › The Grand Hall's lighting system requires upgrades.
- › There is a need for facility space, specifically for the arts, which includes permanent gallery spaces, studio space, and office space.
- › There is a need for multiuse fairgrounds.
- › There is a need for ongoing maintenance of the playing field at St. Elias Community School.

Barriers

Respondents to the community group survey described barriers their organization experiences in meeting the needs of their participants. One of the main barriers identified was a lack of indoor facility space. This included dedicated areas for recreation programming and inconsistent access to facilities. Community groups can be replaced from their regular scheduled booking and substituted with paid bookings. Insufficient staff and volunteer resources emerged as another main barrier.

Increased Projected Annual Participation

86% of community groups that responded project their annual participation base to grow over the next five years. One group anticipates no increase in participation, and none anticipate a decline.

In-person Engagement Station

A member from the consulting team visited the Village of Haines Junction on April 19 and 20, 2023, to conduct an in-person tour and engagement station. The staffed engagement station was set up at the Mezzanine to collect input from community members regarding their recreation needs. The station had table-top presentation boards where participants could "stick" their feedback onto the boards. The following summarizes the input received.

Indoor Facility Needs	Outdoor Facility Needs	Program/Activity Needs
<ul style="list-style-type: none"> › Swimming pool › Fitness centre › Multipurpose space (i.e., storage, mirrors, and room for programs) › Maker's space › New lighting for the performance space › Indoor playground › Recreation facility (i.e., pool, multipurpose space) › Improvement of existing facilities (i.e., better equipment, lighter tables, and improved kitchen) 	<ul style="list-style-type: none"> › Walking/biking/ski trails and loops › Tennis court › Ski hill › Greenspaces with playgrounds › Covered outdoor play space › Event space and support facilities › Improved sledding hill › The addition of facilities at Pine Lake (i.e., sauna) › Whitewater kayak park 	<ul style="list-style-type: none"> › Swimming lessons › Aquafit classes › Children's programming › Educational/skill building programs (i.e., babysitting courses, educational courses, programming to college courses, etc.) › Staffing (i.e., recreation department/director) › Arts programs (i.e., dance, visual arts) › Parent/guardian programs for families with young children › Ski lessons › Lane swimming

Youth Input Session

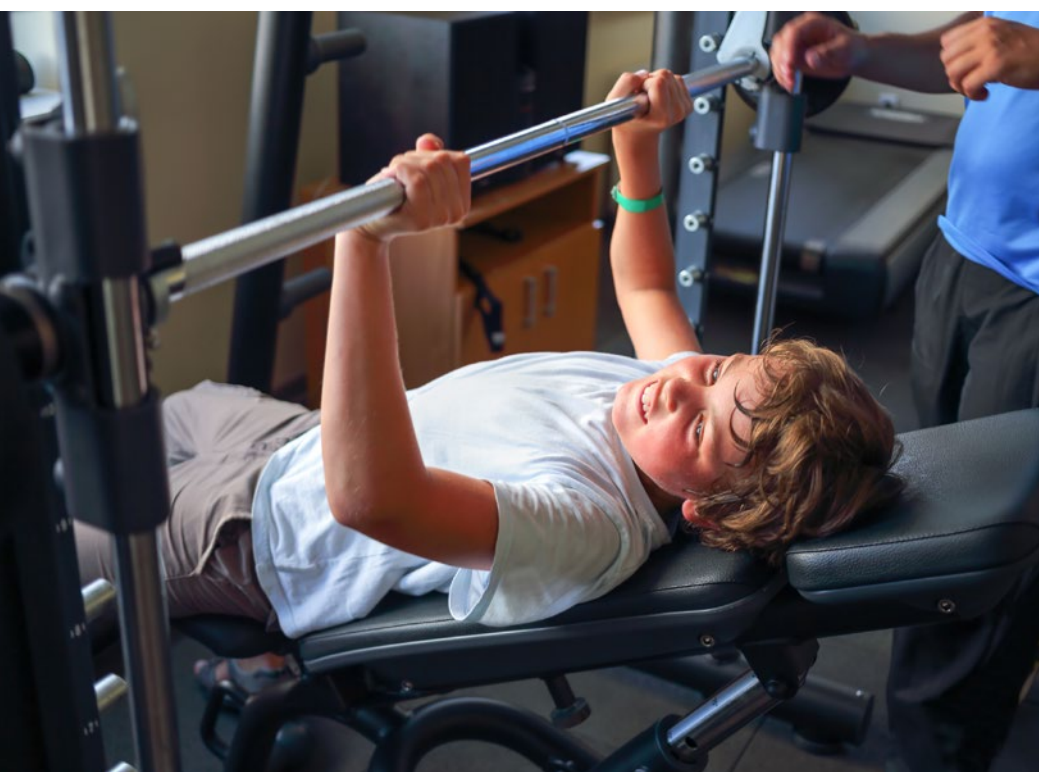
A Youth Input Session was hosted on April 26, 2023 with students from St. Elias Community School. 17 students attended the session. The following summarizes the input received.

Indoor Facility Needs	Outdoor Facility Needs	Program/Activity Needs
<ul style="list-style-type: none"> › Fitness centre › Swimming pool with leisure amenities including a diving board, waterslide, hot tub, sauna, and steam room › Walking/running track › Art studio › Curling rink › Bowling alley › Bouldering wall › Trampoline park 	<ul style="list-style-type: none"> › Ski hill › Skatepark › Mountain bike trails › Park and green spaces › Dirt bike track › Paintball course 	<ul style="list-style-type: none"> › Swimming lessons › Martial arts programming › Music programs › Baseball programs › Triathlon training › Cooking classes

Council Input Workshop

A Council Input Workshop was hosted on April 12, 2023. Three councillors and the Mayor attended the workshop. The following summarizes the input received.

Indoor Facility Needs	Outdoor Facility Needs	Program/Activity Needs
<ul style="list-style-type: none"> › Indoor pool › Upgrades to the arena › Multipurpose space › Walking/running track › Fitness centre 	<ul style="list-style-type: none"> › Walking trails › Replacement of the basketball court › More playground equipment at the playground near the recreation centre › Upgrades to the baseball diamond › Enhancements to the sledding hill › Mountain bike trails › Festival space › Trail mapping 	<ul style="list-style-type: none"> › Recreation Director › Need facilities and staff for programs › Seniors' programs › More partnerships with CAFN



CAFN Input Workshop

An input workshop for CAFN representatives was hosted on July 5, 2023. Three representatives attended the workshop.

The primary indoor facility need that was identified was an enhanced fitness centre, featuring a larger area, improved ventilation, and a broader selection of exercise machines. There was also a need for multipurpose space due to limited capacity in the school gymnasium. A larger youth centre was also identified with increased storage space and a bigger kitchen.

Regarding program needs, CAFN representatives emphasized the need for activities catering to individuals aged 17-24, aquatic programs encompassing lessons, water safety, and aquafit, as well as the importance of healthy living programs. Alongside these facility and program needs, CAFN representatives have expressed an interest in collaborating with the Village on programs and facility development projects.



5

Vision for the Future





Vision for the Future

Community groups currently play a pivotal role in facilitating much of the recreational programming available in Haines Junction. These groups' activities showcase their dedication to fostering an active and vibrant community. However, amidst these successes, challenges and gaps have emerged. For example, the pool is no longer operational, necessitating decisions regarding its future. Furthermore, feedback has revealed low levels of satisfaction with recreational offerings across various age groups, highlighting the need for improvements to better meet the needs and wants of community members. Recognizing the importance of collaboration, residents, community groups, the Village, and other partners have the opportunity to come together with a shared vision to increase satisfaction levels, remove barriers to participation, and promote accessibility and inclusivity in the community's recreation system.

Vision Statement

The Village and its community partners will work closely together to address gaps in service provision and expand opportunities for residents.

At the completion of this Needs Assessment, the following will be achieved:

Haines Junction will become a dynamic recreational hub offering a diverse array of spaces and services. With a clear strategy and proactive approach, the community will address resource constraints and embrace innovation to create a sustainable and thriving recreation environment. Through capacity building initiatives, the Village will be able to offer vibrant and fulfilling recreational experiences, solidifying Haines Junction as a community that exemplifies sustainability, innovation, and a sense of togetherness.

Guiding Principles for Service Delivery

Guiding principles for the delivery of recreation services were developed to support the implementation of the Needs Assessment. The Village will strive to:

- 1** Provide equitable access to facilities, services, and programs which will include a balance between access for:
 - › Organized groups and the general public
 - › Passive and active endeavors
 - › Competitive and non-competitive pursuits
 - › Structured and spontaneous activities
 - › Diverse ages, cultures, and abilities
 - › Indoor and outdoor opportunities
- 2** Seek solutions that leverage outdoor assets and spaces and encourage the community to connect with the land and participate in outdoor recreation.
- 3** Support decision making with detailed analysis that enables a fulsome understanding of potential impacts, including benefits and costs.
- 4** Endeavour to achieve long-term sustainability, continuity, and adaptability in recreation infrastructure and programs.
- 5** Seek opportunities for collaboration and partnerships.
- 6** Ensure inclusion and accessibility in all programs, facilities, and services.



6

Priorities

This section describes priorities for recreation development in the Village of Haines Junction. Priorities were identified based on extensive research, analysis, review of trends, consultant assessments, and engagement with the community.

Phasing

Each priority was evaluated using a set of criteria and then assigned into Phases based on their relative importance and the capacity of the community to action them. Some of the priorities will take more time and resources to accomplish than others, so the Village is encouraged to be flexible and pursue opportunities as they arise.

Additional recreational needs identified through the planning process are identified after Phase 2 in this section. These are recommended to be actioned as resources allow.

Timeline

Short Term	2023 - 2025
Medium Term	2026 - 2028
Long Term	2029 - 3033

Priority Initiative Summary Icons

The following priority initiatives contain icons that summarize the proposed direction over the next 10 years.

Legend

Recommended Direction



Significantly reduce, remove, or do not pursue development of the service.



The service is meeting the needs of the community and does not require a major shift in direction over the next ten years. Minor enhancements may be needed to enhance useability and respond to community demand.



Improvements are required to meet community needs.



The amenity provides significant value to the community; however, it is no longer meeting community needs and should be replaced.



A new service or amenity for Haines Junction and would serve to meet community needs.



Further study is recommended before proceeding with development.

PHASE 1

1. Determine Feasibility of Adding a New Multipurpose Facility that includes Aquatics, Fitness, and Multipurpose Space
2. Address the Need for Aquatics Programming
3. Address the Gap in Recreation Staffing
4. Expand the Role of the Village in Service Delivery
5. Collaborate with CAFN
6. Capital Project Evaluation

Phase 1 Recommendations

Phase 1 is focused on establishing the foundation for recreation development in the Village. It entails enhancing the Village's capacity, processes, partnerships, and investment in recreation.



*Village of Haines Junction
Photo Credit: Trans Canada Trail*

PHASE 1

1. Determine Feasibility of Adding a New Multipurpose Facility that includes Aquatics, Fitness, and Multipurpose Space
2. Address the Need for Aquatics Programming
3. Address the Gap in Recreation Staffing
4. Expand the Role of the Village in Service Delivery
5. Collaborate with CAFN
6. Capital Project Evaluation

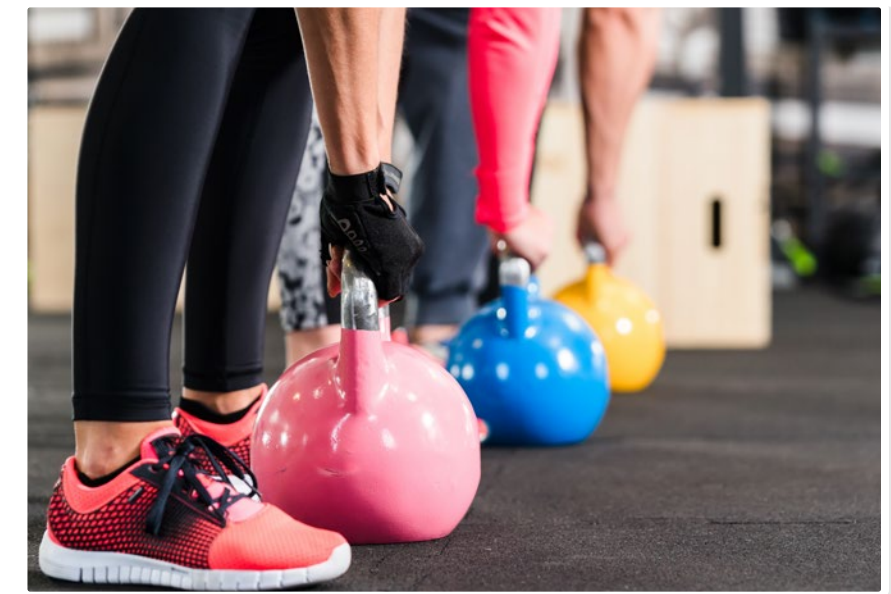
1. Determine Feasibility of Adding a New Multipurpose Facility that includes Aquatics, Fitness, and Multipurpose Space



A new aquatics facility was the top requested facility from the community engagement process, followed by a fitness centre and multipurpose space. However, Haines Junction has severe resource constraints due to a limited tax base that is not projected to increase substantially over the next ten years. According to the Aquatics Facility Feasibility Study provided by the Village (and updated 2022 costing report), a new pool could cost \$30M-\$50M to develop (depending on amenities and several other factors). Capital funding from other sources (i.e. Territorial and Federal Governments) would be needed to fund this investment for it to be possible. In addition to capital costs, the Village may not be in a financial position to afford the annual operational costs. A contributing factor is the nation-wide aquatics staffing shortage that is particularly acute in the north.

Rationale:

- › The Village is in need of a detailed operational cost analysis, a revisited concept plan, updated capital cost analysis and staffing review to determine if a new multipurpose facility is feasible.
- › A fitness centre was the second most requested new indoor facility from the resident survey.
- › The only weight rooms in Haines Junction are located at the school and CAFN's Mun Ku facility, which have limited availability for the community.
- › Haines Junction has a need for dedicated multipurpose space for community groups, senior and youth programs, and a place for families and youth to recreate that is accessible and appropriate for recreation activities.
- › It was identified throughout the engagement process the need for appropriate multipurpose space for recreation and physical activity-based programs.



PHASE 1

1. Determine Feasibility of Adding a New Multipurpose Facility that includes Aquatics, Fitness, and Multipurpose Space
2. Address the Need for Aquatics Programming
3. Address the Gap in Recreation Staffing
4. Expand the Role of the Village in Service Delivery
5. Collaborate with CAFN
6. Capital Project Evaluation



Recommended Action Items

1. Before proceeding with a comprehensive feasibility study, it is recommended to conduct a preliminary assessment of operational costs and staffing requirements for multiple multipurpose facility options through a pre-feasibility study. The study should consider both year-round indoor options and seasonal outdoor options for the aquatics portion of the facility.
2. If the pre-feasibility study concludes that the operations and costs associated with establishing a new multipurpose facility are feasible, it is recommended to proceed with conducting a comprehensive feasibility study. The study will provide a more detailed analysis and evaluation of relevant factors to determine the viability of the proposed facility.
3. If it is determined that the conditions for feasibility are acceptable, the Village may choose to move forward with facility development. Suggested next steps for this scenario are provided in Appendix F.



Timeline for Implementation

Short – Medium



Preliminary Budget Allowance - Operations*

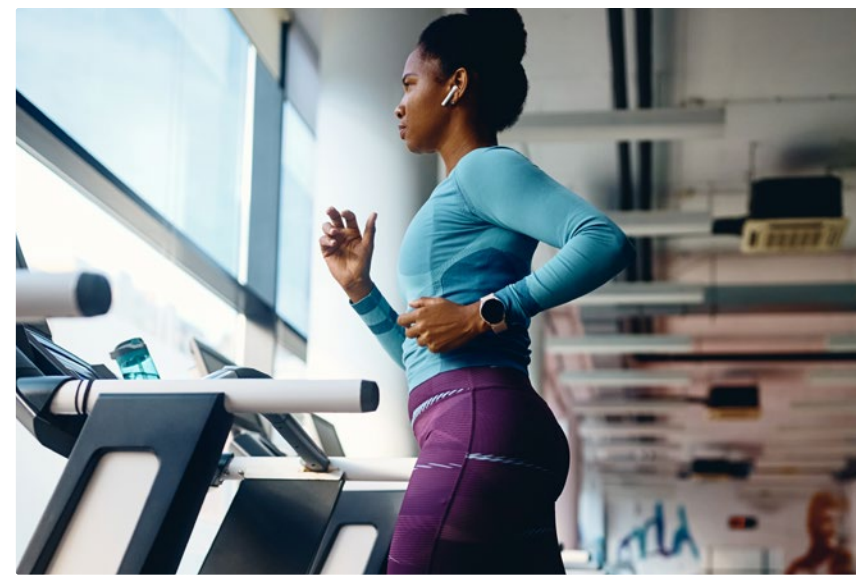
\$15K - \$25K (Pre-feasibility analysis)
 \$75K - \$150K (Feasibility study)



Preliminary Budget Allowance - Capital*

Not applicable.

*The preliminary budget allowances identified in the Needs Assessment are opinions only and are provided for general planning purposes. Further analysis is recommended before making decisions on development. Further study and the completion of a minimum of Class D cost estimates for capital projects will be needed once more details about the projects are known. Further analysis will be required at the detailed design stage. Additionally, the total cost to develop facilities could shift dramatically depending on the level of design required, quality of the materials and finishes used, site factors, construction timeline, and escalation factors such as supply chain and/or labour issues. The pandemic and broader inflation in the economy have made costs extremely volatile over the past several years which is also an important consideration.



PHASE 1

1. Determine Feasibility of Adding a New Multipurpose Facility that includes Aquatics, Fitness, and Multipurpose Space
- 2. Address the Need for Aquatics Programming**
3. Address the Gap in Recreation Staffing
4. Expand the Role of the Village in Service Delivery
5. Collaborate with CAFN
6. Capital Project Evaluation

2. Address the Need for Aquatics Programming



2.1 Determine Feasibility of Offering Swimming Lessons at Pine Lake

The availability of aquatic programs hold value in ensuring that children and youth receive proper swimming instruction and education regarding water safety. Acquiring the ability to swim is an essential life skill, and by offering opportunities for aquatic programming, individuals gain vital life-saving techniques and knowledge. Aquatic programming not only provides immediate practical benefits but also long-lasting advantages, equipping individuals with the confidence and competence needed to safely enjoy water-related activities. Pine Lake is situated in close proximity to the Village of Haines Junction and may provide an opportunity to offer aquatic programming to the community.



Recommended Action Items

1. Consider facilitating a discussion with the Yukon Government Parks department to get authorization and a permit to facilitate aquatic programming at Pine Lake. Additionally, look into initiating discussions with the Parks department regarding the potential development of new facilities, such as change rooms.
2. Explore the Swim to Survive Day Community Grant through the Lifesaving Society. Swim to Survive Days can be a full one-day event or broken up into smaller sessions. Swim to Survive Days aims to provide age-appropriate water safety sessions to youth aged 7-18 or families. Consider organizing these sessions at Pine Lake and collaborating with the Canada Games Centre to contract lifeguards for instructing the sessions.



Timeline for Implementation

Short/Medium



Preliminary Budget Allowance - Operations*

\$5K - \$10K for program development/delivery (not including amenity development)



Preliminary Budget Allowance - Capital*

No significant change.

PHASE 1

1. Determine Feasibility of Adding a New Multipurpose Facility that includes Aquatics, Fitness, and Multipurpose Space
- 2. Address the Need for Aquatics Programming**
3. Address the Gap in Recreation Staffing
4. Expand the Role of the Village in Service Delivery
5. Collaborate with CAFN
6. Capital Project Evaluation



2.2 Explore a Bus to Swim Program

Although Haines Junction does not currently have a facility in which to offer aquatic programs, nearby communities do. Whitehorse's Canada Games Centre has an excellent aquatic facility that can be leveraged for access to swimming programs by Haines Junction residents.



Recommended Action Item

1. Explore the feasibility of offering a program that involves transporting children and youth from the Village to Whitehorse for regular swimming lessons. These lessons can be offered on a monthly, bi-monthly, or even weekly basis, allowing for a comprehensive and immersive experience in water. Consider collaborating with the aquatic department of the Canada Games Centre to coordinate and organize the lessons.



Timeline for Implementation

Short/Medium



Preliminary Budget Allowance - Operations*

\$10K - \$15K for transportation costs (depending on frequency and cost recovery). Assumes swimming program costs would be covered by participants.



Preliminary Budget Allowance - Capital*

Not applicable.



PHASE 1

1. Determine Feasibility of Adding a New Multipurpose Facility that includes Aquatics, Fitness, and Multipurpose Space
2. Address the Need for Aquatics Programming
- 3. Address the Gap in Recreation Staffing**
4. Expand the Role of the Village in Service Delivery
5. Collaborate with CAFN
6. Capital Project Evaluation

3. Address the Gap in Recreation Staffing



Enhancements to human resources will be required in order for the Village to take an enhanced role in service delivery, address community demand for recreation, and action the priorities identified in this report. There is currently no staff member at the Village who is responsible for managing or developing recreation in the community. This is leading to missed opportunities and gaps in service. Therefore, it is recommended that the Village hire a full time Recreation Director who will work toward filling service delivery gaps identified through the engagement process and consultant assessment. The role of the position will be as follows.

- › Support community groups to ensure they can continue to provide high quality programs to residents.
- › Directly provide programs and services where gaps exist.
- › Proactively plan for programs and facilities.
- › Shephard the implementation of the Recreational Needs Assessment.
- › Secure grant funding and partnerships to enhance services.
- › Link recreation and tourism development goals.

The need for a Recreation Director was expressed from a variety of sources, including community groups and residents. The comparative analysis also supports the case for a Recreation Director because the majority of similarly sized communities that were reviewed have at least one staff member who fills the Recreation Director role.

Contract Support

The Village has had significant issues in retaining senior level positions for multiple years at a time. This staff turn over has created significant loss of institutional knowledge and has affected the continuity and development of recreational services. For this reason, it is recommended that the Village hire a Contract Resource with deep experience in recreation, parks and culture who will provide planning support and continuity of services during transitional periods. This resource should also assist with recruitment, training, and mentorship of the Recreation Director.



Recommended Action Items

- › Hire a full-time Recreation Director.
- › Secure the services of a Contract Resource to provide planning support, continuity of services, and recruitment/training of the Recreation Director.



Timeline for Implementation

Short



Preliminary Budget Allowance - Operations*

\$75K - \$100K (Recreation Director)
\$15K - \$25K (Contract Resource Support)



Preliminary Budget Allowance - Capital*

Not applicable.

PHASE 1

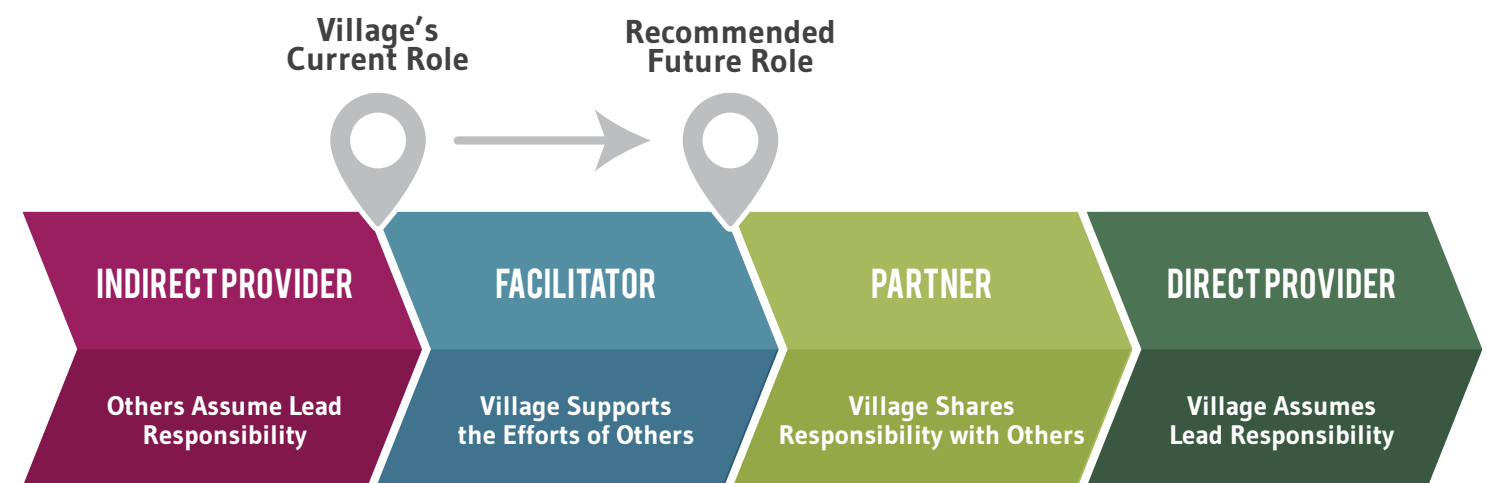
1. Determine Feasibility of Adding a New Multipurpose Facility that includes Aquatics, Fitness, and Multipurpose Space
2. Address the Need for Aquatics Programming
3. Address the Gap in Recreation Staffing
- 4. Expand the Role of the Village in Service Delivery**
5. Collaborate with CAFN
6. Capital Project Evaluation

4. Expand the Role of the Village in Service Delivery



A core strength of the community is the level of involvement from volunteers in recreation service delivery. In order to build upon this strength there is an opportunity for the Village to become more involved in nurturing its partnerships with citizens. As described earlier in this report, the Village’s current role in recreation, parks, and culture service delivery is best described as a mix between Indirect Provider and Facilitator. Figure 7 describes the current role of the Village along a continuum of municipal service delivery. It is recommended that the Village considers taking a larger role in service delivery in the future and move along the continuum toward a Partner level where the Village would further share the responsibility of delivery with others. See Appendix G for an explanation of service delivery approaches.

Figure 7. Role of the Village in Recreation, Parks, and Culture Service Delivery



Recommended Action Item

- › Consider an expanded role for the Village in the direct delivery of services and the support of community groups.



Timeline for Implementation

Short



Preliminary Budget Allowance - Operations*

No significant change (assuming a Recreation Director is hired).



Preliminary Budget Allowance - Capital*

Not applicable.

PHASE 1

1. Determine Feasibility of Adding a New Multipurpose Facility that includes Aquatics, Fitness, and Multipurpose Space
2. Address the Need for Aquatics Programming
3. Address the Gap in Recreation Staffing
4. Expand the Role of the Village in Service Delivery
- 5. Collaborate with CAFN**
6. Capital Project Evaluation

5. Collaborate with CAFN



By working together, the Village and CAFN could be better positioned to address shared challenges, develop joint initiatives, create opportunities for economic growth, and develop their community. Enhancing this partnership may also minimize the duplication of services, provide increased funding opportunities, build a stronger community, and support shared goals of sustainability, well-being, and prosperity for all residents.



Recommended Action Items

- › Arrange joint meetings and/or workshops between Village and CAFN representatives to discuss the findings and recommendations of the needs assessment and explore potential projects that the two organizations can collaborate on.
- › Maintain regular and open lines of communication with CAFN to provide updates on the completion of action items.
- › Work with CAFN to complete a communication strategy for recreation opportunities for both communities.
- › Continue having a Village representative attend CAFN's monthly interagency meetings.



Timeline for Implementation

Short (and ongoing after that)



Preliminary Budget Allowance - Operations*

No significant change (assuming the utilization of internal resources)



Preliminary Budget Allowance - Capital*

Not applicable.

PHASE 1

1. Determine Feasibility of Adding a New Multipurpose Facility that includes Aquatics, Fitness, and Multipurpose Space
2. Address the Need for Aquatics Programming
3. Address the Gap in Recreation Staffing
4. Expand the Role of the Village in Service Delivery
5. Collaborate with CAFN
6. **Capital Project Evaluation**

6. Capital Project Evaluation



A formalized and data-based process for evaluating new capital projects and new partnerships is needed to ensure capital projects that are funded provide adequate value for taxpayer investment. The Village should consider adopting the following business case and partnership framework.

Feasibility Study and Business Case Development

Budgeting for new facilities requires advanced analysis and planning in order to properly estimate resource requirements, prove the need for new infrastructure exists, and to gain support from the public and from funders. The analysis and business planning process often begins years before construction takes place to ensure adequate time for engagement and planning, and to confirm that the necessary funds are budgeted to begin construction.

The Village should consider starting the process when certain indicators show that new facility development is required. This can include facilities reaching end of life, growth in market size, facilities reaching capacity, or demand for new facilities that are not provided within the market area. Proper analysis and business planning is a multi-step process, involving a high level of engagement of both the Village and the public. See Appendix H for a recommended outline of the process.

Criteria for Evaluating Major Capital Development Projects

Appendix H also describes a set of criteria that can be used by the Village to evaluate business cases for major capital funding. Business cases may be submitted by external partners seeking funding from the Village or developed by the Village itself.



Timeline for Implementation

Short (and ongoing after that)



Preliminary Budget Allowance - Operations*

No significant change if completed internally. If outside resources are accessed, costs will vary depending on scope.



Preliminary Budget Allowance - Capital*

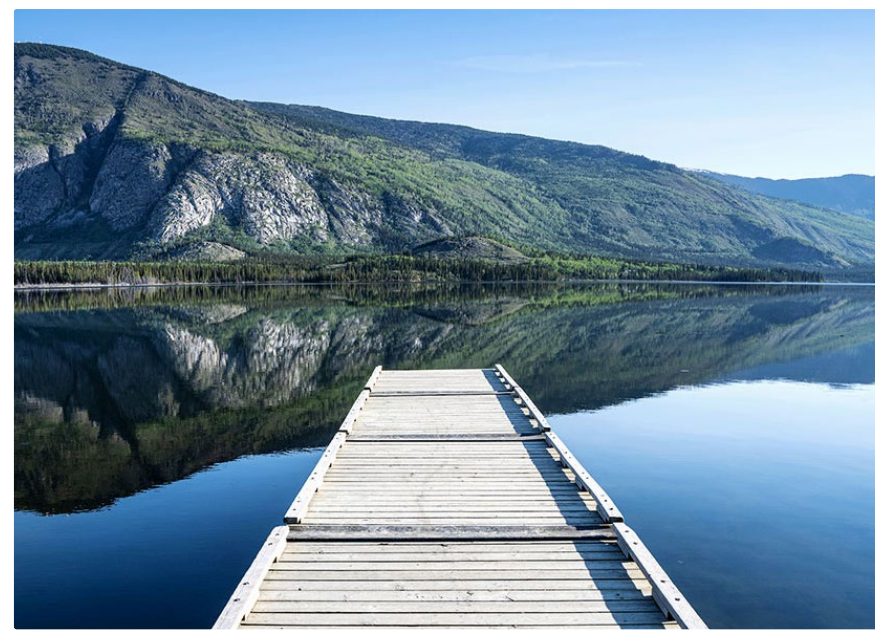
Not applicable.

PHASE 2

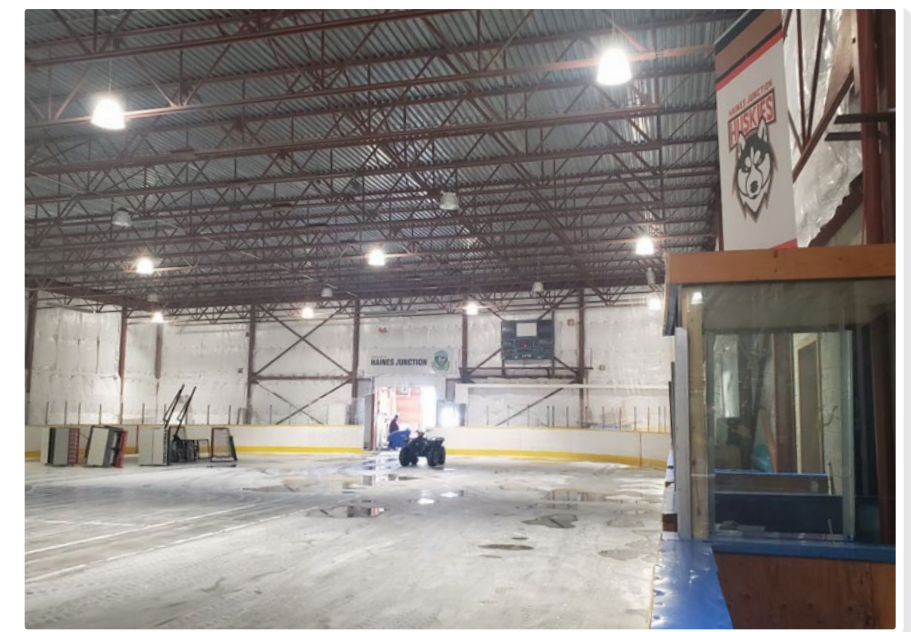
1. Expand and Enhance Programming for All Ages
2. Conduct a Condition Assessment for the Arena

Phase 2 Recommendations

Phase 2 focuses on addressing high priority program and facility needs in the community.



*Pine Lake Trail
Photo Credit: Trans Canada Trail*



*Bill Brewster Arena
Photo Credit: Expedition Management Consulting Ltd.*

PHASE 2

1. Expand and Enhance Programming for All Ages
2. Conduct a Condition Assessment for the Arena

1. Expand and Enhance Programming for All Ages



There is a need for expanded and enhanced recreation programming in Haines Junction. 59% of respondents in the resident survey indicated they are unsatisfied with recreation programs in the community. A further 65% of respondents indicated programs not being offered prevents them from participating in recreation activities more often.

To address the need for expanded and enhanced recreation programs, the Village should develop program plans that clearly outline:

- a. The current program offerings available in the Village (including partner-run programs).
- b. The program demands from the public.
- c. How the Village and its partners in recreation will meet those demands through program offerings.

Program plans can be separated based on programming streams, age, or other themes (e.g. indoor vs. outdoor). However the plans are separated, it is crucial that the plans speak to one another to take advantage of opportunities for synergy and avoidance of service duplication.



Timeline for Implementation

Medium



Preliminary Budget Allowance - Operations*

It is assumed internal resources will cover programming activities, with the exception of allocating \$2K - \$3K for equipment purchases or contracting purposes.



Preliminary Budget Allowance - Capital*

Not applicable.



PHASE 2

1. Expand and Enhance Programming for All Ages
2. Conduct a Condition Assessment for the Arena

Fitness Programming

Fitness programs were the second most requested program from the resident survey. The Village may want to consider offering a variety of fitness programming outdoors to allow participants to enjoy nature. Outdoor fitness programming throughout the winter could be developed for participants that enjoy a more challenging fitness experience.



Recommended Action Items

- › Develop and implement a variety of fitness programming that makes use of outdoor spaces and environments such as outdoor yoga, cardio, bodyweight bootcamp and a variety of other classes for all levels of fitness.
- › Expand partnerships with contract instructors to extend the range of fitness programs available.
- › If there are no instructors available to offer the programs, consider applying to the Recreation and Parks Association of the Yukon's RHEAL Leaders Program to receive support in training of fitness certifications.

Educational and Skill-building Programming

Educational and skill-building programs were the third most requested program from the resident survey and trail programs were the fifth most requested program. Program ideas such as cooking classes and babysitting courses were mentioned throughout the engagement process.



Recommended Action Item

- › Develop and implement a variety of programming for all ages such as orienteering courses, cooking classes, bike repair classes, and running clubs.



PHASE 2

1. Expand and Enhance Programming for All Ages
2. Conduct a Condition Assessment for the Arena

Children and Youth Programs

More programming for children and youth was the fourth most requested program from the resident survey. Levels of satisfaction for recreation opportunities were reported relatively low for children and youth in the resident survey. There were requests for increased availability of year-round children and youth programming, providing them with the chance to develop skills and participate in beneficial and constructive activities.



Recommended Action Items

- › Develop and implement a variety of programs for children and youth encompassing various areas of interest and developmental needs.
- › Provide a range of programming that utilizes the outdoor environment. Potential programs could include nature-based programs, organizing adventure camps, promoting environmental stewardship, and encouraging physical fitness through outdoor sports and recreational activities.

Outdoor Winter Programming

The Village should consider expanding the number of outdoor programs offered in the winter months. These programs would offer residents an excellent opportunity to participate year-round and make the most of Canada's long winter season.



PHASE 2

1. Expand and Enhance Programming for All Ages
2. **Conduct a Condition Assessment for the Arena**

2. Conduct a Condition Assessment for the Arena



Rationale:

- › A condition assessment has not been completed for the arena which leaves a knowledge gap for infrastructure planning and budgeting. There could be considerable lifecycle maintenance costs that the Village is currently unaware of.



Recommended Action Item

1. Conduct a condition assessment of the arena.

Note that condition assessments should evaluate the current condition of the building's structure, envelope, mechanical and electrical systems, interior finishes, life safety components, accessibility, and site/grounds, and include recommendations and estimated costs for maintaining the building.



Timeline for Implementation

Short



Preliminary Budget Allowance - Operations*

\$20K - \$30K



Preliminary Budget Allowance - Capital*

Not applicable.



*Bill Brewster Arena
Photo Credit: Expedition Management Consulting Ltd.*

Other Needs Identified Through the Process

1. Trails and Pathways
2. Bike Skills Park/Pump Track
3. Festival and Event Space
4. Indoor Play Space
5. Skate Park
6. Climbing Wall
7. Signage and Marketing
8. Upgrade and Maintain Existing Facilities
9. Basketball Court
10. Maintain Rectangular Field
11. Ball Diamond

Other Needs Identified Through the Process

The following provides information on other needs that were identified through the needs assessment. These are to be addressed as resources and funding allows, following the completion of Phases 1 and 2.

1. Trails and Pathways

Trails and pathways were the second most requested outdoor facility from the resident survey. Requests included the presence of accessible trails across the Village that cater to recreational walking and biking activities. Additionally, during the community engagement process, there was demand expressed for mountain bike trails within the area.



2. Bike Skills Park/Pump Track

The resident survey identified a bike skills park/pump track as the most requested new outdoor facility. A bike skills park/pump track is designed to offer bikers a range of jumps and other features where they can both enjoy and enhance their riding abilities.



3. Festival and Event Space

According to the resident survey, festival and event space ranked as the third most requested outdoor facility. Festival and event space serves as a vibrant hub for community events, featuring amenities such as a small stage, greenspace, washrooms, and utility hook-ups to facilitate the hosting of events with access to power.



4. Indoor Play Space

Indoor play space was the fourth most requested indoor facility that was identified from the resident survey. The engagement process further highlighted the need for an indoor space dedicated to families with young children. Currently, the Village lacks a year-round indoor play area to cater to this need.



Other Needs Identified Through the Process

1. Trails and Pathways
2. Bike Skills Park/Pump Track
3. Festival and Event Space
4. Indoor Play Space
5. **Skate Park**
6. **Climbing Wall**
7. **Signage and Marketing**
8. Upgrade and Maintain Existing Facilities
9. Basketball Court
10. Maintain Rectangular Field
11. Ball Diamond

5. Skatepark

Throughout the community engagement process participants expressed the need for enhancements to the skatepark. Enhancements may include additional amenities such as bowls, flyouts, and pipes. There is currently an indoor mobile skatepark that is set up in the Bill Brewster Arena during the off season.



6. Climbing Wall

According to the resident survey, a climbing wall was the third most requested indoor facility. Currently, the only available climbing wall is located in the school, with restrictions on individual use and a requirement for proper certification. There are logistical challenges that need careful consideration to assess the feasibility of developing a climbing wall, such as ensuring the availability of trained staff. In light of these challenges, an alternative option worth considering is the development of a bouldering wall. Unlike a traditional climbing wall, a bouldering wall does not require climbing certifications to use.



7. Signage and Marketing

One of the top barriers to increased participation as identified by respondents to the resident survey is a lack of awareness regarding services, facilities, and programs. A signage program will improve user experience, allowing individuals to navigate trails effectively. Proper signage not only addresses the identified barrier of lack of awareness but also enhances the overall user experience within the community.



Other Needs Identified Through the Process

1. Trails and Pathways
2. Bike Skills Park/Pump Track
3. Festival and Event Space
4. Indoor Play Space
5. Skate Park
6. Climbing Wall
7. Signage and Marketing
- 8. Upgrade and Maintain Existing Facilities**
9. Basketball Court
10. Maintain Rectangular Field
11. Ball Diamond

8. Upgrade and Maintain Existing Facilities

8.1 Mezzanine

The Mezzanine is used by community groups, fitness classes, meetings, and private bookings. User groups have indicated the need for a working elevator and storage space for program equipment.



8.2 Grand Hall

The Grand Hall is used by community groups and for community events. User groups have indicated the need for upgrades including a new lighting system and upgrades to the kitchen facility.



8.3 Arena

The Bill Brewster Arena is well used by the community. It was indicated throughout the engagement process that minor enhancements are needed including a dehumidifier.



Other Needs Identified Through the Process

1. Trails and Pathways
2. Bike Skills Park/Pump Track
3. Festival and Event Space
4. Indoor Play Space
5. Skate Park
6. Climbing Wall
7. Signage and Marketing
8. Upgrade and Maintain Existing Facilities
- 9. Basketball Court**
- 10. Maintain Rectangular Field**
- 11. Ball Diamond**

9. Basketball Court

Replacing the basketball court was identified throughout the engagement process.



10. Maintain Rectangular Field

Regular maintenance of the rectangular field was requested in the community group survey. The Village's rectangular field is utilized by Haines Junction Football Club. Through the engagement process it was indicated that consistent upkeep of the field could open up opportunities for the Village to host additional soccer tournaments. The maintenance requests for the field included annual fertilization as well as ongoing upkeep to address issues such as maintaining the grass and addressing gopher holes. The Village may want to consider working with the local school to make these enhancements.



11. Ball Diamond

Upgrades to the ball diamond was identified throughout the engagement process. In addition to upgrades, it was also recognized that there is potential to add another ball diamond, which would allow the Village to host tournaments.



Implementation Planning and Considerations

1. Collaboration and Planning Forms with Community Groups
2. Develop a Tourism Strategy
3. Review the Recreation Facility Rental Policy

Implementation Planning and Considerations

1. Collaboration and Planning Forums with Community Groups

Initiating a planning forum for community groups fosters communication and cooperation among different groups, allowing them to share resources, knowledge, and expertise. A collaboration would enhance the overall efficiency and effectiveness of recreational initiatives and reduce duplication efforts. Additionally, forums would ensure that the Village's vision and goals are reflected in the activities and initiatives of the community groups.



Recommended Action Item

1. The Village should seek to host regular recreation forums for residents and community groups to improve communication and collaboration.

2. Develop a Tourism Strategy

Many of the amenities identified in the recreational needs assessment could also attract visitors, new residents and investors. To capitalize on the potential of tourism as a means to expand the local economy and benefit residents, it is recommended that the Village undertake the development of a tourism strategy. The strategy should outline a collective vision, clarify the Village's approach, identify target markets and opportunities for product development, establish a framework for collaboration among the community, and provide overall guidance to the sustainable growth of tourism in Haines Junction. The strategy should align with the Recreational Needs Assessment and other community plans and strategies.



Recommended Action Item

1. Move forward with the development of a Tourism Strategy.

3. Review the Recreation Facility Rental Policy

It was noted throughout the engagement process that community groups may be replaced from their facility booking to accommodate paid bookings. This provides challenges for the affected community groups, as their planned programs might need to be moved or rescheduled.



Recommended Action Item

1. Review the Recreation Facility Rental Policy.

7

Conclusion





Conclusion

The Haines Junction Recreational Needs Assessment puts forward a strategic direction that will guide the community towards its vision of fostering collective collaboration to address service gaps.

Achieving this vision will require ongoing investment, proactive planning, and collaborative efforts from the Village, community groups, residents, and partners. By uniting as a community, Haines Junction will become a place where individuals can continue to come together to partake in and appreciate the benefits of recreation.

8

Appendices



Appendix A – Recreation Facility Inventory

Indoor Facilities

St. Elias Convention Centre

Situated on Backe Street, the St. Elias Convention Centre offers a host of amenities for various events and programs. The facility features a range of meeting rooms spanning from 340 to 4,000 square feet, along with a central registration area, office space, audio-visual equipment, and ample exhibit space. Furthermore, the Grand Hall has a dining capacity of over 200 guests, complemented by retractable theatre-style seating for up to 258 individuals.²⁰

Bill Brewster Arena and Mezzanine

The Bill Brewster Arena and Mezzanine are located next to the St. Elias Convention Centre. The arena features a single sheet of indoor ice, washrooms, and changerooms, and operates from mid-October to the end of March. The Mezzanine is located in the arena. It is also attached to the Convention Centre though an overhead walkway. The upper level comprises of a viewing area, multipurpose space, washrooms and a kitchen, while the lower level consists of movable wooden bleachers.²¹

Da Kų Cultural Centre

The Da Kų Cultural Centre was built by the Champagne and Aishihik First Nations (CAFN) and opened to the public in 2012.²² The facility is owned by the Champagne and Aishihik First Nations and is built on CAFN Settlement Land.²³ The space serves as an educational, curatorial, and interpretive facility that offers a diverse range of programming. The Centre houses two other agencies including Parks Canada Kluane National Park Visitor Centre and Yukon Government Visitor Information Centre.²⁴

CAFN Youth Centre

The CAFN operates a Youth Centre in the community. The facility features a main room with a variety of games, seating, and washrooms. The Centre also consists of a small room with a stove and storage.

CAFN Mun Kų Facility

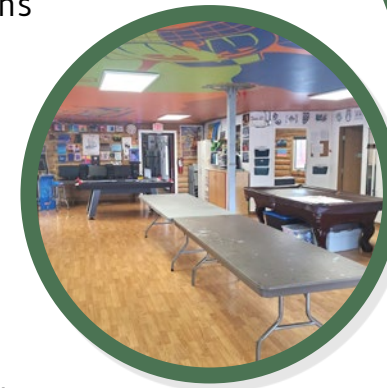
The CAFN Mun Kų houses a small fitness centre and multipurpose space. The fitness centre is 20'x20' with a small selection of machines.

St. Elias Community School

Located on St. Elias St., the St. Elias Community School features indoor recreation options for community groups and bookings including a gymnasium, weight room, and climbing wall.

Swimming Pool

The swimming pool is located in the recreational block in the Village, which also includes the Convention Centre and Bill Brewster Arena. The swimming pool has four lanes and includes a deep and shallow end. In addition to the swimming pool, the facility has washrooms, changerooms, an office, and storage areas. The swimming pool has been non-operational since 2017.



Outdoor Facilities

Lions Playground

The playground structure features a slide, swings, and a pair of ride-on animals.

Tomlin Hill

Tomlin Hill is located at Logan and Kennedy Streets. It is utilized for sledding in the winter. At the top of the hill there are covered picnic benches, a fire pit, and seating options.

Outdoor Basketball Court and Skatepark

The outdoor basketball court has two hoops with two pole-mounted lights. Directly south of the basketball court is the skateboard park which features a small cement skateboard ramp.²⁵

Baseball Diamond

The baseball diamond features three sets of wooden bleachers that can hold up to 150 people.

Rectangular Field

The multipurpose rectangular field is used for outdoor recreation activities and is located at the St. Elias Community School.

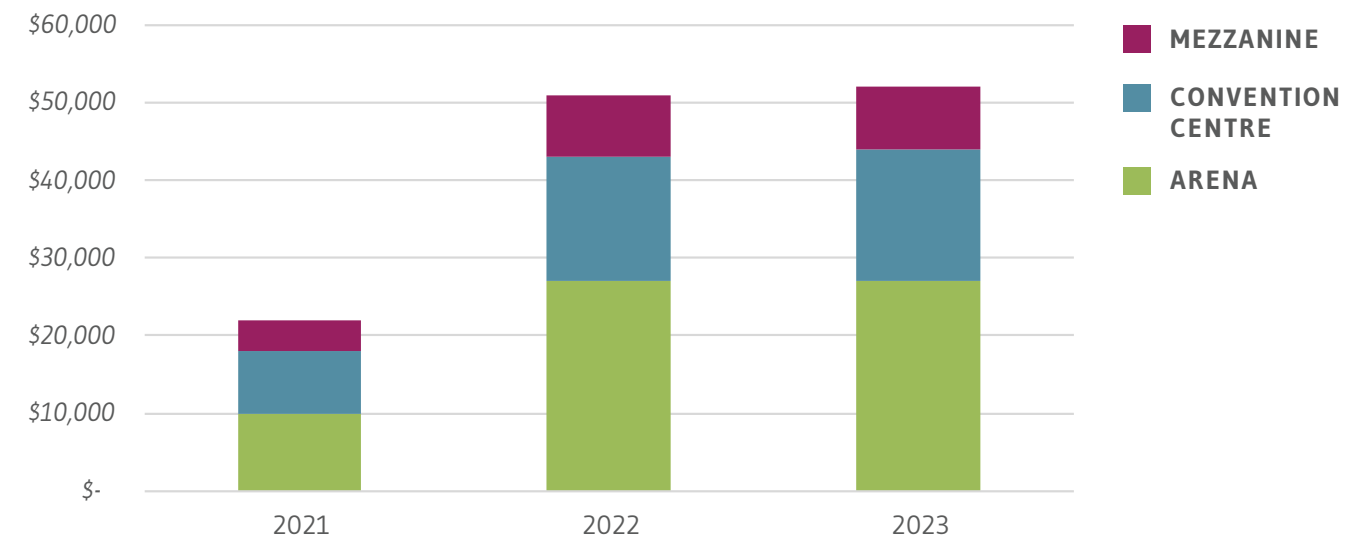


Appendix B – Expanded Financial Analysis

Operational Revenues for Indoor Facilities

Operational revenues for indoor recreation facilities are largely driven by the Bill Brewster Arena and Convention Centre. As per the Village’s Operating Budget, from 2021 to 2023, the average annual revenue for facilities was \$41,667. See Figure 8 for a breakdown of indoor facility revenue sources.

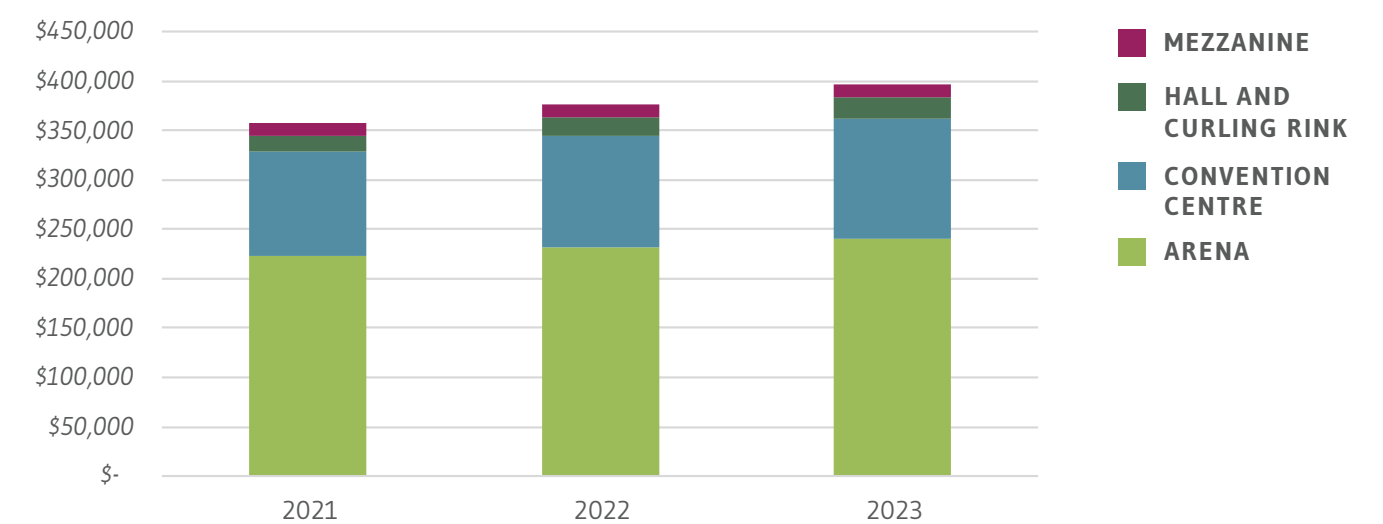
Figure 8. Operational Revenues from Indoor Recreation Facilities (2021-2023 Operating Budget)



Operational Expenses for Indoor Facilities

Operational expenses are primarily driven by the Bill Brewster Arena and Convention Centre. According to the Village’s Operating Budget, from 2021 to 2023, the average annual expenses for recreation facilities was \$376,667. See Figure 9 for a breakdown of indoor facility operational expenses.

Figure 9. Operational Expenses from Indoor Recreation Facilities (2021-2023 Operating Budget)



Facility Cost Recovery Rates

A three-year average of revenues and expenses was calculated to determine cost recovery rates for indoor recreation facilities in Haines Junction. The Arena was the most resource intensive facility with an average annual tax support of \$210,000. This was followed by the Convention Centre (\$100,333), and the Hall and Curling Rink (\$18,333). See Figure 10 for additional information.

Figure 10. Recreation Facility Cost Recovery Analysis*

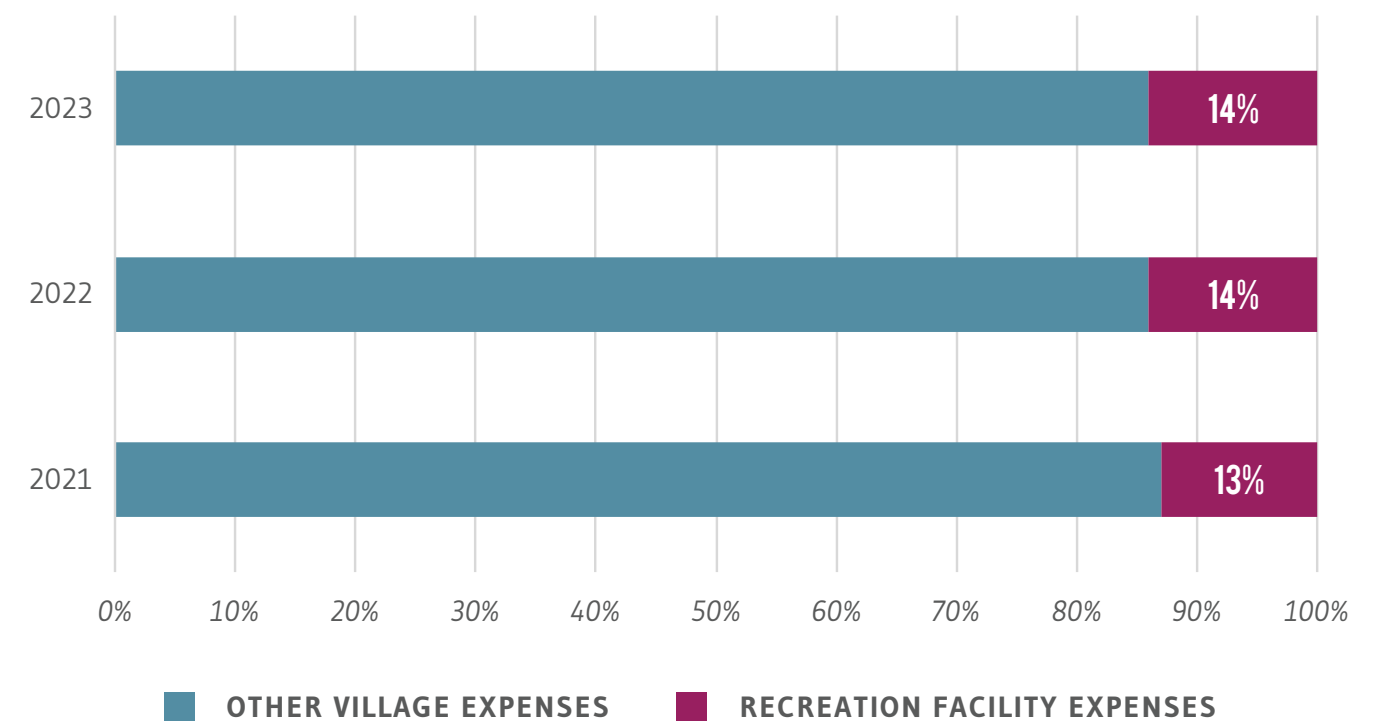
Facility	Revenue (Operating Budget)	Expenses (Operating Budget)	Tax Support	Cost Recovery Rate (%)
Convention Centre	\$13,667	\$114,000	-\$ 100,333	12%
Mezzanine	\$6,667	\$13,000	-\$ 6,333	51%
Hall and Curling Rink	\$-	\$18,333	-\$ 18,333	0%
Arena	\$21,333	\$231,333	-\$ 210,000	9%

*Figures were calculated using a three-year average sourced from the Village of Haines Junction Operating Budget (2021-2023).

Operational Expenses Compared to the Village of Haines Junction

Operational expenses associated with indoor recreation facilities represented 13% of total Village expenditures in 2021 and rose to 14% in 2022 and 2023. Figure 11 shows these facility expenses compared to total Village expenses from 2021-2023.

Figure 11. Indoor Recreation Expenses compared to Total Village Expenses



Appendix C – Expanded Strategic Alignment Analysis

The following figure outlines the strategic alignment of the Needs Assessment with municipal, territorial, and national plans.

Figure 12. Strategic Alignment Summary

<p>Village of Haines Junction Council Priorities (2022 – 2024)²⁶</p> <p>Represents Council’s priorities for Haines Junction for the years 2022 – 2024. Council has the following priorities related to recreation.</p> <ul style="list-style-type: none"> › Identifying a range of recreational opportunities and exploring potential partnerships. › Updating the trails maintenance policy. › Planning for growth. › Building intergovernmental relationships with First Nations, Territorial and Federal governments. › Look into communication options for collaboration between community groups and volunteers. › Advocate to YG to ensure volunteers receive support, recognition, and compensation. › Protection of the environment and natural surroundings. 	<p>Village of Haines Junction Official Community Plan (2021)²⁷</p> <p>Represents a collective community vision for the Village. The plan has the following policies regarding recreation facilities.</p> <ul style="list-style-type: none"> › The Municipality should maintain and improve lands and facilities intended for public use. › The Municipality should meet community needs while offering diverse recreational opportunities for residents. › The Municipality should support recreation programs and infrastructure that align with current and future recreation trends. › Recreational facilities should be clustered together or housed in a multi-purpose facility to encourage an active lifestyle. › Recreation facilities should be connected to the trail network whenever possible. › The Municipality should encourage year-round indoor and outdoor activities for people of all ages. <p>The plan outlines policies that focus on the preservation, connectivity, and enhancement of parks, open spaces, pathways, and trails. These policies aim to create a walkable environment and enhance the overall well-being of the community.</p>
<p>Haines Junction Community Recreation Plan: 2015-2024²⁸</p> <p>The purpose of the Community Recreation Plan was intended to come from and represent the residents of Haines Junction regarding recreation needs. The plan had five goals, 20 objectives, and 41 strategies for the Village to achieve a vibrant and healthy community. The goals of the plan included:</p> <ul style="list-style-type: none"> › Maximize existing and future infrastructure to facilitate recreation. › Support, empower and engage a vibrant volunteer community. › Motivate families and individuals to be healthy and active. › Showcase and promote use of the community’s unique assets. › Foster an inclusive, diverse, and accessible recreation environment. 	<p>Haines Junction Community Recreation Plan: 2015-2024 Implementation Plan²⁹</p> <p>The Implementation Plan identified opportunities that could be explored during plan implementation. The plan identified the following implementation items.</p> <ul style="list-style-type: none"> › Partnership opportunities such as Champagne and Aishihik First Nations, Kluane National Park and Reserve, St. Elias Seniors Society, and Yukon College Campus. › Potential resources for the Village in implementing the Plan including Yukon Youth Conservation Corps, other Municipalities, Recreation and Parks Association of the Yukon, and Yukon Government Sport and Recreation.

Haines Junction Infrastructure Prioritization (2010)³⁰

Several recreation facilities were aging and required repairs or replacement. Council engaged in a prioritization exercise to determine the areas of greatest need. The outcome of the exercise yielded the following ranking:

- › Arena
- › Pool
- › Curling Rink
- › Community Hall
- › Trails
- › Convention Centre
- › Playground

Village of Haines Junction Integrated Community Sustainability Plan (2007)³¹

Provides long-term goals and sustainability objectives for Haines Junction. The plan has the following goals regarding recreation.

- › The Municipality's focus is to support the development of opportunities related to healthy living and outdoor experiences.
- › The Municipality will aim to maintain and upgrade recreational programming, facilities, and outdoor opportunities.
- › The Municipality will enhance its ability to leverage recreational and cultural opportunities.
- › Expanded and more efficient recreational facilities.

Haines Junction Streetscape, Trail & Sign Strategy – A Master Plan (2006)³²

The purpose of the Master Plan was to identify specific areas for development and create a strategy for improvements to the Alaska Highway and Haines Road highway frontages, upgrades and expansion of the present trail system, and improvements to specific sites.

Government of Yukon Mandate Letter (2023)³³

The purpose of the mandate letter is to outline the objectives and priorities of the Minister of Community Services. The letter has the following points related to recreation:

- › Increase support for seniors' active living.
- › Understand future sport infrastructure needs and look for opportunities to partner.
- › Work on active transportation option improvements.

National Framework for Recreation: Pathways to Wellbeing (2015)³⁴

Provides a vision for recreation in Canada whereby everyone in Canada is engaged in meaningful, accessible recreation experiences that foster individual wellbeing, community wellbeing and the wellbeing of natural and built environments.

Canadian Sport for Life: Long-Term Athlete Development (2016)³⁵

Aims to build quality sport and physical literacy in Canada by addressing overall sport and physical activity from policy to program delivery.



Appendix D – Benchmarking Research

The figures in this section identify relative service level provision among Haines Junction and several comparator communities. Inventories were developed for each comparator’s indoor and outdoor recreation facilities through an online review. Ratios were then calculated to demonstrate facility-to-population service levels. It should be noted that while the process primarily focuses on municipally owned facilities, some facilities that are non-municipally owned but contribute to a community’s core recreation offerings have been included. This often includes facilities such as curling rinks, community halls, sports fields, etc. Therefore, communities may have additional facilities run by the private or not-for-profit sector that contribute to their service level provision. Green figures indicate Haines Junction is currently exceeding benchmarks for those facilities, while red figures indicate Haines Junction is below benchmark standards. Black figures indicate parity with comparator service level provisions.

Figure 13. Comparator Communities

Community	Haines Junction	Watson Lake	Carmacks	Mayo	Teslin	Carcross
Population*	1,012	1,491	577	449	490	478

*Population figures were acquired from 2022 Yukon Bureau of Statistics.

Figure 14. Indoor Facility Service Provision Comparison

Indoor Recreation Facilities	Haines Junction	Comparator Average	Watson Lake	Carmacks	Mayo	Teslin	Carcross
Swimming Pool	0	I/D	1 (1,491)	-	-	-	1 (478)
Ice Surfaces	1 (1,012)	752	1 (1,491)	1 (577)	1 (449)	1 (490)	-
Curling Sheets	0	I/D	1 (1,491)	-	-	3 (163)	
Fitness Centres	2 (506)***	752	1 (1,491)	1 (577)	1 (449)	1 (490)	-
Climbing Wall	1 (1,012)*	I/D	-	-	-	-	1 (478)
Community Centre/Hall	1 (1,012)	752	1 (1,491)	1 (577)	1(449)	1 (490)	-
Gymnasiums	1 (1,012)*	562	2 (746)	1 (577)	1 (449)*	-	1 (478)*
Youth Centres	1 (1,012)	I/D	1 (1,491)	1 (577)	-	-	-
Art/Culture/Museum Facilities	1 (1,012)	697	1 (1,491)	1 (577)	1 (449)	1 (490)	1 (478)

*School owned but available for community use.

**I/D indicated there was insufficient data to calculate a comparator average.

***Haines Junction has two fitness centres, one situated at the St. Elias Community School and the other at CAFN's Mun Ku facility. However, both facilities have limited public accessibility and a relatively small inventory of fitness equipment considering the size of the community.

Figure 15. Outdoor Facility Service Level Provision Comparison

Outdoor Recreation Facilities	Haines Junction	Comparator Average	Watson Lake	Carmacks	Mayo	Teslin	Carcross
Swimming Pool	0	I/D	-	-	1 (449)	-	-
Outdoor Rink	0	515	-	1 (577)	-	1 (490)	1 (478)
Ball Diamonds	1 (1,012)	498	3 (497)	1 (577)	1 (449)	1 (490)	1 (478)
Rectangular Fields	1 (1,012)	839	1 (1,491)	1 (577)	1 (449)	-	-
Tennis Courts	0	I/D	-	-	1 (449)	-	-
Basketball Courts	1 (1,012)	697	1 (1,491)	1 (577)	1 (449)	1 (490)	-
Parks/Playgrounds	2 (506)	244	7 (213)	1 (577)	3 (150)	4 (123)	3 (159)
Dog Parks	0	I/D	-	-	-	-	-
Sledding Hills	1 (1012)	I/D	-	1 (577)	-	-	-
Disc Golf Course	0	852	1 (1,491)	1 (577)	-	1 (490)	-
Skatepark	1 (1,012)	727	1 (1,491)	-	1 (449)	1 (490)	1 (478)

*I/D indicated there was insufficient data to calculate a comparator average.

Figure 16. Community Comparison for Recreation Staff

Community	Population	Recreation Staff
Haines Junction	1,012	None
Watson Lake	1,491	› Recreation Manager › Parks and Maintenance Supervisor
Carmacks	577	› Recreation Director › Recreation Assistant › Senior Program Leader › Junior Program Leader
Mayo	449	› Recreation Coordinator
Teslin	490	› Recreation Manager › Recreation Assistant
Carcross	478	None

Figure 17. Municipal Spending on Recreation Operations Comparative Analysis

Municipality	2022 Operational Expense – Recreation
Haines Junction	\$378,954
Watson Lake	\$1,022,511
Carmacks	\$793,908
Mayo	\$448,517
Average	\$660,973
Average (Comparators Only)	\$754,979

Figure 18. Ice Rental Rate Comparison

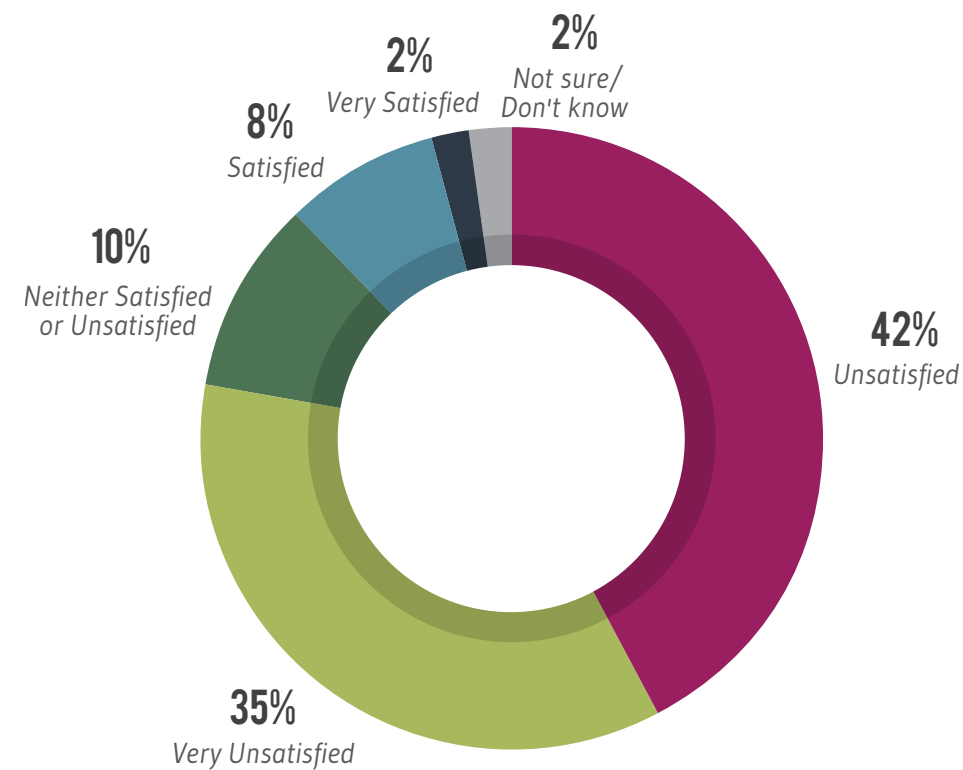
Facility	Ice Rental Rates
Haines Junction Bill Brewster Arena	› Adult Hourly Rate: \$75 › Youth Hourly Rate: \$50 › Adult Daily Rate (8 hours): \$500 › Youth Daily Rate (8 hours): \$300
Watson Lake Recreation Centre	› Adult Hourly Rate: \$78.75 › Youth Hourly Rate: \$52.50 › Adult Daily Rate (6 hours): \$500 › Youth Daily Rate (6 hours): \$300
Teslin Recreation Complex	› Adult Hourly Rate: \$60 › Youth Hourly Rate: \$25 › Adult and Youth Day Rate (10 hours): \$700
Art and Margaret Fry Recreation Centre, Dawson City	› Adult Hourly Rate: \$120 › Youth Hourly Rate: \$60 › Adult and Youth Day Rate: \$700 › Tournament Rate (Weekend): \$1,600
Canada Games Centre, Whitehorse	› Youth Non-Profit Hourly Prime Rate: \$109.05 › Youth Non-Profit Hourly Non-Prime Rate: \$81.81 › Adult Non-Profit Hourly Prime Rate: \$172 › Adult Non-Profit Hourly Non-Prime Rate: \$128.90 › Regular Rental Hourly Fee: \$220.24

Appendix E – Expanded Engagement Results

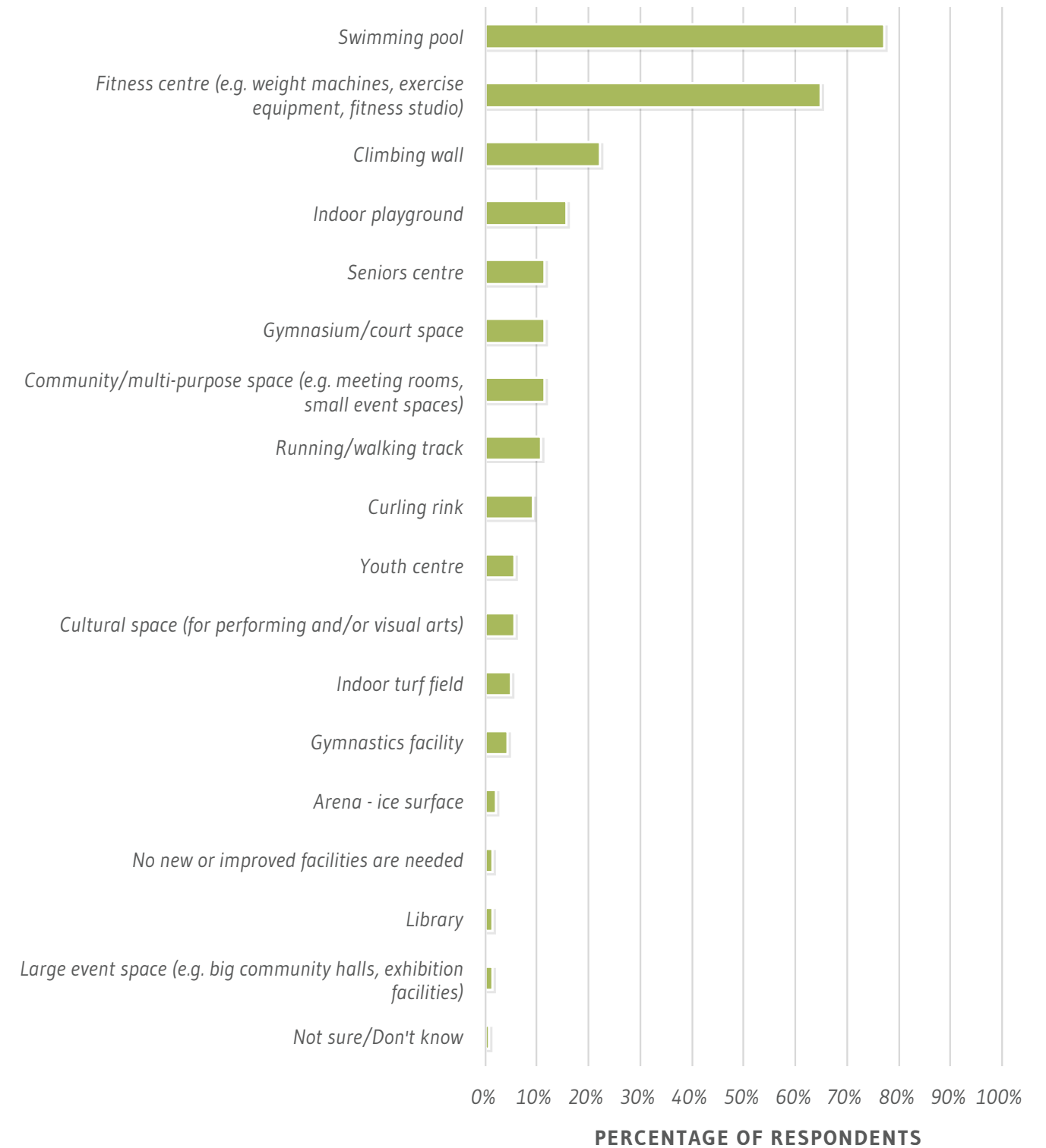
Resident Survey Results



Please rate your level of satisfaction with indoor facilities in Haines Junction.

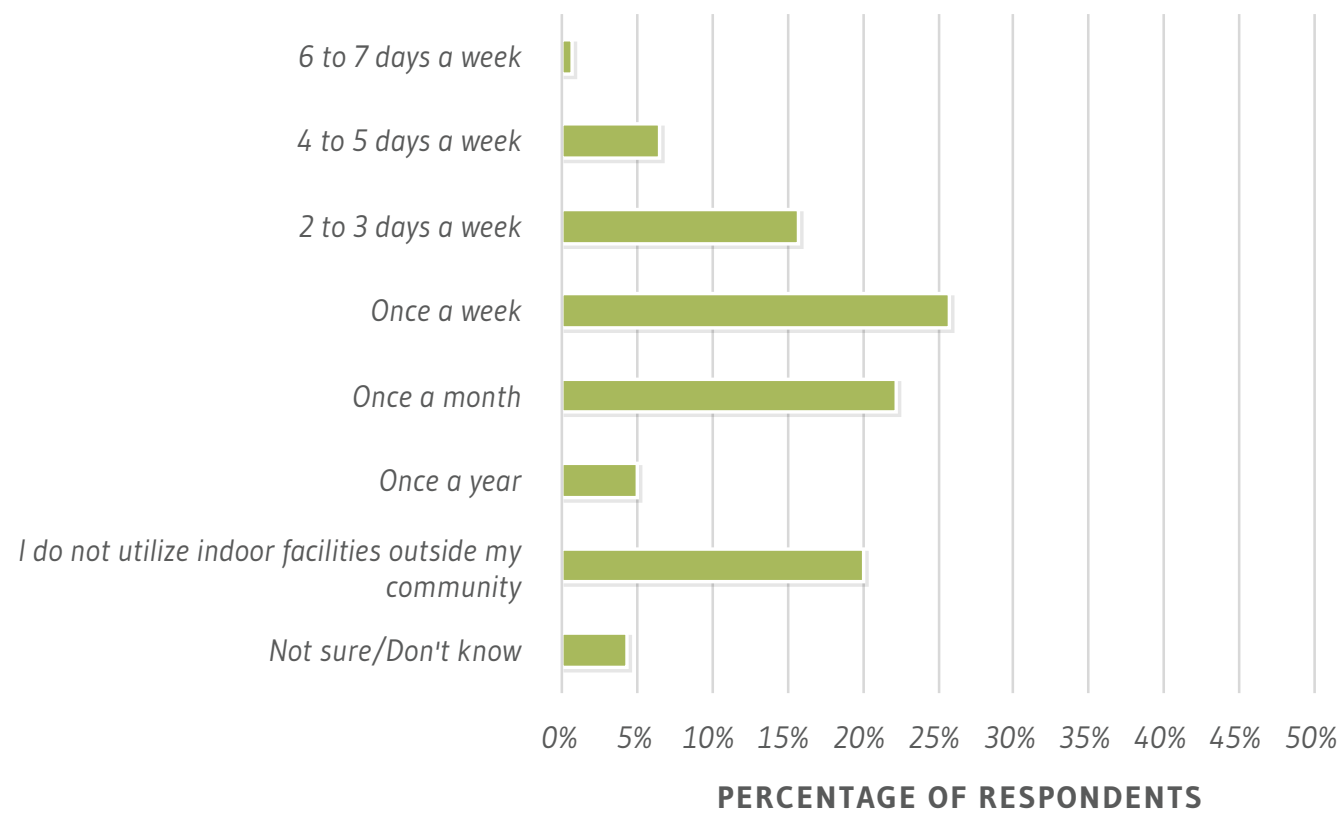


What, if any new or improved indoor recreation facilities are most needed in Haines Junction? Please select up to three options.





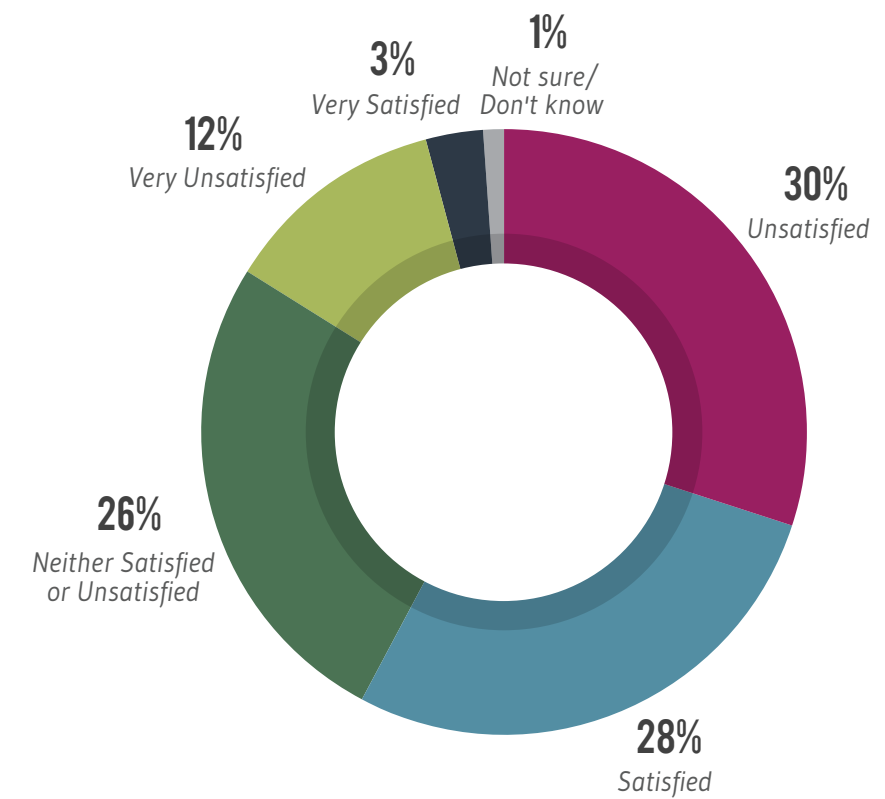
On average, how often do you travel outside the Village of Haines Junction to access indoor facilities?



Respondents accessed the Canada Games Centre, aquatic facilities, art spaces, fitness centres, and gymnastics facilities outside the Village of Haines Junction most often.

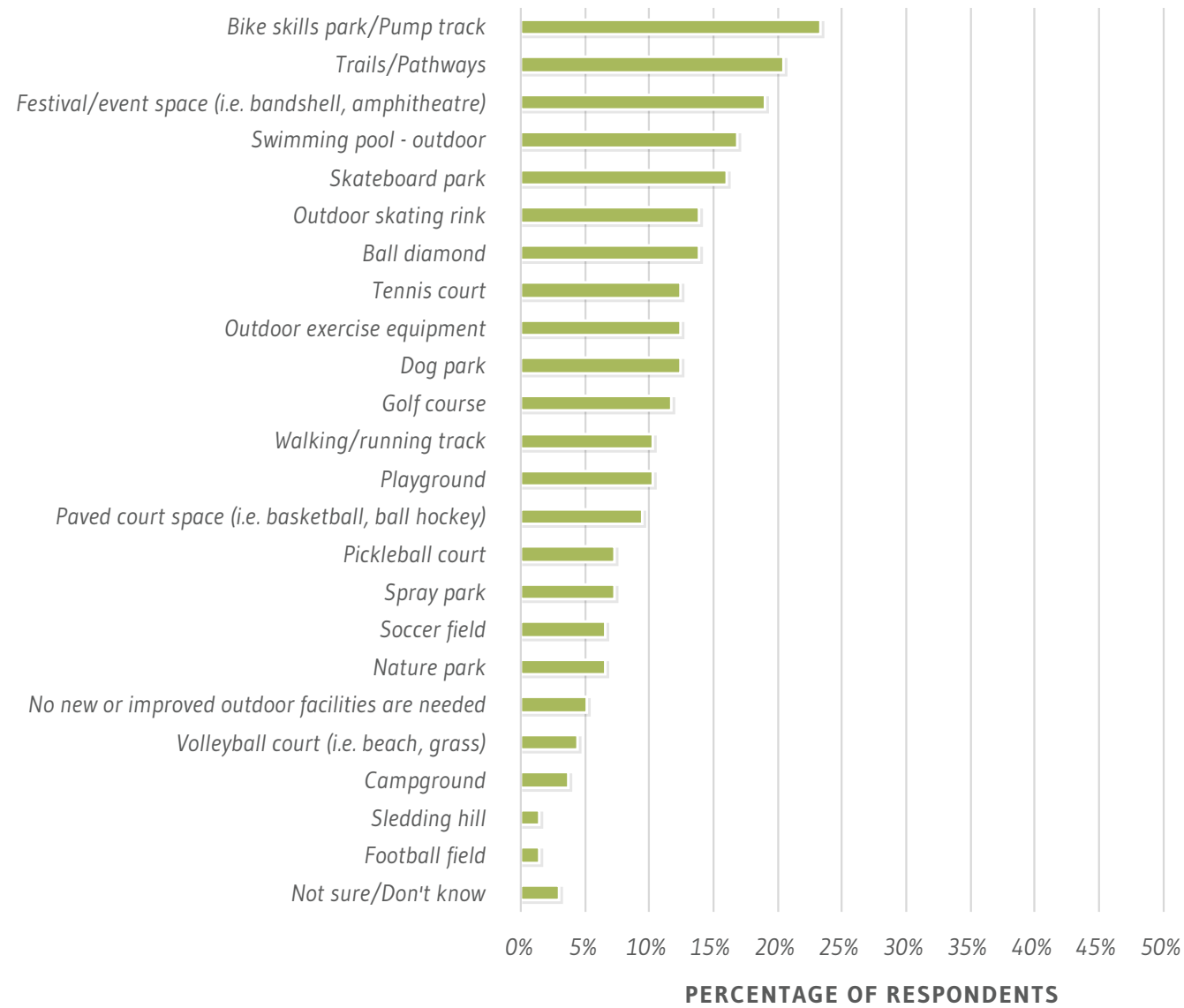


Please rate your level of satisfaction with outdoor facilities in Haines Junction.

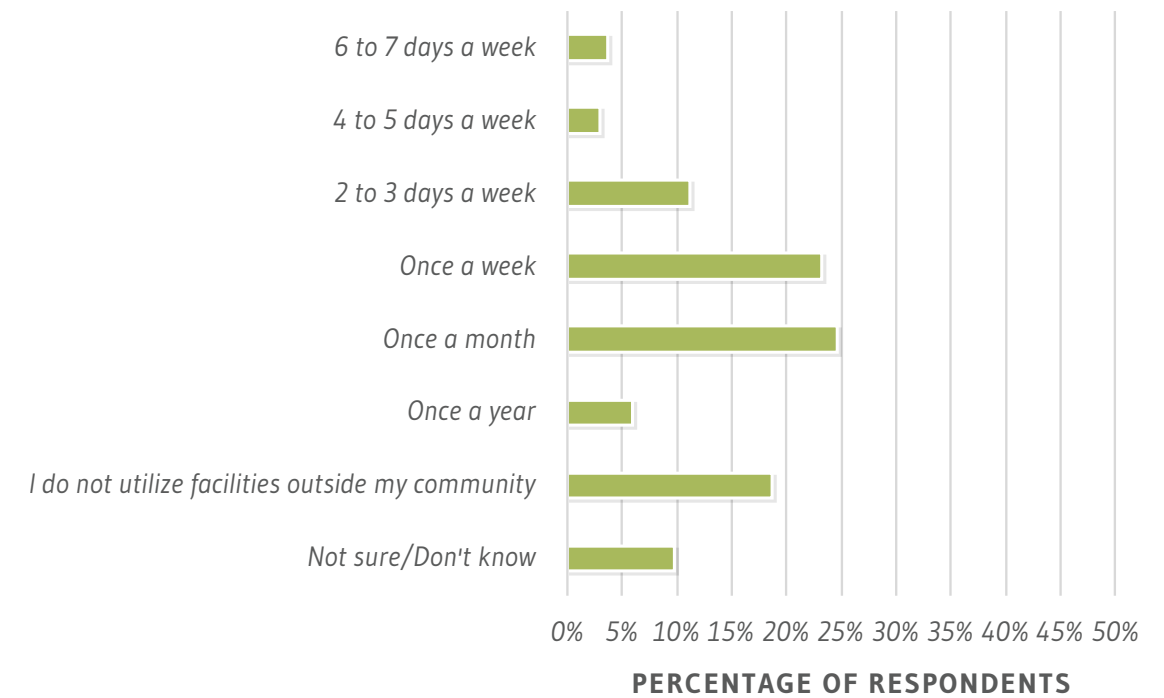




What, if any, new or improved outdoor recreation facilities are most needed in Haines Junction? Please select up to three options.



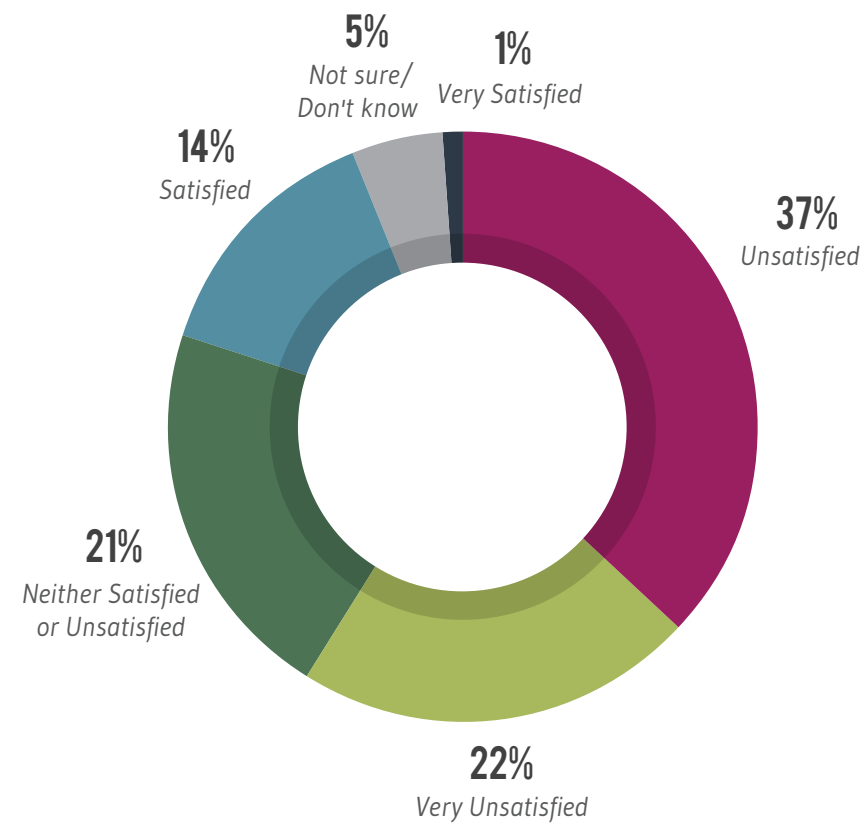
On average, how often do you travel outside the Village of Haines Junction to access outdoor facilities?



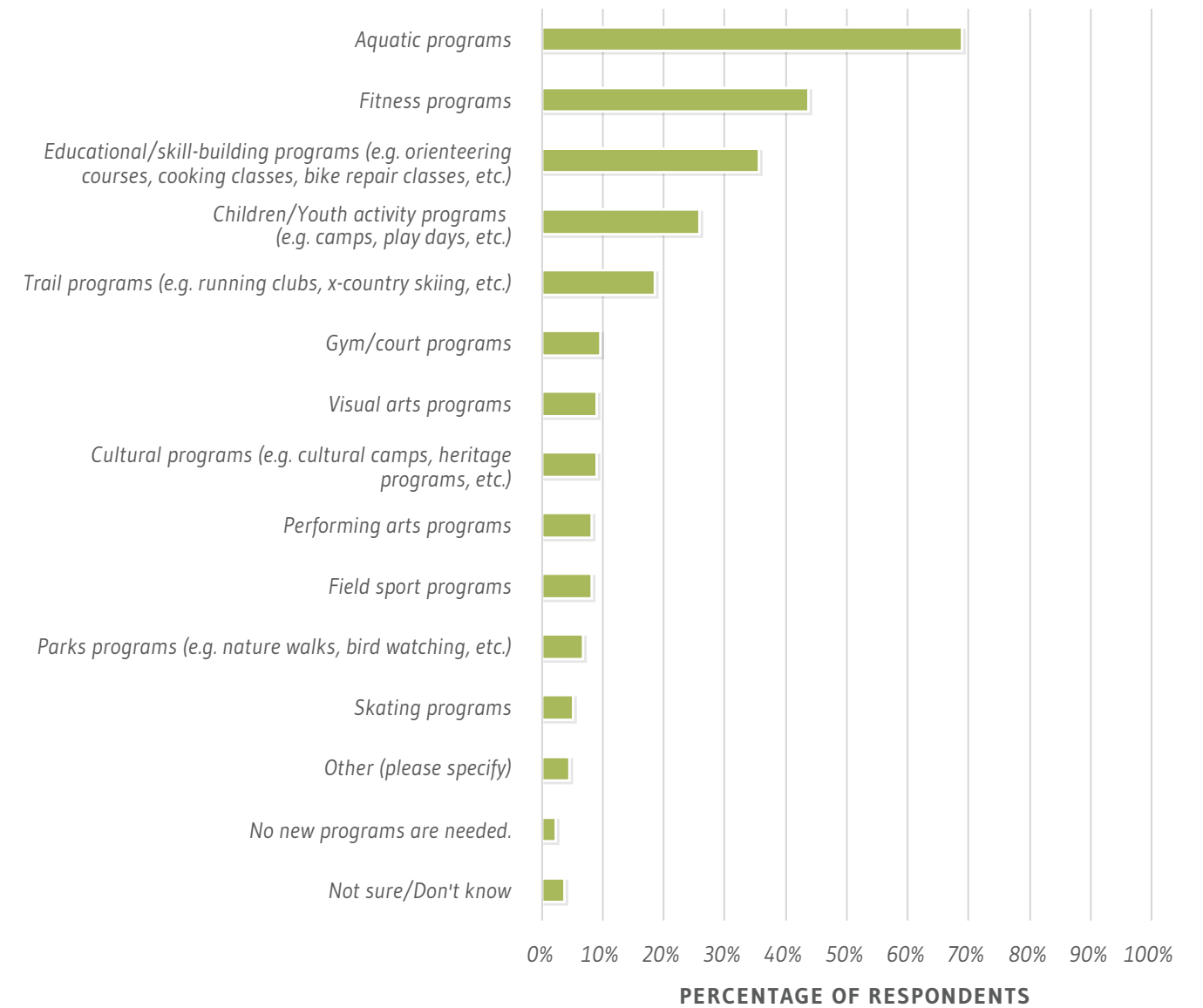
Respondents accessed cross country ski trails, walking trails, bike trails, parks, including skate and bike parks, and playgrounds outside the Village of Haines Junction most often.



Please rate your level of satisfaction with recreation programs in Haines Junction.



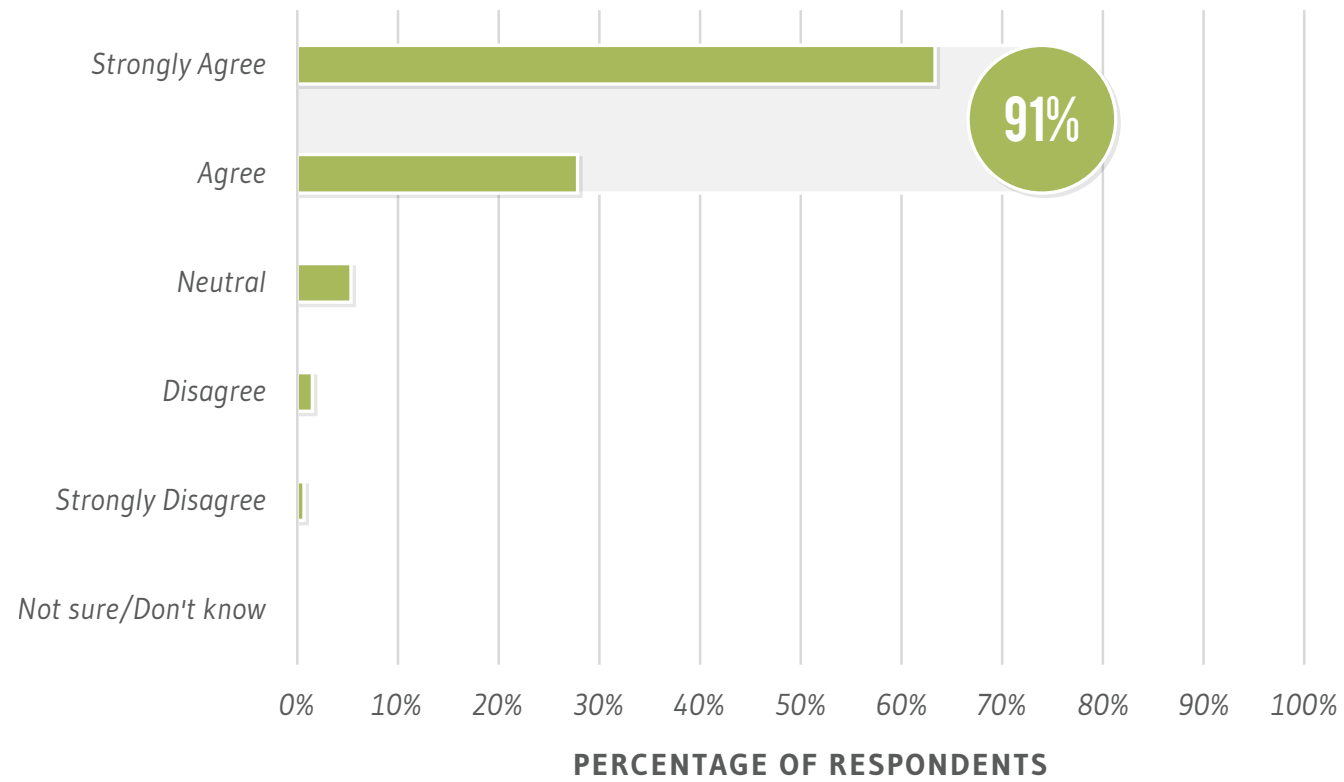
What, if any, new or improved recreation programs are most needed in Haines Junction? Please select up to three options.



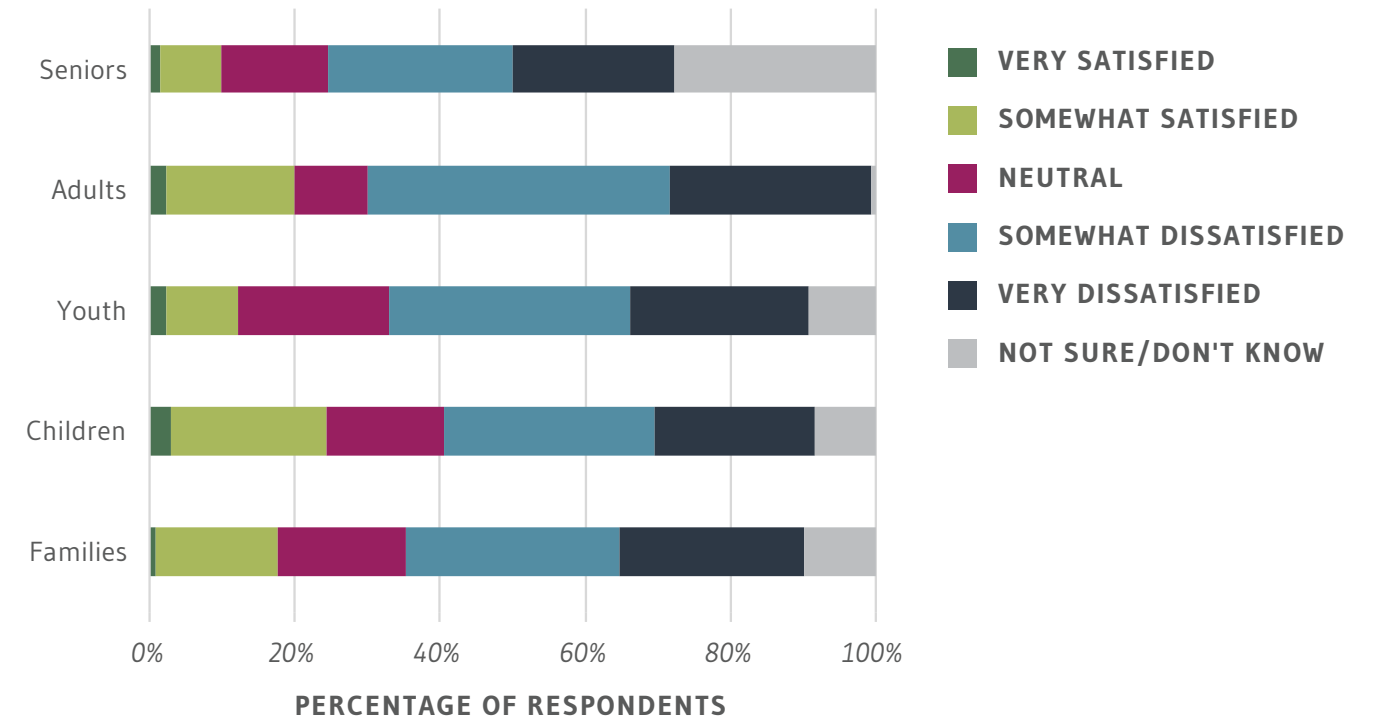
0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%
PERCENTAGE OF RESPONDENTS



Please rate your level of agreement with the following statement:
Recreation opportunities in my community are important to my quality of life.

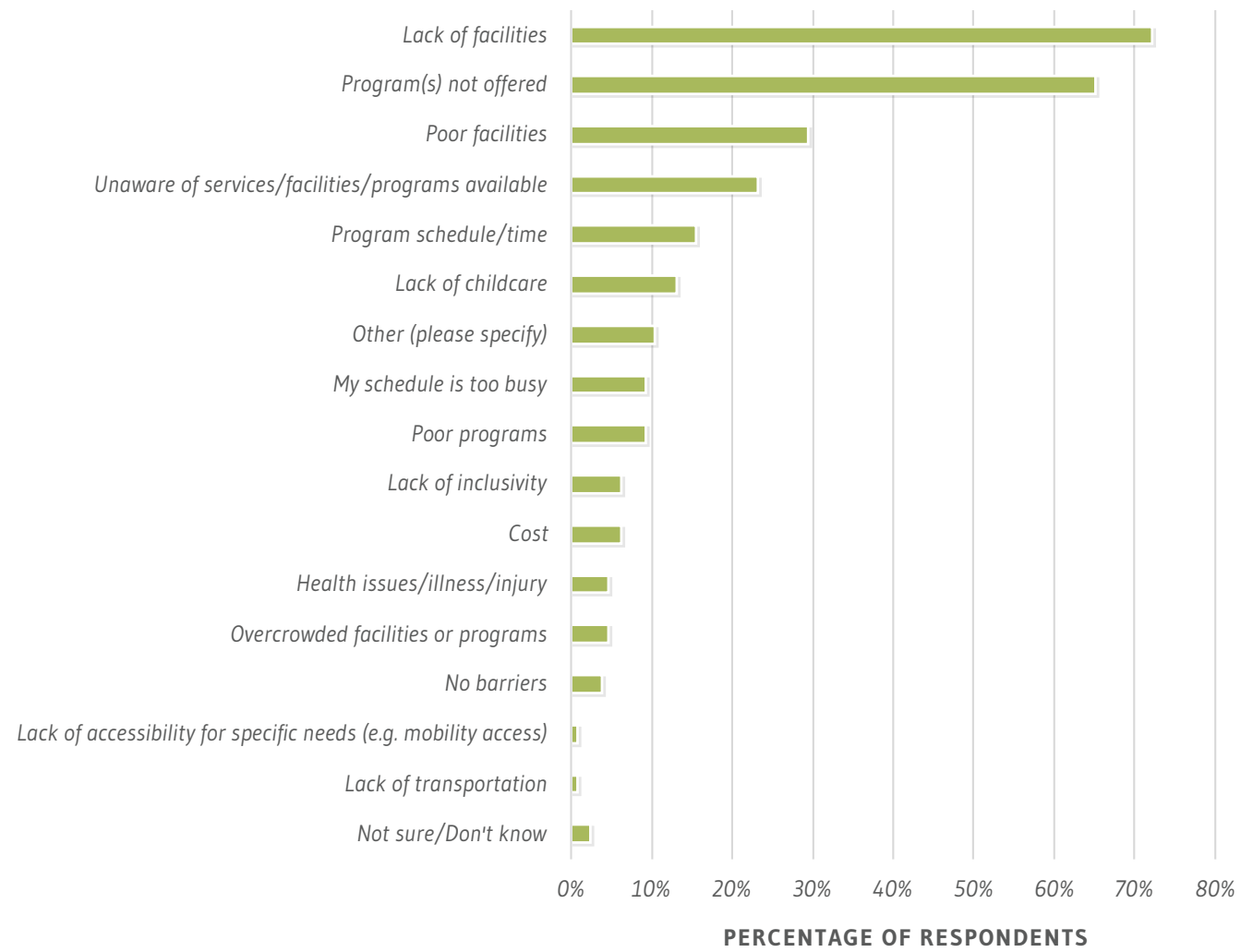


Overall, how satisfied are you with recreation opportunities for the following age categories in Haines Junction?





What, if anything, prevents you from participating in recreation activities more often? Please select all that apply.





Community Group Survey Results

Respondents described barriers their organizations experience in meeting the needs of their participants. The quotes below describe some of these barriers further:

“There are no facilities available regularly or set up for Seniors and Elders exercise or health programs. With the facilities we do use, we find the tables and chairs far too big and too heavy for us to set up and take down. We do not have a dedicated space suitable for offering the breadth of programming seniors and elders are looking for.”

- St. Elias Seniors and Elders Society

“By and large we have a good relationship with Village administration and Mayor and Council; however, the lack of a CAO and lack of attention and low priority toward our needs has delayed important lighting upgrades.”

- Junction Arts and Music Society

“The facility we use is provided at a nominal cost by the church. It is only available in the summer. There is no secure and existing venue in which to show artwork throughout the year. There is no internet or phone service available in the church and we are therefore unable to use any form of electronic payment system. This limits our sales and as a result our membership. We are dependent on volunteers for every aspect of our organization. Without a year-round space, there is very little incentive to grow and for people to participate.”

- Haines Junction Artists Guild

“We need more coaches and space to play in the long winter months.”

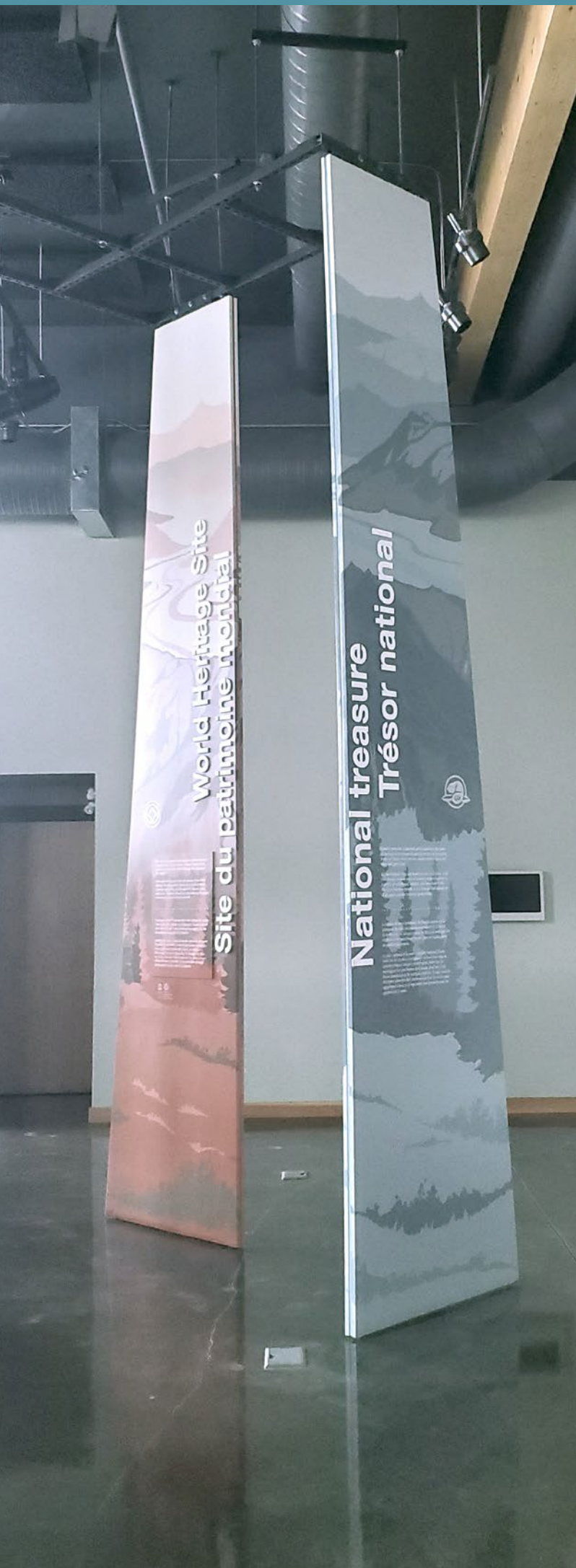
- Haines Junction Football Club

“It is difficult for user groups to have sustainable and stable access to facilities. It is great that there is no charge to use the facilities but that means users can be bumped out at any point in time for paying customer. In small communities, access to space shouldn’t be a gamble when it benefits so many citizens. The variety of facilities and what kind of activities can be hosted in the current spaces offered by the municipality is not ideal for physical activities, recreation, or child care. There is no equipment to use in the facilities. There is no coordination, no recreation leader, or community calendar. Our community is blessed to have so many volunteers that have created ways to support the need for recreation but there needs to be a centralized point to generate and coordinate for the entire community.”

- BGC Yukon

“For the summer, there is no spot for clients to work out or relax in down time.”

- Coast Range Adventures



Respondents identified new facilities and upgrades to existing facilities and why these were necessary in order to better serve their organization and their participants. The quotes below describe these further:

"New, lighter tables and chairs. Improve the kitchen in Grand Hall as there are no pots, pans, utensils, etc. for cooking. Everything has to be carried in and out. This is prohibitive to cooking for large groups. Because of a Bylaw, not-for-profits get bumped from booked use of a facility if a group from Whitehorse wants to book the facility, even if the local group asks to pay for the space."

- St. Elias Seniors and Elders Society

"We need a pool. Water exercise is critical for the aging as water supports the body and allows exercise to strengthen limbs and improve/retain mobility, which is needed to remain at home and in our community. Recreational opportunities available now are limited to what the Society can design and deliver for the aged. This is hampered by not having dedicated and appropriate space to deliver."

- St. Elias Seniors and Elders Society

"To deliver our events we absolutely require professional sound and lighting systems. The Grand Hall lighting system failed a year ago and we need a new system."

- Junction Arts and Music Society

"We are in need of a facility specifically for the arts. This would include a permanent gallery space, space to set up group/communal studio space, office space, internet, phone, and proper lighting. With proper gallery space, local artists can exhibit regularly. This will raise visibility and increase awareness. Studio space will allow for workshops and presentations by local artists and visiting artists. With designated space, participants in our organization would be more willing to commit time and it would attract new members. We would also be able to apply for funding for events."

- Haines Junction Artists Guild

"Multiuse Fairgrounds (Rodeo Grounds) need to be developed as it would help with our annual poker run."

- St. Elias Lions Club, Canadian Rangers

"The field at the school needs maintenance including fertilizer every year and grass needs to be cut. If the field was kept up, we could have more tournaments, festivals, and kids would practice safety outside and not get hurt from stepping in gopher holes."

- Haines Junction Football Club

"Pine Lake is swimming friendly; the municipality needs to put a lifeguard there so user groups can use in replacement of the pool. As well, local organizations could then have access to swimming lessons and ensure there is skill building around water safety. Make Pine Lake swimmable for more months of the year with WAFL program from RPAY for wet suit and a sauna to ensure warmth close by."

- BGC Yukon

"A decent indoor climbing wall or replace/upgrade the school's to make it safer and more accessible. We have such a great outdoor climbing environment but no where to build the skills from scratch on indoor course. Outdoor skatepark, young people of the community need a place to skate, scooter, bike, roller blade. The streets are a gravel mess, the only pavement is the highway, although appealing it is extremely unsafe to leisurely stroll on it."

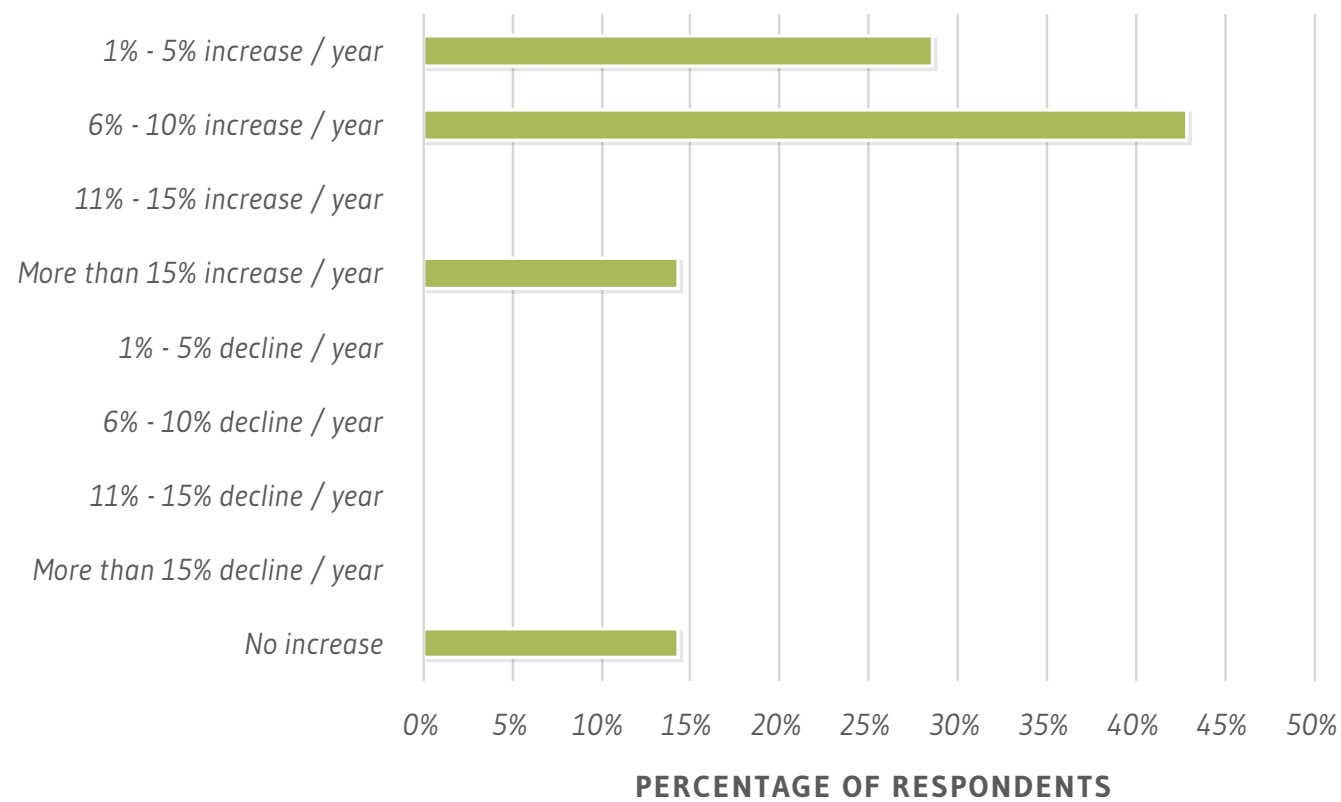
- BGC Yukon

"A pool and gym. Clients are often into fitness and/or looking for a relaxing place."

- Coast Range Adventures



What are your average annual growth projections for your participant base over the next 5 years?



Appendix F – Suggested Next Steps to Develop a Recreation Facility

The following steps are suggested to be undertaken should the Village choose to move forward with development of a new recreation facility.

1. Present the feasibility study for the new recreation facility to the Village Council and ask them to approve it for planning purposes.
2. Release the feasibility study to the community. The following promotional tactics are recommended:
 - a. Send out a press release with a one page fact sheet about the project.
 - b. Deliver a public presentation to introduce the feasibility study and answer questions about the project.
 - c. Develop a project webpage that contains key information about the work (i.e. work completed to date, next steps, FAQ).
3. Strike a Facility Development Committee. The mandate of the Committee would be to work towards development of the facility. It is envisioned the Committee would have representation from key project partners.
4. Choose a site to build the facility on and develop a concept design(s) for the facility. Complete further research and analysis as needed to inform these decisions.
5. Conduct community engagement to collect feedback on the concept design(s). Adjust the concept design(s) as needed based on feedback received.
6. Develop agreements with any project partners that clearly describe roles, responsibilities, contributions, and expectations in the development of the facility.
7. Develop a Class D capital cost estimate for the facility.
8. Develop a capital financing plan and begin securing funds to build the facility. It is recommended that a fundraising package be developed that clearly and succinctly articulates the vision for the facility and the case for investment.
9. Secure commitments from potential facility development and operational partners.

10. Complete detailed design and construction. This process should include the following steps:
 - a. Develop RFP for consultant services
 - b. Concept pre-design confirmation
 - c. Schematic design
 - d. Design development
 - e. Construction documents
 - f. Bidding and negotiations
 - g. Construction
 - h. Post construction compliance and warranty
11. Develop a facility charter that confirms the following:
 - a. Operating model
 - b. Partner agreements
 - c. Facility management philosophy
 - d. Service level expectations
 - e. Budget expectations
 - f. Organizational structure
 - g. Decision making authority for management
 - h. Clear performance measures
 - i. Control measures, evaluation cycle, and reporting mechanisms
 - j. Procedures outlining annual approval of strategic business plan and budget
12. Develop key operational plans for the facility at least six months in advance of opening (e.g. budget, business plan, promotional plan, staffing plan, program plan, operating procedures, policies, etc.)
13. Hire key staff 6-12 months in advance of opening. Hire remaining staff in the months leading up to opening.
14. Open the facility to patrons. It is recommended the project partners host a grand opening event and invite everyone in the region to celebrate their new recreation facility.

Appendix G – Service Delivery Approaches

Delivery Approach Options

The following four service delivery options represent a continuum of service provision that municipalities offer. It is possible for a municipality to fall in between two of the options on the continuum, and this is used as a general guide to monitor and compare changes in service delivery approach.

Indirect Provider

Municipalities have limited or no involvement in the provision of recreation facilities and programs. These services are provided by the private sector and/or non-profit associations.

Facilitator

Municipalities primarily influence the development and delivery of recreation and culture opportunities through planning, counsel, support and promotion. Municipalities may provide some operational or capital funding to support services and may own some facilities. Facilities owned by the municipality are often leased out for delivery of services. Management of facilities and programs is primarily the responsibility of other sectors.

Partner

Municipalities primarily partner with organizations and share responsibility for the provision of recreation facilities and programs with other sectors. Municipalities provide considerable operational and capital funding to support services and may own many facilities. Management of facilities and programs is a shared responsibility.

Direct Provider

Municipalities primarily assume the lead responsibility for the direct provision of recreation facilities and programs. Municipalities own facilities and provide all operational and capital funding to support services. Management of facilities and programs is the responsibility of the municipality.

Appendix H – Capital Project Evaluation Criteria

Budgeting for new facilities requires advanced analysis and planning in order to properly estimate resource requirements, prove the need for new infrastructure exists, and to gain support from the public and from funders. The analysis and business planning process often begins years before construction takes place to ensure adequate time for engagement and planning, and to confirm that the necessary funds are budgeted to begin construction. The Village should consider starting the process when certain indicators show that new facility development is required. This can include facilities reaching end of life, growth in market size, facilities reaching capacity, or demand for new facilities that are not provided within the market area. Proper analysis and business planning is a multi-step process, involving a high level of engagement of both community groups and the public.

The following evaluation criteria and process is recommended to the Village to use when considering future capital projects.

Evaluation Criteria

1. Condition Assessment (if the project is an expansion, renovation or replacement of an existing facility)
 - › The project mitigates safety risk to staff and public.
 - › The project ensures compliance with all laws and regulation.
 - › The project mitigates risk to infrastructure and the environment.
 - › The project will enable operational cost savings and efficiencies.
2. Strategic Alignment
 - › Demonstrates strategic alignment/compliance with key planning documents.
3. Engagement with Municipal Council
 - › Demonstrates early involvement and engagement with Municipal Council.
4. Engagement with Residents
 - › Demonstrates meaningful engagement with residents.
5. Demand
 - › Demonstrates demand from residents in the catchment area (indicators may include public input surveys, stakeholder interviews, focus groups, activity trends, population projections, current and projected facility utilization, program statistics etc.);
 - › Clearly identifies target markets and how the facility will meet the needs of those markets.
6. Comparative Research
 - › Comparison of facility provision to benchmarks from other communities supports the project.
7. Supply
 - › Provides complementary (vs. competitive) services and facilities;
 - › Demonstrates facility supply does not meet demand in the catchment area;
 - › Demonstrates effective use of existing assets in the community and has completed a thorough review of all re-purposing options of existing assets.
8. Strategic Partners
 - › Demonstrates a collaborative approach and strong partnerships;
 - › Demonstrates a plan to work with other organizations to ensure resources are shared, support services are centralized and efficiencies are maximized.
9. Public Access and Facility Use
 - › Demonstrates high level of accessibility to the public and ensures the greatest access to the greatest number of citizens;
 - › Demonstrates inclusiveness and accommodates people of all ages, cultural backgrounds, income levels and abilities;
 - › Single use facilities or those facilities that cater mostly to one user group must specifically demonstrate the broad community benefit.

10. Capital Financing Plan

- › Capital financing plan is realistic and is supported by sound data;
- › Capital financing plan demonstrates a clear ability to fund the project;
- › The sponsoring organization demonstrates provision of an agreed upon percentage of project costs (e.g. cash in hand, grants, donations, labour in kind, etc.).

11. Operational Costs

- › Operational revenue/cost assessment is realistic and is supported by sound data;
- › Business model demonstrates enhanced opportunities for citizens, while seeking to maximize revenue and minimize tax supported annual operating costs;
- › Demonstrates sound lifecycle planning and allocates annual resources for lifecycle costs;
- › Clear identification of annual taxpayer support required.

12. Operating Plan

- › Demonstrates that the facility will operate efficiently and effectively;
- › Proposed operating model demonstrates sound management capacity, financial resources, business infrastructure, support services, experience and management controls to support the on-going high quality operation of the facility;
- › Implementation plan is clear, logical and realistic;
- › Implementation plan identifies clear performance measures.

13. Facility Concept and Site

- › Sound preliminary design and site assessment that provides maximum benefit for citizens;
- › Location ensures the greatest access to the greatest number of citizens;
- › Location links new facility with other high value recreation and/or tourism assets;
- › Project is high quality and built to last;
- › Design encourages multi-use spaces that promote a variety of uses for a variety of interests;
- › Design allows for growth in the future as needs change and evolve;
- › Design will limit negative impacts on the environment.

14. Risks

- › Project risks and mitigation measures are adequately identified.

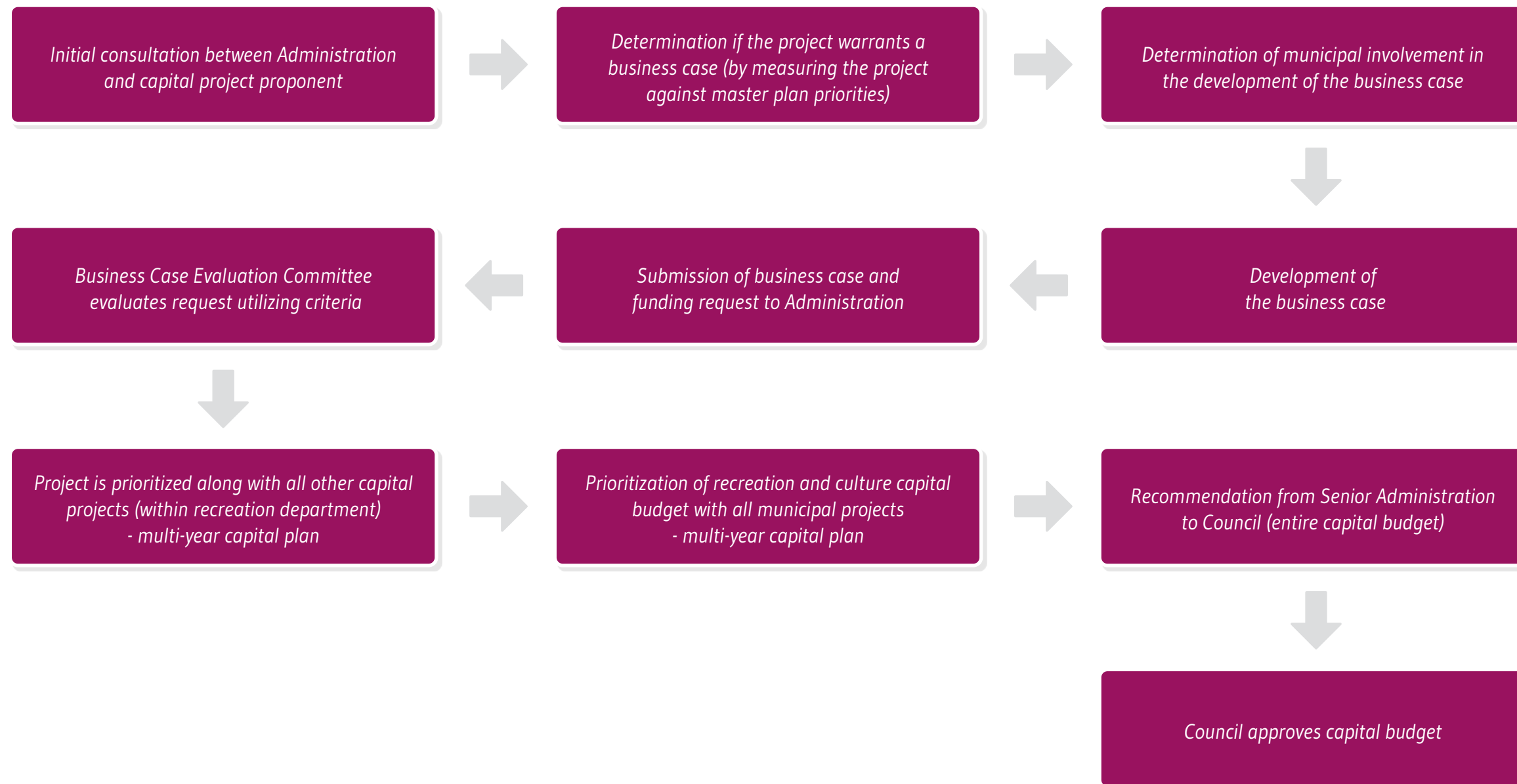
15. Relative Priority

- › After evaluation of the above criteria, Municipal Council will measure the need for the project against other municipal projects (both recreation and non-recreation).

Process for Evaluating Major Capital Development Projects

It is recommended that the Village incorporates the evaluation of business cases into its annual budget planning cycle. Figure 19 outlines a process for evaluating major capital projects.

Figure 19. Process for Evaluating Major Capital Development Projects



Appendix I – References

- ¹ Parks Canada. (2022). Kluane National Park and Reserve.
- ² Indigenous Yukon. (2023).
- ³ Village of Haines Junction. (2022).
- ⁴ Yukon Bureau of Statistics. (2022). Population Report Second Quarter.
- ⁵ Statistics Canada. (2021). Focus on Geography Series, 2021 Census of Population: Haines Junction.
- ⁶ Yukon Bureau of Statistics. (2018). Population Projections.
- ⁷ Yukon Bureau of Statistics. (2022). Population Report Second Quarter.
- ⁸ Yukon Bureau of Statistics. (2022). Population Report Second Quarter.
- ⁹ Statistics Canada. (2021). Focus on Geography Series, 2021 Census of Population: Haines Junction.
- ¹⁰ Village of Haines Junction Council Agenda. (January 2023). Area 1 Master Plan.
- ¹¹ Government of Yukon. (2020). Expansion of municipal infrastructure into Marshall Creek subdivision.
- ¹² Government of Yukon. (2023). Lottery and tender open for lots in Yukon communities..
- ¹³ A Framework for Recreation in Canada. (2015). Pathways to Wellbeing.
- ¹⁴ Norman Wells Recreation Master Plan. (2021). Expedition Management Consulting Ltd.
- ¹⁵ Pincher Creek Regional Recreation Master Plan. (2021). Expedition Management Consulting Ltd.
- ¹⁶ Canadian Parks and Recreation Association/Interprovincial Sport and Recreation Council. (February 2015). A Framework for Recreation in Canada.
- ¹⁷ Canadian Parks and Recreation Association. (2021). Strategic Outlook.
- ¹⁸ Learning Resource Network. (2020). Top Trends in Recreation Programming, Marketing and Management.
- ¹⁹ Business for the Arts. (2018). Culture Track Canada Report.
- ²⁰ Village of Haines Junction. (2022).
- ²¹ Haines Junction. (2006). Community Recreation Facility Inventory and Assessment.
- ²² Government of Yukon. (2018). Historic Sites.
- ²³ Champagne and Aishihik First Nations. (2012). Da Kų Cultural Centre.
- ²⁴ Da Kų Cultural Centre. (2021).
- ²⁵ Haines Junction. (2006). Community Recreation Facility Inventory and Assessment.
- ²⁶ Council Priorities. (2022 – 2024). Village of Haines Junction.
- ²⁷ Haines Junction. (2021). Official Community Plan.
- ²⁸ Village of Haines Junction. (2015). Community Recreation Plan.
- ²⁹ Village of Haines Junction. (2015). Community Recreation Plan: Implementation Plan.
- ³⁰ Village of Haines Junction. (2010). Recreational Infrastructure Prioritization Exercise.
- ³¹ Village of Haines Junction. (2007). Integrated Community Sustainability Plan.
- ³² Village of Haines Junction. (2006). Streetscape, Trail & Signage Strategy – A Master Plan.
- ³³ Government of Yukon. (2023). Mandate Letter.
- ³⁴ Canadian Recreation and Parks Association. (2015). National Framework for Recreation: Pathways to Wellbeing.
- ³⁵ Canadian Sport for Life. (2016). Long-Term Athlete Development.