

# Council Strategic Priorities 2025-2028



# Executive Summary

---

Council's vision is to deliver sustainable services that enhance our quality of life and allow growth for the future. We are committed to sound governance, responsible planning, transparency and delivering services that meet the needs of our residents.

Council has identified the following **four** priorities:

## **SUSTAINABLE LEVELS OF SERVICE**

Through strategic investments and responsible planning, we strive to provide safe, reliable, and maintained public spaces, roads, utilities, and emergency response for current and future generations. We are committed to delivering quality municipal services by maintaining essential infrastructure, supporting a right-sized workforce, and defining service levels that are both effective and financially sustainable.

## **INVESTING IN THE COMMUNITY**

We support a connected and active community by investing in recreation, public spaces, and programs that encourage resident participation. As we plan for the future, we will incorporate community needs, optimize existing resources, and explore sustainable recreation opportunities that enhance quality of life and strengthen community pride.

## **ORGANIZATIONAL DEVELOPMENT AND CAPACITY BUILDING**

We cultivate a service focused municipal organization by investing in our people, policies, and governance structures. By ensuring professional development for staff and Council, and enhancing interorganizational collaboration, we empower staff to deliver quality services.

## **SOUND AND OPEN GOVERNANCE**

We foster sound and open governance by ensuring there is transparency in decision making and open communications with the community.



# Land Acknowledgement

---

We respectfully acknowledge that we reside on the traditional territory of the Champagne and Aishihik First Nations—Dän Dákwänje, the people of this land. This place is known as Dakwäkäda, meaning “High Cache Place.”

Our community looks toward Na Sha Tán—the place where the sun “sits” on the mountain. Along that ridge once stood many dakwäk’äts, or high caches, filled with carefully gathered fish and meat, sustaining families through the long winters.

Dakwäkäda was, and remains, an important gathering and crossing point—connecting people to Hutchi, Champagne, Burwash, Klukshu, Klukwan, and beyond. The land tells stories of movement, sustenance, and survival.

As you take in the beauty of these majestic mountains, hold space for the Dän Dhäl—the people who have lived in the shadow of these mountains for generations.

Picture the caches, the harvesting, the relationships, and the rhythms of life that have shaped this place since time immemorial. These people carry history, belonging, lineage, a clan system, and sovereignty. May we honour their presence, past and present. May we walk forward with mutual respect, gratitude, and awareness.

# Our Vision and Process

---

## COUNCIL VISION

Council's vision is to deliver sustainable services that enhance our quality of life and allow growth for the future. We are committed to sound governance, responsible planning, transparency and delivering services that meet the needs of our residents.

## STRATEGIC PROCESS

The Village of Haines Junction is guided by a Council dedicated to strong governance and strategic leadership. Elected by the community, Council represents the interests of residents and makes decisions that shape the municipality's future.

Our dedicated staff support this vision by providing policy advice, managing resources, and operationalizing Council decisions. They ensure municipal services are delivered efficiently and effectively, aligned with the service levels set by Council.

Recognizing the importance of responsible governance and long-term stewardship, this Council has undertaken a strategic priority-setting process to ensure that the Village's finite resources are directed where they will have the greatest impact. With intention and focus, this Council is committed to four key priority areas:

**\* SUSTAINABLE LEVELS OF SERVICE**

**\* INVESTING IN THE COMMUNITY**

**\* ORGANIZATIONAL DEVELOPMENT  
AND CAPACITY BUILDING**

**\* SOUND AND OPEN GOVERNANCE**



# Our strategic areas of focus

## Sustainable Levels of Service

### GOAL

Through strategic investments and responsible planning, we strive to provide safe, reliable, and maintained public spaces, roads, utilities, and emergency response for current and future generations. We are committed to delivering quality municipal services by maintaining essential infrastructure, supporting a right-sized workforce, and defining service levels that are both effective and financially sustainable.

### KEY INITIATIVES AND ACTIONS

#### Ongoing:

- Continue to develop our Asset Management Plan and strengthen asset management processes to optimize infrastructure investments.
- Develop a Level of Service Policy Framework, and policies, to clarify municipal service commitments.
- Assess and align staffing levels with defined service expectations.
- Implement the Solid Waste Management Plan.
- Minimize environmental impacts including encouraging waste diversion.

#### Now:

- Develop policies to establish clear and financially sound service expectations:
  - Comprehensive Road Maintenance Policy (builds on our Snow Removal Policy).
  - Municipal Property Standards to guide the consistent care, maintenance, and presentation of publicly owned facilities and spaces - both interior and exterior - to ensure safety, functionality, and civic pride.
- Equip and support the Fire Department to operate safely and effectively, enabling full compliance with all legislated and mandated requirements.
- Define a Level of Service for Bylaw Enforcement.

#### NEXT:

- Establish clear and affordable service expectations:
  - Property Maintenance Bylaw (for private properties).
  - Water Works Maintenance Policy.
  - Financial Policy to ensure reliable, cost-effective service delivery while maintaining reasonable tax rates.
- Review the Property Taxation Levy Bylaw.
- Work with regional partners to design an Emergency Management Plan.
- Develop and implement a communication strategy to educate residents on service levels and fiscal realities.

#### ADVOCACY:

- Actively engage with CAFN to explore shared infrastructure solutions for mutual benefit.
- Continue to foster meaningful, ongoing community dialogue and intentionally integrate public input into the development of policies.

# Our strategic areas of focus

## Investing in the Community

### GOAL

We support a connected and active community by investing in recreation, public spaces, and programs that encourage resident participation. As we plan for the future, we will incorporate community needs, optimize existing resources, and explore sustainable recreation opportunities that enhance quality of life and strengthen community pride.

### KEY INITIATIVES AND ACTIONS

#### Ongoing:

- Maintain and enhance existing recreation, including working with CAFN, through the Recreation Charter, to explore the development of a new pool and recreation centre.
- Address barriers to encourage housing development.

#### Now:

- Establish a timeline and plan for the safe demolition of the Shakwak community hall and pool, ensuring transparent communication with residents including an end-of-life ceremony.
- Develop a Local User Group Investment Policy with clear criteria to support local organizations.
- Through a Community Identity Workshop, work with the community to;
  - develop a vision of what community we want to be,
  - determine how we want to present ourselves to visitors,
  - build greater awareness of the CAFN history and culture,
  - discuss ways to bring our community together,
  - develop a plan to build community pride,
  - update the Village logo and entrance signage, and
  - decide what to do with the muffin.

#### NEXT:

- Develop policies that establish clear expectations for facility use that include an Alcohol Use Policy and a Facilities User Policy.
- Assess the feasibility of a new multi-use recreation facility, considering community needs, funding opportunities, and long-term sustainability.

#### ADVOCACY:

- Engage with CAFN to explore joint recreational opportunities and partnerships.
- Continue open conversations with the community and include public dialogue in the development of policies.



# Our strategic areas of focus

## Organizational Development & Capacity Building

### GOAL

We cultivate a service focused municipal organization by investing in our people, policies, and governance structures. By ensuring professional development for staff and Council, and enhancing interorganizational collaboration, we empower staff to deliver quality services.

### KEY INITIATIVES AND ACTIONS

#### Ongoing:

- Establish and maintain an organizational structure with appropriate staffing levels that align with service level targets and future municipal needs.
- Reconciliation training.

#### Now

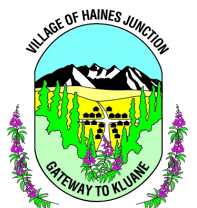
- Identify minimum staffing levels to ensure adequate resourcing for service delivery.

#### NEXT:

- Create a Staff Recruitment & Retention Strategy to attract and retain a skilled workforce.

#### ADVOCACY:

- Acknowledge that staff capacity is a finite resource and align service levels accordingly.



# Our strategic areas of focus

## Sound and Open Governance

---

### GOAL

We foster sound and open governance by ensuring there is transparency in decision making and open communications with the community.

### KEY INITIATIVES AND ACTIONS

#### Ongoing:

- Through a variety of communications approaches, ensure there is open and regular communications and dialogue with the community.
- Continue to collaborate with CAFN on matters of mutual interest.
- Continue to ensure fiscal responsibility.

#### Now

- Post audio recordings of Council meetings online.

#### NEXT:

- Review the Council Procedural Bylaw.
- Review the Municipal Boundary.
- Develop a Truth and Reconciliation policy and statement to address the Calls to Action issued to municipalities by the Truth and Reconciliation Commission.
- Provide reconciliation training / CAFN 101 to the community-at-large.
- Publish a Municipal Performance Plan.

#### ADVOCACY:

- Support ongoing reconciliation efforts.
- Encourage public participation.

