

June 2007

**HAINES JUNCTION MAYOR AND COUNCIL
PREAMBLE AND SUMMARY
OF THE
ECONOMIC DEVELOPMENT COMMITTEE REPORT TABLED
APRIL 2007.**

THE INITIAL REPORT CONSISTS OF THREE MAIN SECTIONS;

- 1) GENERAL SECTION CONSISTING OF PAGES 1 TO 81, WITH THE LAST FIVE PAGES BEING A SUGGESTED INITIAL WORK PLAN,**
- 2) APPENDICES 'A' TO 'P', CONSISTING OF PAGES 1 TO 130 AND**
- 3) GLOSSARY, CONSISTING OF PAGES 1 TO 31.**

Statement

The report contains valuable information and statistics that will assist the community with it's in depth implementation planning of those items and in those areas determined to be a practical priority by Council. This forthcoming stage, referred to as phase 2 in the original report, will continue the process of having public input, discussions and open meetings on possible resources to achieve the goals so established. This will include but not be limited to, budget priorities, use of reserves, tax increases and or available government grants.

Review Summary

The following overview and summary has clarification on Council priorities and actions in place or planned in a number of areas including the 64 'opportunities' mentioned and the 11 'opportunities' designated in the proposed work plan.

In the Committee Executive Summary (page 6), the comment is made "The strong interest is for a thoughtful and strategic approach to economic development...to ensure respect for these values". This would seem to suggest careful, clear and detailed planning, with which Council concurs. Also on page 6, it is stated, "the committee is confident the recommendations meet the community values...are commercially viable...actionable in the short term and practical." However there is no clear indication of where required resources might be obtained.

There is a list of eleven committee recommended opportunities for "immediate" economic development, detailed on pages 79 to 81, from a full list of 64 opportunities, stated on pages 43 to 69. Some of these are outside of Council's jurisdiction. On pages 49 to 69, Council has used the reference column to clarify its position, including any actions taken or planned.

Council has decided to take the initiative by making this report available to the Premier and members of the cabinet, with the intent of proposing a meeting, later this year, in Haines Junction, where some of the opportunities mentioned can receive more consideration between the various levels of government.

On the last page of the core report the mention is made of NEXT STEPS. It is determined that Council needs to identify all resources that might be utilized or required, even on a phased in basis; how other services might be affected; if simultaneous actions are possible or if one 'project' should receive more priority than others; look at projected cost details over a multi year O & M budget as well as Capital multi year expenditures and ensuring an ongoing community commitment.

Such issues need to be adequately addressed to determine the most effective and efficient way to move forward to the 'Next Step.' More information is being obtained to assist such decision making in forthcoming budget and planning meetings.

***Mayor and Council
Village of Haines Junction***

**HAINES JUNCTION AND SERVICE AREA
ECONOMIC DEVELOPMENT PROJECT REPORT**

TO
MAYOR AND COUNCIL
THE VILLAGE OF HAINES JUNCTION

MARKETING

PARTNERSHIPS

COMMUNITY

SUSTAINABLE

ENVIRONMENT

RESPECTFUL

THE ECONOMIC DEVELOPMENT COMMITTEE

April 2007

LOCAL

BALANCED

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EXECUTIVE SUMMARY

The 2007 Haines Junction Service Area Economic Development Report presents an outlook for future economic potential and growth for the Haines Junction service area. Area residents, including business operators, provided the guiding principles for the project through the expression of their values and priorities. This project was designed, implemented, and completed by area residents committed to supporting a plan for development that clearly identifies, articulates and respects local values.

The Economic Development Committee was established and authorized through Haines Junction Bylaw #208-06. Committee members were appointed by key organizations within the area concerned with economic activities. These are the Village of Haines Junction, Champagne and Aishihik First Nations, St. Elias Chamber of Commerce, Kluane National Park, and the Kluane Park Management Board

The Regional Economic Development Branch of the Department of Economic Development and the Village of Haines Junction provided financial support. The committee retained the services of local consultant Caroline Hayes and Associates to conduct community consultations. Many hours were dedicated to this project; the majority being volunteer time from committee members and area residents and the support of organizations. A review of the budget offered in Appendix B presents actual dollars spent. It does not reflect the true cost of people's time and commitment to this project.

The local voice was the constant guide of the committee. The hope is that the information presented will be respected and used as a resource to guide local economic development processes including Integrated Community Sustainability Planning (ICSP). It is recognized that Champagne and Aishihik First Nations have responsibility for a greater area than is covered by this report. There was representation from CAFN on the committee and local members had input into the guiding data. It is hoped this project will assist CAFN in their economic planning and development related to this area and support collaborative ventures with the Village of Haines Junction. The importance of the St. Elias Chamber of Commerce to the economic future of the area is supported throughout this project and the hope is the organization will be strengthened by it. Cooperative actions from the St. Elias Chamber of Commerce and the CAFN business arm, Dakwakada Development Corporation, also are identified through this plan.

To establish the local values related to economic development, the committee developed a set of specific questions to help in reaffirming or determining: community values; understanding of the term "economic development"; whether people were in favour of economic development; what perceptions people had about the strengths and weaknesses of the area; what economic development opportunities people saw for the area; and whether people thought opportunities supported community values.

A contact list of 150 individuals was developed representative of local and area business, area residents, Champagne and Aishihik First Nations citizens, service providers, artisans, event organizers, volunteers, seniors,

students and professional specialists.

Every effort was made to ensure that everyone in the area understood their input was welcome. Telephone and personal interviews, focus group sessions, written submissions, and an open house were methods used to encourage input from a representational cross-section of the entire community. There were thirteen group discussions involving a total of 73 people, seven written submissions were received; phone or personal interviews were conducted with another 20 people, and 44 people attended an open house. Twenty-eight submitted responses by more than one method. In total, 117 different persons provided the benefit of their advice.

The committee established a list of potential economic opportunities from the raw data provided by the community consultations. All suggested opportunities were included in the analysis process. Recognizing that a project is commercially viable only if it is able to sell its production at a profit, the committee included a preliminary analysis as part of the filtering process. The “filtering” exercise ensured that every opportunity was examined separately, systematically and sufficiently from the perspectives of meeting community values, and whether it appeared commercially viable at this time.

A set of “selection criteria” (twenty questions) was established to “filter” opportunities most suitable for early implementation. Those opportunities validated by passing the various tests were identified for further examination through individual SWOT analyses; those that failed, the committee recommends be deferred for future consideration.

SWOT is an acronym derived from the words Strengths, Weaknesses, Opportunities and Threats. The SWOT analysis occurs at two levels: the ‘Environmental Scan’ at a ‘remote’ or more global level and, an opportunity SWOT exercise at the more competitive and immediate levels.

The environmental scan examines strengths and weaknesses internal to the enterprise, and opportunities and threats external to the enterprise. The analysis considers political, legislative and regulatory, economic, social, technological, cultural, environmental and demographic considerations for how the components may impact the enterprise.

The competitive environment considers what other communities might do to achieve economic development such as adoption of new technologies, new competitors, price changes, and new products.

The immediate environment is more closely aligned with abilities, the competitive advantages of the opportunity, and the influence of ‘local’ events such as changing customer preferences, population trends, changes in costs, supply changes, changes in number of suppliers, new uses of the product, new markets, and loss of the product.

Local people most often used these words during this project.

Balance, Community, Local, Sustainable, Environment, Respectful, Partnership and Marketing.

A number of supporting factors for economic development were recognized and valued by those who provided their views for this project. The ‘soft’ infrastructure of the social and political environment is essential to recognize the larger global factors as well as the immediate local ones

affecting economic growth and development. The 'hard' infrastructure of services, roads, and other physical structures of the area are also factors affecting the investment environment. Infrastructure planning and development must be linked for effective economic development to occur. Local people voiced the need for *balance* and *respect* for a *sustainable* economy and quality of life that can only be supported through growth and change. Development must be planned in *partnerships* that understand and support broader global factors and the more immediate local ones. *Sustainable* growth and development is supported in relation to maintaining the ecological *balance* of the area. The wilderness and beauty of the area are key values of the residents linked to their appreciation of a rural lifestyle. These values were viewed as important qualities to consider in planning and *marketing* to encourage slow growth for the area. The strong interest is for a thoughtful and strategic approach to economic development to ensure *respect* for these values as progress and change occurs. These values were used in the filtering exercise and analysis.

Recommendations were established through the filtering exercises and analysis. The committee is confident the recommendations meet the community's values, are commercially viable, actionable in the short term, and practical.

Local respondents identified 64 opportunities. The committee suggests eight of these as precursors to economic development. Relevant appendices provide information identified as "scarce."

The committee recommends the following eleven opportunities for immediate economic development in the area.

E.1: Work with Yukon College and partners such as CAFN and KNP&R, to establish a Centre of Excellence for Healthy Living and Outdoor Experience program, which builds on the experiential program developed by St. Elias School, and provides leadership certification and university credits. Utilize local assets, skill sets and the natural landscape/geography. Such a program would help promote the area for its recreational opportunities, as an educational centre and might stimulate the wilderness tourism business.

T.2: Improve or develop original and existing trails (possibly from Canyon to Haines Junction) including the traditional and historic, and trails in the area for year round, multiple use including mountain biking, skiing, walking and horse riding.

T.15: Support the development of a golf course and ski trail system.

D.2: Establish a local 'gallery' to sell local art and craft products, offer workshops and retreats and offer a studio area for local artisans to develop their products.

V.1: Invest increased money, time and supports into the volunteer sector to

promote and coordinate large revenue generating community events – music, festivals, and outdoors activities.

V.2: Create a position for a full time events coordinator/ convention planner/ economic development officer/ recreation coordinator for the Village of Haines Junction.

S.5: Identify and promote opportunities related to retirements in the area (potentially over 30 people in the next 5 years).

EM.1: Move Department of Environment, YTG to the area.

EM.2: Move Parks Canada to the area.

EM.3: Encourage Northwestel to position 1 or 2 employees to the area.

P.1: Request the MLA for Kluane to table the Economic Development Plan for the Haines Junction Service Area with the YTG Legislature and other organizations to establish recognition of local interests and standard for development.

A number of precursors to economic development were identified. These include:

- Development of a Land Use Plan.
- New Serviced Land and Extend Sewer and Water to Existing Developed Land.
- Trail Development and Enhancing Community Appearance.
- Address the issue of a shortage of private rental housing intensified by too much government-sponsored housing.
- The local St. Elias Chamber of Commerce and Dakwakada Development Corporation take a larger active role in encouraging and supporting local economic development.
- Encourage action to create a local skilled labour force and standard of excellence in product and service delivery.
- Offer support to those with an interest in business ventures such as a business incubator. This is an opportunity identified and deferred by the committee.

Any support that promotes diversity in the economy was suggested as a precursor to economic development. These recommendations are offered to encourage economic action. The recommendations are consistent with community values. Studies included in this report and appendices are provided to assist those who wish to engage in economic pursuits and attract investment in the community. This report is the result of a collaborative effort. The importance of continued collaboration in implementing these recommendations is paramount.

INTRODUCTION

The Economic Development Committee (“the committee”) was established to develop an economic development plan for Haines Junction and area and defined as the service area around Haines Junction.

Initially, Mayor John Farynowski and Council, and subsequently, Mayor George Nassiopoulos and Council, have supported this project and the committee. The Municipal Bylaw #208-06 (see Appendix A) enabled the committee to proceed with their two-phased proposal. The economic development initiative: Phase I (Community Profiling and Community Visioning) culminated in the development of this economic plan. Phase II, subject to future approval from mayor and council, would guide the identification of investment attraction and marketing strategies.

Funding was provided by the Regional Economic Development Branch, Department of Economic Development of the Yukon Government. See Appendix B for Phase I Statement of Project Expenses. It is important to note these expenses indicates financial costs applied to the project, not including the many hundreds of hours of volunteer time by those who contributed information, the planning of the project, development of the analysis, research, and writing and review of the draft report. Committee members contributed the majority of these hours.

A communications plan involved area residents and business owners throughout the process. A grassroots approach was maintained. The focus and priority is a document of area views and values related to economic development.

The committee members, support people, and those who offered input were all residents of the area, with the exception of one committee member and the YTG support person. The committee met regularly from September 2006 through March 2007. Once the committee reviewed the feedback provided by community members, it was clear there was a lack of knowledge about available information related to the area and economic development. This report is intended to add value to an economic development plan and compliment the mandate. Relevant appendices provide information identified as “scarce.”

The committee has made every effort to complete the project as quickly and effectively as possible. Their commitment is related to the belief in the benefits of this project and confidence it will make positive changes for the people and economy of the area.

PREAMBLE

The community of Haines Junction is located at the junction of the Alaska Highway and the Haines Highway, 158 kilometres west of Whitehorse, Yukon Territory and 250 kilometres from Haines, Alaska. It is located on early trade routes used by the Coastal Tlingit and Chilkat peoples. The area was used as a staging place for hunting, fishing and trapping for the Southern Tutchone people.

The village began as a road camp in 1942 when the Alaska Highway was under construction. The village experienced significant growth and

infrastructure development with the establishment of Kluane National Park and Reserve in the early 1970's. It was incorporated as a municipality in 1984. Significant government growth occurred in the early 1990's with the establishment of the CAFN self-government.

The present economy of Haines Junction is linked to the community's strategic location at the intersection of the Alaska and Haines Highways, and as an access point to Kluane National Park. The area offers wilderness tourism opportunities such as ecotourism and adventure tourism. Kluane National Park, Wrangell-St.Elias National Park, Glacier Bay National Park in Alaska, and Tatshenshini-Alsek Provincial Park in British Columbia form the largest internationally protected landmass on earth – some 97,520 square kilometres. The area is designated as a UNESCO World Heritage Site, and as a globally significant mountain wilderness. It is also home to Mount Logan, Canada's highest peak at 5995 metres.

The population of Haines Junction and the service area is approximately 800 people. About 40 % of the population are citizens of the Champagne and Aishihik First Nations (CAFN). The Kluane First Nation (KFN) is a second self-governing nation with their Traditional Territory northwest of Haines Junction. The two First Nations have similar management and economic rights within Kluane National Park through their respective Final Agreements.

The area economy is based on various forms of economic activity including tourism, resource extraction, highway maintenance, and government services. The building of the St. Elias Convention Centre in 1998 has stimulated activities related to weddings, conventions, cultural events, and serves as a focal point for community activities. In recent history a spruce beetle infestation has seriously affected the forest. This has raised interests in fire fuel reduction activities and logging in the area. The 2004 Strategic Forest Management Plan for the Champagne and Aishihik Traditional Territory is intended to manage the forest industry in the area. Road improvements to the Alaska Highway between Whitehorse and Beaver Creek offer quicker travel that is linked to more economic leakage from the community and changed road traveller schedules.

MANDATE OF THE ECONOMIC DEVELOPMENT COMMITTEE

The committee is guided by Section 4 of Bylaw #208-06.

The committee may advise the municipal council on:

- Establishing or reaffirming community values,
- Providing a vision and mission statement to give clarity to future actions in this area,
- The process of providing an economic plan for the community that may overlap or be in common with regional priorities,
- Ensuring that any plan has measurable, step by step actions to achieve the goals of the plan,
- Developing a format to maximize community input that reflects the views of the majority of residents and property owners,
- Partnerships that may include but not be limited to YTG Regional

Economic Development Branch and Champagne and Aishihik First Nations.’

See Appendix ‘A’ for the complete bylaw.

The committee members were named by their respective organizations:

David Sillery	– Chair, Member at Large, Village of Haines Junction
Michael Riseborough	– Superintendent, Kluane National Park and Reserve
Eric Stinson	– Vice-president, St. Elias Chamber of Commerce
Caroline Hayes	– Chair, Kluane Park Management Board
Ian Robinson	– Economic Development Officer, Champagne and Aishihik First Nations.
Geoff Scherer	– Councillor, Village of Haines Junction

The intent of these appointments was to support a cooperative approach to area economic development.

Dennis Berry of the Regional Economic Development Branch, YTG, was advisor to the committee. Darlene Sillery, Village of Haines Junction served as recorder.

COMMITTEE MISSION STATEMENT

The committee developed the following mission statement to gauge the relevance of proposed activities, and assist in maintaining our focus.

“Through inclusive consultation, we will develop an economic development plan for Haines Junction and area. Subject to approval by Mayor and Council, Phase II of the plan will include recommendations for future implementation strategies, including investment attraction and marketing.”

METHODOLOGY

With financial support from the Regional Economic Development Branch of the Department of Economic Development, YTG, and the Village of Haines Junction, the committee retained the services of local consultant, Caroline Hayes and Associates, to conduct community consultations for information gathering.

The committee developed a set of specific questions intended to get focused answers to help reaffirm or determine:

- Community values;
- Common understanding of what was meant by the term “economic development”;
- If people were in favour of economic development;
- What perceptions people had about the strengths and weaknesses of the area that might impact or otherwise influence economic development;
- What economic development opportunities people saw for the area and

- which of those should be pursued;
- If people thought the opportunities they identified were in fact congruent with expressed community values.

The committee and consultant developed a list of potential respondents and made every attempt to ensure a representational cross-section of the entire Haines Junction service area was interviewed. A contact list of 150 individuals was developed representative of local and area business, area residents, Champagne and Aishihik First Nations citizens, service providers, artisans, event organizers, volunteers, seniors, students and professional specialists. **Every effort was made to ensure that everyone in the area understood their input was welcome.**

Information was gathered in different ways: there were 13 focus group discussions involving a total of 73 people, 7 written submissions were received; phone or personal interviews were conducted with another 20 people, and 44 people attended an open house. Twenty-eight people submitted responses by more than one method. In total, 117 different people provided the benefit of their advice.

The information was compiled by the consultant and reported back to the committee both as raw data and by way of the consultant's report. The summary report is in Appendix C.

VISION STATEMENT

Based on the values reported by area respondents, the following vision for the future Haines Junction area economy, was developed to portray their wishes:

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

THE SWOT ANALYSIS

The SWOT analysis occurs at two levels:

- 1) The 'Environmental Scan' at a 'remote' or more global level and,
- 2) An opportunity SWOT exercise at the more competitive and immediate levels.

SWOT is an acronym derived from the words Strengths, Weaknesses, Opportunities and Threats. Each term has a specific meaning: A Strength is something internal to the project or enterprise that provides

some competitive advantage.

A **Weakness** is something internal to the project or enterprise that is disadvantageous.

An **Opportunity** is a combination of external events or circumstances that arise, which, if acted upon at a certain time, will result in a profit, gain or victory. Such circumstances may be caused by changes in the environment, or by changes in the project or enterprise relative to the environment.

A **Threat** is an external event, as defined by its impact on the project or enterprise and the probability of its occurrence that will result in harm to the project.

The environmental scan examines a series of environments in which the project is to operate. It looks for strengths and weaknesses internal to the enterprise, and opportunities and threats external to the enterprise. The analysis considers political, legislative and regulatory, economic, social, technological, cultural, environmental and demographic considerations as to how the components may positively or negatively impact the enterprise. Within the competitive and immediate environments, considerations such as marketing (product quality, differentiation, pricing, customer service), research and development capabilities, effectiveness of any management information systems, the experience of the management team (skills, team spirit, coordination of effort), operations (production capacity, inventory control, quality control), finance (balance sheet ratios, financial leverage), and human resources (skills, capabilities, training) are examined to determine how these components may positively or negatively impact the enterprise.

The competitive environment considers what other communities might do to achieve economic development. It is concerned with adoption of new technologies (impacting cost position, product quality), new competitors (impacting prices, market share, contribution, margin), price changes (impacting market share, contribution, margin), and new products (impacting demand, advertising expenditures) and others.

The immediate environment is more closely aligned with competencies and the competitive advantages of the opportunity and the influence of 'local' occurrences such as changing customer preferences, population trends, changes in input costs, supply changes, changes in number of suppliers, new uses of the product, new markets, product obsolescence and so on.

THE ENVIRONMENTAL SCAN

The Political Environment

Yukon Territorial Government

The following is an excerpt from The Yukon Territorial Government Throne Speech, November 23, 2006, Building Yukon's Future Together – A Clear Vision For A Brighter Future.

This speech focussed on the four pillars upon which the government will build Yukon's future. The highlights from this speech are:

- Achieving a better quality of life by building healthy, safe communities with skilled and adaptable people;
- Protecting Yukon's pristine environment, preserving our wildlife, and studying and mitigating the impacts of climate change;
- Promoting a strong, diversified private sector economy by developing Yukon's vast natural resources, wilderness tourism potential, agriculture, arts and culture, information technology, and film and sound, as well as the traditional industries of outfitting and trapping; and
- Practising good governance with strong fiscal management and a climate of cooperation, collaboration and partnership with our First Nation governments, our two sister territories, our provincial counterparts and the federal government.

The Yukon Territorial Government will:

- Introduce a comprehensive skills and trades training strategy with a focus on vocational training in high schools;
- Work to ensure that Yukoners have improved access to doctors and other healthcare professionals;
- Work with the Northwest Territories, Nunavut and Canada to create a new Northern Vision;
- Showcase Yukon parks and urge the Government of Canada to increase its investment in its three national parks in Yukon, including Parks Canada's presence in Dawson City;
- Work with First Nations, Yukon College and the private sector to provide training for Yukon First Nations for land claims implementation, especially in relation to capacity development for First Nation governance;
- Continue the work of implementing land claims and making First Nations full partners in the economic development of the territory; and
- Continue its commitment to practise open, accountable, and fiscally responsible government.

Significant to this report and recommendations, is the Yukon government's intent to address expeditious land disposition for residential and commercial use as sited in the full text of the throne speech.

Champagne and Aishihik First Nations (CAFN)

The Champagne and Aishihik First Nations has Final and Self-Government Agreements that provide substantial land, financial resources and governing powers. CAFN is recognized as a First Nation government and its authority is protected by the Constitution of Canada and federal law. Areas of governance CAFN enters into are broad and depend on the decision of CAFN to draw down specific government programs. Authority and capacity to govern is a major reason why CAFN will play an increasingly significant role in the Haines Junction and area economy. For example, CAFN has the right to collect personal income tax from residents of settlement land, so building residency will build a flow of tax revenue that will be available for circulation in the local economy. CAFN is a member of many joint planning and management Boards, including the Alsek Renewable Resource Council and the Kluane Park Management Board. CAFN has special economic development opportunities in Kluane National Park and in the Tatshenshini-

Alsek Park. Another example of joint management is CAFN's engagement in the Strategic Forest Management Plan process, in which it has partnered with Yukon Government through a memorandum of understanding. CAFN is a member of the Southern Tutchone Tribal Council and the Council for Yukon First Nations.

Vision statement of Champagne and Aishihik First Nations:

We, the CAFN people and government, shall promote a healthy, unified and self-reliant people, while conserving and enhancing our environment and culture.

Goals of the Champagne and Aishihik First Nations:

- Goal 1 - A vibrant traditional culture.
- Goal 2 - Effective, accountable, unified government structure
- Goal 3 - Healthy, self-reliant citizens.
- Goal 4 - Well-trained and educated citizens.
- Goal 5 - Self-sustaining economy and environment.
- Goal 6 - Safe, clean and unified communities.
- Goal 7 - Rich, healthy and sustainable environment.

CAFN has participated in this Haines Junction economic development planning process in order to assist the municipality and the residents of Haines Junction to come up with an economic plan that is inclusive. CAFN provided the Committee with a section of its Strategic Plan concerning economic development. The First Nation will continue with its economic planning in the coming months and this report will serve as good input to CAFN's economic plans.

The committee concludes that, clearly, the political environment in the Yukon is conducive to encouraging economic opportunities.

The Legal and Regulatory Environment

The clear message from the Territorial Government is that "the Yukon is open for business." The CAFN government is supportive of entrepreneurship and economic activities that benefit their members and the area generally. The legal and regulatory environment for the most part is business friendly, and is not seen as a deterrent to advancing the recommendations in this report.

The committee concludes that the legal and regulatory regimes are conducive to encouraging economic opportunities.

The Economic Environment

The economic environment in Haines Junction cannot be looked at in isolation of the Yukon, Canadian, and global economy. For example, there are major forces currently at play in both China and India which may have significant impact on the country's, territory's and community's future –

particularly the increasing demand for natural resources spurred by the unprecedented rate of growth in Asia.

The Global Economic Outlook

The International Monetary Fund predicts global growth as a whole is projected to slow to 4.9 % in 2007 from an estimated 5.1 % 2006. The world's richer, more mature economies will see lower growth rates. The Organization for Economic Cooperation and Development has trimmed its 2007 growth forecast for its 30 mainly industrialized member countries to 2.5 % -- the lowest rate since 2003 -- from its previous estimate of 2.9 %

Economists predict a slowdown in the U.S. economy will likely drag on global growth next year but Asia and Europe are expected to remain fairly resilient amid signs of healthy consumer demand. The big question is whether the U.S. economy will slow gradually while avoiding a jump in inflation -- something economists call a "soft landing" -- or slide into a recession, which could seriously stifle global growth.

Forecasts by the European Union and European Central Bank see gross domestic product in the 12-nation euro zone expanding 2 % next year, slower than the 2.7 % expected this year, but well above the 1.4 % it has averaged since 2001. According to Gilles Moec, a London-based economist with Bank of America, "The euro zone can actually cope with a temporary downturn in the U.S. if activity stays dynamic in emerging markets -- which seems to be the case for the time being." Central and Eastern Europe, combined with Asia, have contributed twice as much as the United States to euro-zone export growth over the past seven years, according to the Bank of America.

Latin American economies are expected to do well next year. The region is a big exporter of commodities such as copper, iron ore and soy. Any global economic shocks -- like an unexpected slump in China -- would have severe repercussions.

The Canadian Economic Outlook

Private sector forecasters expect Canadian real gross domestic product (GDP) to grow around 2.75 % in both 2006 and 2007. They expect nominal GDP in 2006 to be somewhat lower than they expected at the time of the May 2006 budget, primarily because of a lower forecast for GDP inflation. The risks to the Canadian economic outlook remain largely external. This poses a significant downside risk to Canadian nominal GDP growth. As well, a sharper than expected U.S. slowdown or a deceleration of growth in China from its current rapid pace would also pose a downside risk to commodity prices.

Prices for key Canadian commodities have remained volatile in recent months. Crude oil and industrial metals prices remain at historically elevated levels despite recent declines, reflecting ongoing strong global demand growth and tight supply conditions. At the same time, higher inventory levels have resulted in sharply lower prices for natural gas, while lumber prices have dropped significantly in response to slowing U.S. housing demand. Lumber prices, which have fallen by more than one-third since early 2005, are expected to remain at or below current levels over the near term, reflecting ongoing weakness in U.S. housing demand. Industrial metals prices are

expected to moderate from current record highs but remain above historical trend levels, fuelled by continued strong demand from China.

(Source: Government of Canada, Department of Finance - *The Economic and Fiscal Update*.)

The Yukon Economic Outlook

Yukon's real GDP grew by 3.4% in 2005 following similar 3.5% growth in 2004. Business investment was up by 19% with non-residential and machinery and equipment investment showing significant growth. GDP growth should remain at a solid 3% in 2006 as mineral exploration activity and mine development expenditures are expected to be key driving influences. The seasonally adjusted Yukon labour force was 16,000 in November 2006, up 100 from October 2006 but down 200 from November 2005. In addition, over the last year the number of people employed in the Territory increased by 200 to 15,300. The number of unemployed in November 2006 remained unchanged at 700 from one year ago. The unemployment rate in November 2006 was 4.2%; changed marginally from 4.3% from November 2005 but lower than the 2006 Canada average of 6.3%.

The Yukon population increased in June 2006, rising by 386 persons (or 1.2%) since June 2005. In this period, the Haines Junction area experienced a decrease of 12 people for a total of 805.

Inflation in Whitehorse has averaged 1.6% in 2006. Preliminary retail sales figures for June 2006 increased to \$44.4 million; a 4.3% increase above the June 2005 level. The value of real estate transactions for the third quarter of 2006 increased by 2.1% from the third quarter of 2005. In Whitehorse, the value of transactions decreased by 2.4%, while in the rest of the Yukon the value of transactions increased by 29.0%. The average selling price of a house in Whitehorse increased by 12.2% from \$227,400 in the third quarter of 2005 to \$255,100 in the third quarter of 2006. The number of building permits issued in November 2006 (122) was less than the 137 issued in November 2005 and the value of those permits decreased by -75% to \$4.3 million - there was extraordinary institutional permitting in 2005 for the 2007 Canada Winter Games Athlete's Village construction. Year to date building permits (2006) total \$97.0 million compared to \$71.5 million for the same period in 2005. See Appendix F for more information on building permits. (Source: Yukon Economic Update.)

Champagne and Aishihik Traditional Territory Economy

CAFN is a major player in the Haines Junction and area economy. As the headquarters of the CAFN government, Haines Junction is home to approximately 50 full-time First Nation employees and a significant number of short term and seasonal employees. Some of these employees are new residents of the community. CAFN has a significant housing area within Haines Junction with about 50 housing units and a population of 400 people who live in the traditional territory.

Champagne and Aishihik First Nations expenditures, which occur in the Haines Junction area, are over \$5,000,000 annually. These expenditures are

allocated to many areas including wages, fuel, housing development and maintenance, annual capital programs, social assistance, health programming, recreation programming, culture, heritage and a large number of special events, workshops and other gatherings. Some CAFN settlement land is located in commercially viable places, including highway and water frontage, prime residential development locations plus land parcels with highway access that may permit resource development. Many CAFN lands are considered to have resource development potential, although the First Nation attaches a strong priority to protection of land and heritage based values. CAFN has projects in the planning stages including a Cultural Centre to be located in Haines Junction and forest development plans.

CAFN is active in economic development. The First Nation has adopted a structure that provides its Development Corporation with the mandate to pursue profit-making enterprise. CAFN has an active economic development program within its administration that focuses on building the foundation for First Nation economic development through planning, policy, organizational development, capacity building, entrepreneurship and through forging strategic partnerships, including a growing partnership with the village of Haines Junction.

CAFN has developed a draft Best Practices Code for mining and mineral exploration companies who are interested in projects within the CAFN Traditional Territory, both on settlement land and on public lands. This Code, and supporting policy and legal matters, will be the subject of community consultation in the coming months toward finalization in 2007.

Entrepreneurship is a long-standing tradition of the CAFN citizens and community but has been affected by outside influences that have impacted the people. Many CAFN citizens are active in the local business community as owner/operators of businesses including hotels, RV parks, a boat tour company, heavy equipment, contracting and placer mining. To help encourage business interests CAFN will establish a business support centre in Haines Junction this year, along with a series of business development workshops.

The Haines Junction Service Area Economy

The public sector in Haines Junction (Federal, Territorial, First Nation and Municipal government services and boards) accounts for about 27% of employment. Tourism related employment accounts for significant employment, including accommodation, food services and wilderness tourism services accounting for about 12% of the workforce. Retail trade provides 11% of the employment, construction supplying about 8%, transportation accounting for 5% and “other services” including recreation and the arts contributing a further 6%. Other industries, including self-employment make up the remaining 31%.

The mix of occupational groups in Haines Junction is close to that in the Yukon. The largest occupational field is sales and service, reflecting the importance of tourism in the local economy. Kluane National Park and Reserve provides opportunities for science occupations. Additionally, the Arctic Institute has been engaged in research in the area for many years. Other work, which emphasizes management and administration, is related to

government activities, including First Nations, other governments, and park administration.

In 2001, about 14 % of those working in the Village of Haines Junction reported as mainly self-employed. This is slightly above the Yukon average of 13 %.

The average employment income for all workers in Haines Junction was reported by the 2001 Census as \$25,800. This is a little more than 80 % of the average for the Yukon as a whole. Those persons who worked full-time and for the full year earned almost \$42,500 (employment earnings for full-time, full year workers overall in the Yukon were \$44,600). In the Haines Junction area, work is less likely to be full-time or full year than the Yukon average. The 2001 Census reported that 36 % of all workers were working full-time, full year, compared with 46 % for the Yukon as a whole. The annual number of people claiming income from employment insurance ranged from 50 to just over 70 throughout the past ten years.

It is important to recognize the small communities within the Haines Junction service area including: Destruction Bay, Burwash Landing, Silver City, Canyon, Champagne, and Klukshu. The Kluane First Nation has concluded an economic impacts and benefit study to guide economic development planning. Other contributors to the area economy include agriculture (4%), communications, forestry and manufacturing (3%). Finance, mining, information and business services all contribute to the balance of the economy.

In addition to a cash economy, many members of the area partially support themselves through hunting, fishing and gathering including the exercise of First Nation traditional rights. Fur trapping contributes to both the cash and subsistence economy.

Amenities and Services

Yukon College maintains a campus in Haines Junction, and the St. Elias Community School offers schooling from kindergarten to Grade 12. Both educational institutions are currently examining ways to develop complimentary courses intended to develop Haines Junction as a Centre of Excellence for Outdoor Studies.

A Territorial Agent is located in Haines Junction providing various government services, and located in a building with the public library and Yukon College.

There is an area community Health Centre, volunteer ambulance service, a social worker and counsellor located in Haines Junction. There is also an RCMP detachment, and volunteer fire department located in the community.

Hydroelectric power is provided by the Yukon Electrical Company. A highways maintenance yard, gas stations, automotive repair, accommodations and other services have all developed in Haines Junction as a result of the community's strategic location at the junction of two major highways. A number of other businesses have developed due to the proximity of Kluane National Park and the surrounding wilderness including river rafting, guided hikes, snowmobiling, riding, canoe and bicycle rentals.

Haines Junction offers a general store, the biggest on the North

Highway featuring produce, meat, groceries and hardware. An excellent recycling program services the community. Complete with bank and post office, Haines Junction is recognized as a full service community.

Community facilities include the showcase St. Elias Convention Centre that houses the municipal administration offices. The centre provides a first class meeting facility with a panoramic view of snow capped mountain peaks. This 18,000 square metre building has five meeting rooms available for rent including a Grand Hall with retractable theatre seating for 240, and kitchen facilities. There is an ice hockey arena, curling rink, a seasonal swimming pool and basketball courts.

There is a rich culture and arts base in the community. Outdoor and indoor recreation opportunities are abundant. Haines Junction offers a picturesque setting for artistic pursuits and a healthy, outdoor lifestyle. There are a number of annual events including the Alsek Music Festival, Klwane Mountain Bluegrass Festival, Silver Sled Dog Race, and Klwane-Chilkat International Bike Relay. The community has an active performing arts program delivering between thirty and forty events each year. The Village funds arts acquisition as part of a growing permanent, public art collection. The majority of events are hosted and organized by a strong, local volunteer base.

The committee concludes that the global, Canadian, Yukon, and local economic environments are all conducive to the pursuit of economic opportunities, and that potential investors may want to look to global markets as potential sources of profit.

The Social Environment

Haines Junction is a vibrant community with a solid employment base and extremely strong volunteer sector who work proactively to promote arts and cultural events, and recreational activities. There are a lot of amenities available, many of which have been self-provided.

The committee recognizes a range of community values; some are opposing. A clear message from those offering input to the raw data was recognition that progress will only occur by working together with a balanced approach to reach the more controversial opportunities.

The committee concludes that the community enjoys a healthy social environment that is conducive to the pursuit of economic opportunities, and in fact, the social environment already contributes to the area economy

The Technical Environment

Complete telecommunications services are available in the Haines Junction are including high speed internet, cellular, satellite, and other basic telecommunications services.

The committee concludes that the technology required to pursue economic opportunities in Haines Junction is in place.

The Cultural Environment

The town site of Haines Junction was a stopover place for First Nation people on the move to other areas. Its traditional name is Dakwakada or “High Cache.” Champagne and Aishihik peoples have lived in the area for over thousands of years. The CAFN Traditional Territory is over 41,000 square kilometres including 29,000 square kilometres in southwestern Yukon and 12,000 square kilometres in northwest BC. Much of what is now Kluane National Park and Reserve and Tatshenshini-Alsek Park lie within this Traditional Territory. The main language of the CAFN is Southern Tutchone, which is an Athapaskan language. Many members of the First Nation were bilingual, speaking both Southern Tutchone and Tlingit. The Tlingit language indicates the influence of coastal peoples. Traditionally, the land provided CAFN ancestors with everything they needed. Today, CAFN people live and practice traditional activities on their lands while engaging in the modern local and world economy.

The community of Haines Junction was established during the Second World War. There are many long term and multi generational families residing in the community. In the 1960’s, many First Nation people relocated to Haines Junction from the surrounding area. More recently the beauty of the area has attracted people from around the world to become residents. The result is a diverse cultural mix; all contribute to a rich community life.

The committee concludes that this rich diversified culture is an asset and provides a strong foundation for economic opportunity.

The Environmental Environment

The environment in and around Haines Junction is pristine and exceptionally beautiful, and clearly an attractant that brings people to the area. Haines Junction’s economy is linked to the community’s location along the Alaska Highway and as access point to Kluane National Park and Reserve.

Kluane is a wilderness park with hiking, skiing and cycling trails. Vehicle access to the park is limited to Mush Lake and the Alsek valley. Snowmobile access is limited to Kathleen Lake.

The committee concludes that the quality of the local environment is a major asset to economic development.

While recognizing the need to balance economic development and the environment, economic opportunities will occur. The community has stressed that, as development occurs, care should be taken to ensure that one of the principal reasons that attracts tourists and residents alike – the pristine and exceptionally beautiful environment – is not compromised.

The Demographic Environment

A portion of the 2006 Census results has just been released. Those results indicate the population of the Village of Haines Junction in 2006 was 589 people.

The 1996 population of Haines Junction was 574, and the population in

2001 was 531. This only includes residents of the Village of Haines Junction, not residents outside the municipal limits.

The population declined 7.49 % between 1996 and 2001; however, it increased by a net 2.61 % between 1996 and 2006.

The most current demographic data of analytical significance is from the 2001 Census (very little of the 2006 Census results have been released to date.)

Age Characteristics of the Population of Haines Junction (2001 Census):

	Total	Male	Female
Total – All persons	530	265	270
Age 0-4	25	10	15
Age 5-14	85	45	40
Age 15-19	50	30	20
Age 20-24	35	15	20
Age 25-44	150	65	85
Age 45-54	110	60	50
Age 55-64	40	25	15
Age 65-74	30	10	20
Age 75-84	5	5	5
Age 85 and Over	0	0	5
Median Age	37.1	38.8	36.0

(Note: This data is reported as recorded in the 2001 Census. There appear to be mathematical errors in both the 75-84 year age group [the numbers should total 10] and the 85+ age group [the numbers should total 5]. The total population should be 535)

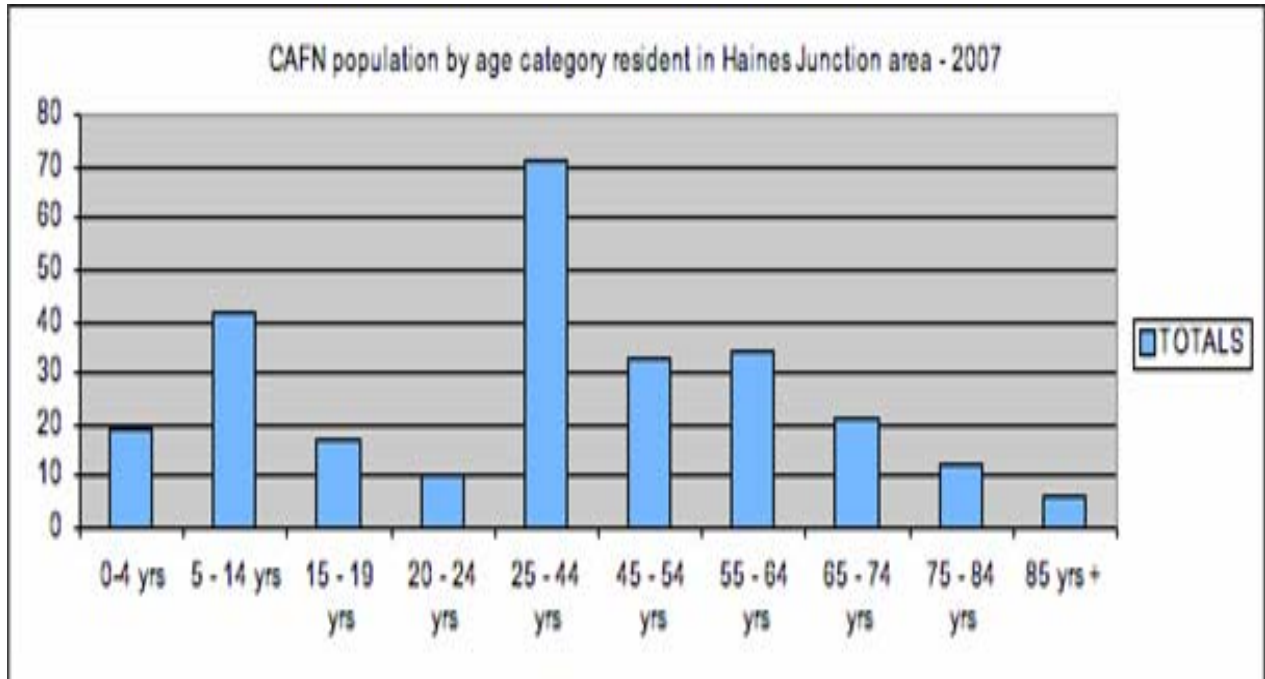
Generally, the Canadian and U.S. populations are growing and aging. In Canada, the population is younger than the populations of most other G8 countries except the United States.

The Canadian population is projected to grow 3.5% between 2004 and 2011. Significantly, the 55+ population is forecast to grow 15% compared to a decline in those aged 15 to 44 in the same period. By 2015, seniors are projected to be more numerous than children. By 2031, the population aged 65 and over is expected to range between 8.9 and 9.4 million, while the number of children is expected to range between 4.8 and 6.6 million. By 2056, about one out of ten Canadians will be 80+, compared with one in thirty in 2005.

The demographics of Haines Junction are fairly typical of what is seen across the country. The size of a community has been shown to influence both community growth and decline. Larger communities tend to grow faster than smaller communities. A majority of communities with 3,000 or more residents had a population growth of 5% or more between 1981 and 2001. However, the majority of communities with fewer than 1,000 residents experienced a

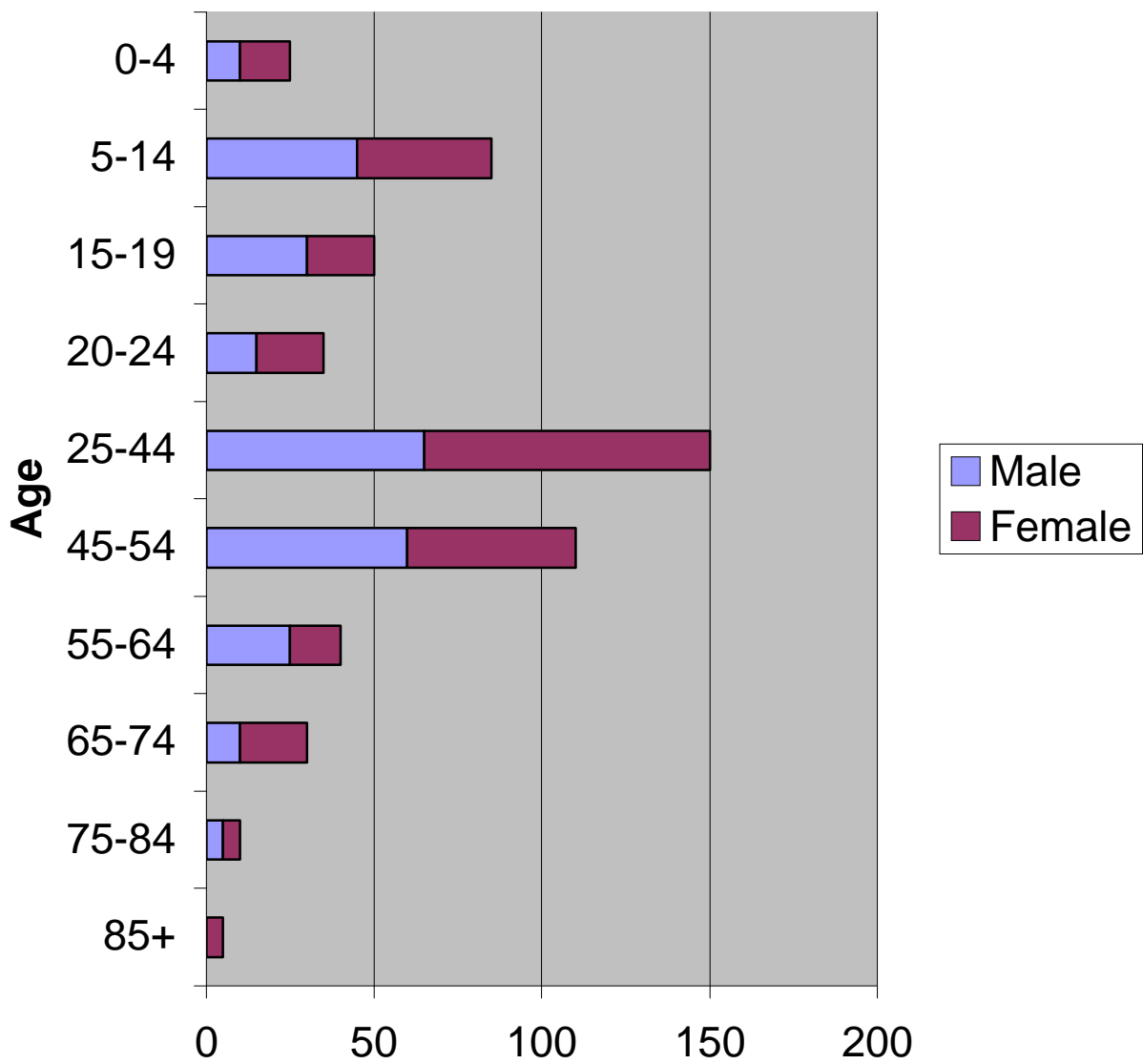
population decline of 5% (or more) in that same period. Across Canada, of 2,607 communities, one third of those communities were in decline in the two decades between 1981 and 2001.

BELOW IS THE CURRENT 2007 AGE DISTRIBUTION FOR CAFN CITIZENS OF THIS AREA.



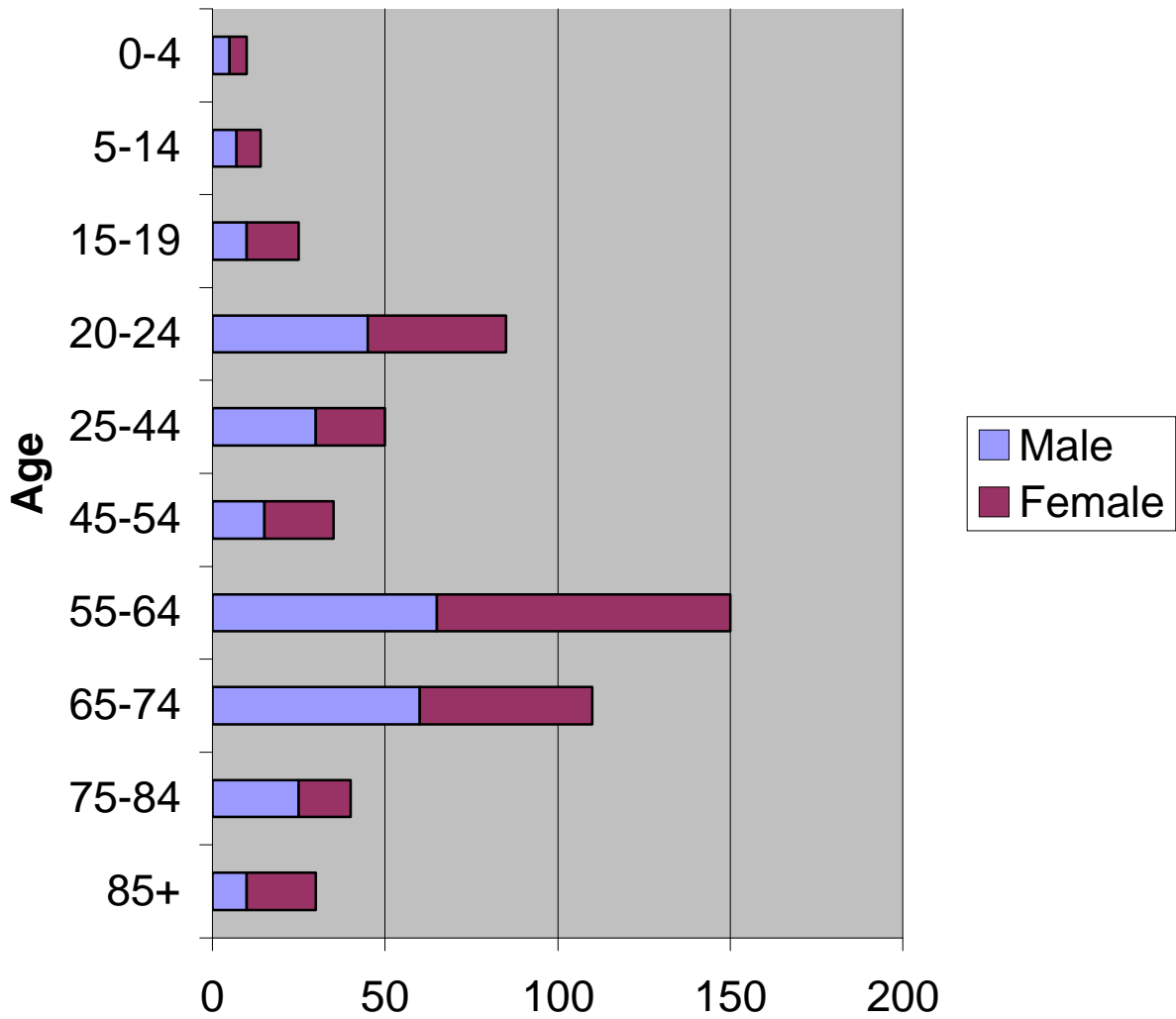
The following graphs depict the actual (2001) age profile within the municipal boundaries of Haines Junction, and the projected age profiles for 2021 and 2041.

Haines Junction - Age Profile 2001

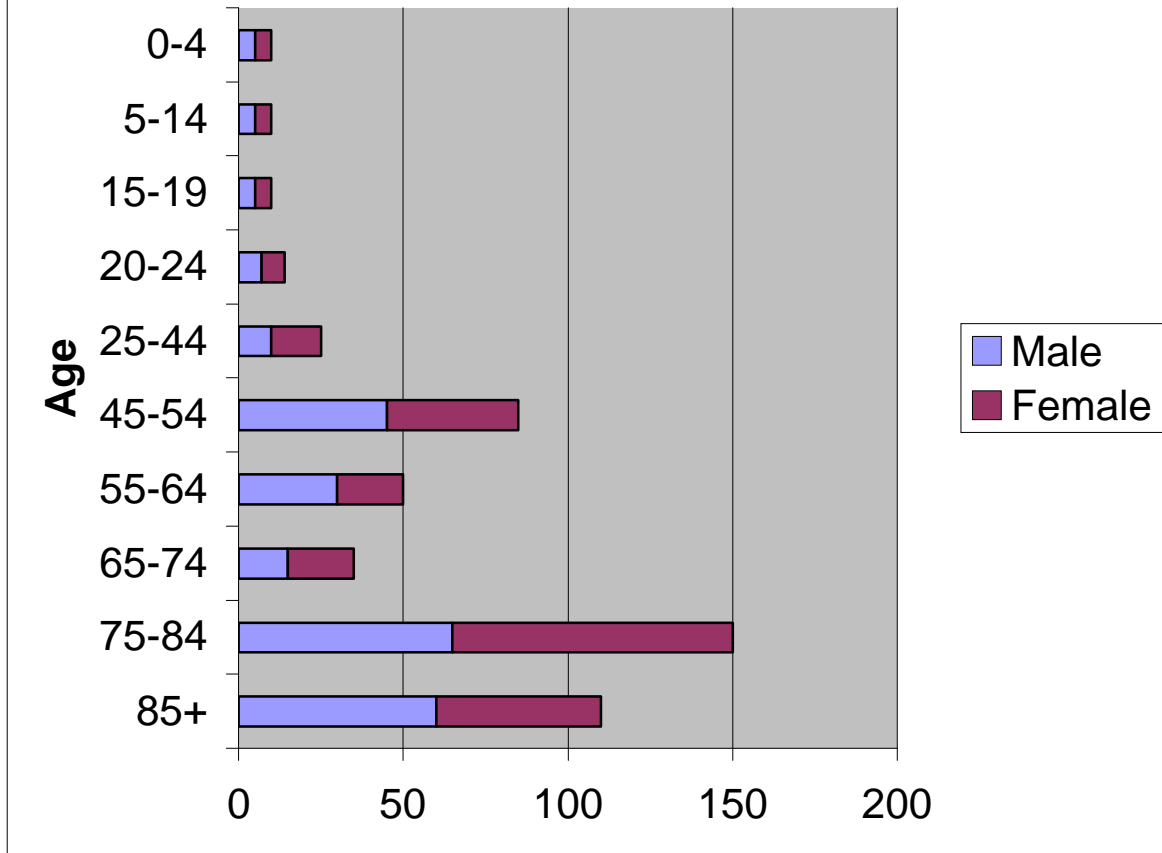


NOTE, THE PROJECTED PROFILES DO NOT CONSIDER IN-MIGRATION OR OUT-MIGRATION. THE PROJECTED STATISTICS ONLY INCLUDE RESIDENTS OF THE MUNICIPALITY OF HAINES JUNCTION AND DO NOT INCLUDE 40% OF THE POPULATION OF THE SERVICE AREA IDENTIFIED FOR THIS REPORT. RESIDENTS OF CHAMPAGNE, CANYON, PINE LAKE, KLOO LAKE, NYGREN SUBDIVISION, THE HAINES ROAD AND THE AREA HISTORICALLY KNOWN AS BLOCK 30 ARE NOT INCLUDED IN THE PROJECTED AGE PROFILES.

Haines Junction - Projected Age Profile 2021



Haines Junction - Projected Age Profile 2041



The Committee concludes that in the short term, the demographics of the population are such that the community should be able to provide or attract staffing for small, new economic ventures. Larger new ventures might be problematic from the point of view of a potential lack of availability of skilled workers, and the limited pool of potential workers in the community. The committee notes, for example, that there is a significant shortage of skilled trades people across the country, and that the shortage is projected to become more prevalent.

In the absence of significant in-migration, the community will be unable to provide the labour pool required by any major new ventures.

The committee concludes that demographics are sufficient to sustain current economic development in the next 5 – 10 years.

THE COMPETITIVE ENVIRONMENT

We have competitors in many industries, forestry and mining for example, where world pricing for commodities and a relatively high cost of transport and labour makes competing difficult and risky. Since we face commodity pricing we must pick and choose resource-based industry that provides sufficient value-added to overcome this competition. Also, we compete for capital investment, so we will see an increase in capital investment only if our opportunities can compete successfully with investor alternatives.

Recognizing that tourism has been our main private sector economic engine, and that this is likely to continue into the future, we present the following example as an analysis of our competitive and immediate environments. The benefits of providing this information is to highlight opportunities in an existing industry, identify strengths to aid marketing, list weaknesses to overcome, and allow threats to be mitigated.

Every community in the Yukon and Northern British Columbia competing for tourist dollars are our immediate competitors. We must also recognize that every tourist destination globally is, to a lesser degree, also a competitor.

What are our competitive advantages and how can we bring them into play to attract more tourists? How can we diversify our economy such that it is not as tourist dependent but capitalizes upon other opportunities?

Further details and data on the tourism industry that may be of particular interest to tourism operators can be found in Appendices N,O, and P.

Our Strengths, Weakness, Opportunities and Threats

Strengths	Weaknesses
Uniquely beautiful area Extensive outdoor recreational opportunities National Park Safe communities Close to a deep sea port Cultural resources	Too close to Whitehorse Limited existing infrastructure and services Incomplete range of product offering Inadequate marketing strategy and resources Distance from a large customer base Poor international air connections Lack of influence on YTG policy and planning.

Opportunities	Threats
Unmet traveller needs Cultural product Increase in motor coach travellers Changing demographics – new product development Add value to tour packages	Decrease in private vehicle travellers Other communities offering nearly identical product

THE IMMEDIATE ENVIRONMENT

Based on the entries in the “Standard Industry Classifications”, the following industries are represented in the Haines Junction area:

Agriculture
 Forestry
 Fishing, Hunting, Trapping
 Metal Mining
 Building Construction and General Contractors
 Food Products
 Apparel, Finished Products – (fur and hide clothing, foot ware, accessories)
 Lumber and Wood Products
 Furniture and Fixtures
 Leather and Leather Products
 Fabricated Metal Products – (jewellery)
 Miscellaneous Manufacturing Industries
 Local Suburban Transit
 Transportation by Air
 Pipeline
 Communications
 Electric, Gas and Sanitary Services
 Wholesale Trade
 General Merchandise Stores
 Gasoline Service Stations
 Eating and Drinking Places
 Miscellaneous Retail
 Bank
 Hotels, Rooming Houses, Camps and Lodges
 Personal Services
 Business Services
 Automotive Repair Services
 Amusement and Recreation Services
 Legal Services
 Accounting, Engineering, Research, Management and Related Services
 General Government

Justice, Public Order and Safety
Educational Services
Social Services
Health Services
Canadian Postal Service
Tourism and Visitor Services
Trade Associations

THE RAW DATA

What we heard from respondents was both thoughtful and insightful. Not surprisingly, there was a broad range of values and opportunities offered. The challenge, as always, will be in finding balance.

What became obvious shortly into the information gathering exercise was that respondents wanted more control over the area's economic destiny in the future related to what people believed they had had in the past. People wanted slow but steady community growth, and were adamant that a "boom and bust" economy should be avoided. A diversified economy was favoured. People wanted a sustainable economy predicated on commercial development that would respect and not compromise their environmental and social values.

The committee formulated a vision statement from the measured responses provided by respondents. While that statement was provided earlier in this report, it is worth repeating as we pursue a discussion of the data.

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

Area trends for economic development, area investment and area growth were expressed as follows:

Economic Activities:

- Strong support for further development and expansion of the tourism, education and training, recreation, and arts and cultural industries.
- Moderate support is indicated for research and resource development. The caveats expressed around resource development were that such development needed to be sustainable, locally controlled and small.
- Mixed support is indicated for increased government services, although it was noted by some that different levels of government and the private sector should be lobbied to locate more jobs in the Haines Junction area and/or hire more local people.

Community Investment:

- Strongest support is expressed to invest in Haines Junction community beautification.
- There is strong support to develop area arts, recreation, and cultural programs.
- Good support is offered for new serviced land, and sewer and water development to existing developed land in Haines Junction. This is considered as a precursor to economic development. Note there is low interest for new un-serviced land development in Haines Junction.
- Support is neutral for financial and other incentives to new and existing businesses. The committee notes that the true entrepreneur is very unlikely to predicate a decision to open a business on the basis of an incentive.
- The same neutral trend is indicated to improve existing municipal infrastructures in Haines Junction.

Growth Rate:

- A strong desire is indicated for a slow and steady growth rate for Haines Junction to a maximum population of 1500 in 10 years. The committee notes that this represents an annual growth rate of about 7%; it further notes that the population decreased by 1.5% in the last year.

Area Values

- Respondents were clear about their values and they were often reported as strengths.
- The natural beauty of the area was consistently mentioned, as were clean air and safe water.

Other considerations include:

- The small and safe, rural, pristine wilderness setting of the area.
- The location and accessibility to Whitehorse and Alaska by road and air. It was noted that such proximity offered potential marketing and partnership opportunities.
- The clean air, water, and local warm water well support a 'clean and green area'.
- New residents to Haines Junction who were interviewed came to the area because of job opportunities, relatively low land prices, the beauty of the area, and for the rural lifestyle. Wilderness activities and recreation opportunities were most appreciated. The community was seen as a good place to raise children with opportunities to experience cultural diversity, benefits from a small school, and aspects that encourage creative expression. Convenience to retail and doctor services was noted as shortfalls to living in the area.

Common Understanding Concerning Economic Development

Respondents provided varying definitions of economic development providing an understanding of what it meant to them. It was also clear that "development at any cost" was not supported but rather a measured effort to encourage developers who would contribute to the community by respecting

community values and our rural way of life.

Economic development is generally seen as a long-term strategy to support the financial, social, and environmental interests of businesses and residents through employment and business opportunities.

Are Area Residents in Favour of Economic Development?

Generally, people are in favour of economic development providing there is some community control over:

- The type of development,
- Support for development to be consistent with community values, and
- Respectful of our rural lifestyle and the wilderness area in which we live.

There is an historical perception of unfulfilled economic promise in connection with the establishment of the Kluane National Park and in relation to forest industry development. These historical experiences appear to have created a sense of caution in relation to economic development in the area.

Area Strengths and Weakness Through the Eyes of the Area Residents.

Respondents identified strengths to include:

- Most identified the beauty of the area as the greatest strength.

Other aspects commonly appreciated:

- The St. Elias Convention Centre is a showcase facility with a broad range of opportunities and potentials.
- There is a national park bordering the area and larger and broader connecting parks systems that enhance the area's wilderness aspect.
- Many recognized the variety of recreational facilities, organized activities, and the wide range of community involvement opportunities in Haines Junction. The prevalence of these activities were viewed as indicators that Haines Junction is a strong and healthy community, and equally important, that these are strong attractants to potential new residents and businesses.
- The area population offers richness in diversity including cultures, age, vocations, talents and skills.
- There is a broad range of local education programs, information technology, and research activities.
- There are quality local health and social services for all ages.

Respondents identified Weaknesses:

- Plans are needed to guide land use development that respects local values, visions and interests as well as lifestyle and investments.
- Concerns exist for more effective ways to include local views in decision-making and development processes.
- The appearance of public and private land and buildings, points of interest, and the layout of Haines Junction need improvements to present a more welcoming community.
- Rubber tire traffic to the area has steadily declined in the last 5 years.
- The layout and rundown appearance of some structures in Haines Junction may be a deterrent to investment confidence.
- Dependence on government to initiate and subsidize community development activities impacts economic development and private sector

confidence.

- There is concern for volunteer 'burn out'. There is strong volunteer activity in the area that brings economic activity. Coordination and support to the volunteer community was seen as a way to reduce volunteer 'burn out' and expand community involvement in the variety of events, recreation, and cultural activities in the community.
- Reduced enrolment in the public school affects the economy and reduces choice for students.
- Increased 'economic leakage to Whitehorse' is seen as related to highway improvements and a lack of local marketing.
- Reduced highway tourist traffic is impacting key service industries.
- The lack of a local work force is a national problem.
- A lack of rental housing impacts the ability to establish a work force.
- Limited local economic benefits from the proximity to Kluane National Park were viewed as negatively impacting the economy. People recognized the potential for positive economic benefits.
- Initiatives are needed to assist local businesses to adapt to changing local and visitor service needs and interests.

Potential Economic Development Opportunities Identified

Respondents offered the following suggestions as potential economic development opportunities:

- Initiate a working relationship with YTG Tourism and Culture to support the establishment of Haines Junction as a Centre of Excellence for Healthy Living and Outdoor Experience. Work with Yukon College to leverage required funding support to implement Yukon College initiatives as an anchor for development of other programs and services.
- Request the MLA for Kluane to table the Economic Development Plan for this area with the YTG Legislature and other organizations to establish recognition for local interests and standard for development.
- Support success of the 2007/08 piloted experiential science program at St. Elias School through links with Yukon College, CAFN recreation programs, KNP&R, and other appropriate organizations or programs that strengthen and expand educational opportunities and utilize the natural landscape.
- Expand Yukon College programs that use the local assets of the geography and resident skill sets.
- Establish outdoor leadership programs.
- Expand on the existing tourism economy.
- Establish and support a standard of service delivery for the area.
- Establish ways to support diversity in the economy (i.e. resource extraction and wilderness tourism; environmental protection and development opportunities; and local employment opportunities with a high standard of product and service.
- Establish Elderhostel programs.
- Continue to offer revenues from business license fees to the Chamber of Commerce with expectations for accountability to the village and business license holders for funds given.
- Consider requiring all business license holders to be voting members of

the Chamber and offer 100% of revenues from licenses to be reinvested into the local business community by the Chamber of Commerce.

- Chamber of Commerce to buy 5 pages in The Milepost to sell back to businesses.
- Enhance local involvement with the 2 potential economic development organizations – CAFN Corporations and St. Elias Chamber of Commerce.
- Establish a local tourism office with a paid coordinator or establish a contract position for the service.
- Bring additional overseas flights to Whitehorse, from Northern Germany, Asia.
- Establish more quality accommodations and food services.
- Support outdoor activities in all seasons.
- Establish wilderness rental cabins in Kluane National Park and establish year round access to these.
- Establish road access into Kluane National Park (Slims Valley, Alsek Valley, Mush Bates Road).
- Establish commercial bus tours into the park.
- Develop a resort at Kathleen Lake.
- Increase visitor interpretation services and access to the park.
- Implement the Alsek Trail Access Plan.
- Open Sheep Mountain for a longer period.
- Establish jet boat tours on the Dezadeash River.
- Increase guided day tours in the park.
- Establish hovercraft service on Kluane Lake.
- Invest in a local utilities company.
- Invest in alternate (hydroelectric, warm water, wind, solar) energy production through fair rate structures.
- Establish the Global Warming Institute in the area.
- Establish a vision for development and apply this to an area land management plan as a prerequisite activity to economic activity.
- Investigate ways to expand the housing market – rental and residential. In the past 2 years 24 new lots were bought. In the next 5 years at least twenty-two new homes are expected to be built.
- Change the name of Haines Junction.
- Change the layout and appearance of Haines Junction with trails, sidewalks, narrow the Alaska Highway, and establish a central gathering place.
- Invest in a more integrated community layout using the principles of land use planning and urban development.
- Establish local guided interpretive programs with signage.
- Invest in improvements to the Dezadeash River site as a community park/picnic site with permanent washrooms, picnic area, children's playground, and landscape.
- Expand the boundaries of Haines Junction to gain a larger tax base.
- Open land around Pine Lake or other more scenic year round residential lots.
- Invest increased money, time and support into the volunteer sector to promote and coordinate large revenue generating community events – music, festivals, and outdoors activities.

- Establish a local ‘gallery’ to sell local art and craft products, offer workshops and retreats and offer a studio area for local artisans to develop their products.
- Establish a non-smoking year round quality coffee shop in the core of Haines Junction.
- Develop small recreation based retail businesses and cottage industries.
- Establish a water bottling plant using the local water source.
- Promote more meetings, conferences, weddings, and performing arts at the convention centre.
- Build a commercial kitchen in the St. Elias Convention Centre.
- Create a position for a full time events coordinator/ convention planner/ economic development officer for the Village of Haines Junction.
- Establish retail space for a small coffee shop/ sales outlet in the St. Elias Convention Centre.
- Develop a 10-year projection for the potential private purchase of the new seniors affordable living building.
- Plan for the completion of the senior/ elders phase two assisted living project, and phase three full care facilities. Explore ways to offer regular physician services required for this completion.
- Identify and promote opportunities related to retirements in the area (over 30 people in 5 years).
- Promote and plan for opportunities associated with the building of a six – unit senior’s complex to open in 2007/08. Seniors services will expand with the affordable living building. Laundry and housekeeping services, physiotherapy, and meal preparation will be contracted services. The demand for home care, recreation programs, and other geriatric services are expected to increase.
- Hire a recreation coordinator for Haines Junction.
- Support the development of a ski and golf course.
- Develop area year round multi purpose trails.
- Support the development of an area ski hill.
- Build and rebuild networks of trails and re establish all traditional and historic trails in the area.
- Improve or develop original trails and existing trails such as from Canyon to Haines Junction, Parks trails close to town for winter and summer use, mountain biking, skiing, walking, and horse riding.
- Promote the area for its outdoor recreation opportunities and link with education and wilderness tourism businesses.
- Establish a University of Yukon in the area.
- Move Department of Environment, YTG to the area.
- Move Parks Canada to the area.
- Encourage Northwestel to position 1 or 2 employees to the area.
- Encourage CAFN to employ more locally.
- Subsidize daycare.
- Establish an “incubator for local entrepreneurs” - a room with computer, Internet, fax, supports for small business development.
- Expand Destruction Bay School to include high school.
- Build jail/ corrections facility for short-term offenders in Haines Junction.
- Implement area forest management planning to support expansion of

logging.

- Support logging industry to ‘thin’ the forest for community benefits.
- Promote small-scale local forest industry to enhance community fire protection. Support ‘value added’ products from local resources (wood products).
- Utilize local mineral, forestry and hydroelectric resources to offer financial benefits to local residents in a ways that respect values of the environment.
- Create a “Model Forest”. See Homer Alaska as a model to follow. Address fire reduction, offer silviculture development and a monitoring plan linked to educational opportunities.

THE ASSET INVENTORY

The Haines Junction service area is rich in assets – most particularly in both the number and diversity of the various volunteer organizations.

Economic Assets

Haines Junction Business License Holders 2007

- Alcan Motor Inn and Lounge	- David Sillery	- Kluane Fuels	- Safe-T- Way
- Alpine Meadow	- Dulac Arts	- Kluane Machine	- Sifton Air
Message & Holistic Therapy	- Elgi Design	- Kluane Park Inn	- Source Motors
- Alsek Electric	- Entropy Acres	- Kluane Ridin’ Adventure Tours	- St.Elias Interpretive Planning & Consulting
- Andy’s MYWW	- Ernie’s Wood Service	- Kluane RV Kampground	- The Fish Hook
- Barbara Joe Consulting	- Evergreen Construction	- Laughing Moose Catering	- Tana Contracting
- Bernies Deliveries	- FasGas	- Lia Fox Fitness Services	- Triple S Services Helicopters
- Big Bud Contracting	- Frosty’s Restaurant	- Madley’s Bigway General Store	- Tutchone Enterprises
- Bob Hayes Wildlife Management Planning	- Glacier View Inn	- Otter Falls Cutoff Gas Station	- Valerie Drummond
- Cathy MacKinnon	- Green Banana Properties	- Poplar Tree Services	- Village Bakery & Deli
- Caroline Hayes & Associates	- High Cache Nursery	- Ralph Hotte Contracting	- Yukon Trail Riding
- Cozy Corner	- Isabel Biggs Cooking Services		- Russel Trailer Court
	- Junction Contracting		

Motel & Restaurant	- Rod Watson	- Rob's Odd Jobs	
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Buildings	Events	Services	Services
-Community Hall - Municipal Shop - Bill Brewster Arena - Shakwak Swimming Pool - Curling Rink - St. Elias Tourism and Convention Centre -Visitor Reception Centre	- Alsek Music Festival -Kluane Mountain Bluegrass Festival - Silver Sled - Kluane/Chilkat Bike Relay - Oldtimers Hockey Tournament - Winterfest - Society for Culture and Eductation	- Airport -Ambulance - Canada Post - CAFN administrative office -Southern Tutchone Tribal Council office - Fire Department - Health Centre - Kluane National Park office - Library - Liquor Store - Royal Canadian Mounted Police - St. Elias Community School	-Shawkwunlee Daycare Centre - Northwestel - Recycling Depot - Yukon Electrical Company - Yukon Environmental and Socio-Economic Assessment Board office - Yukon Family Services office - Social Services - TD Bank Financial Group - Village of Haines Junction office

Boards and Trustees

Alsek Renewable Resources Council
 Kluane Park Management Board
 Dan Keyi Renewable Resources Council

Political Assets

Member of Parliament
 Member of the Legislative Assembly
 Mayor and Council
 Champagne and Aishihik First Nations Chief

and Council
Kluane First Nation Chief and Council
Southern Tutchone Tribal Council

Committees of the Village of Haines Junction Council

Community Development Committee
Economic Development Committee
Cemetery Committee
Culture, Parks and Recreation Committee
Art Acquisition Committee
Integrated Community Sustainable Planning Committee

Haines Junction Clubs, Committees and Associations

Alsek Music Festival Society
Ambulance Department
Block Parents (currently inactive)
Brownies/Sparks/Guides/Pathfinders (currently inactive)
Canadian Rangers / Junior Rangers
Chamber of Commerce
CAFN Youth Group
Culture, Parks and Recreation Committee
Curling Club
Dakwakada Dancers
Firearms Association
Fire Department
Fly Fishers Club / Fly Tying Club
Haines Junction Employment Development Society
Haines Junction College Campus Committee
Horseman's Association
Hospice Society
Kluane Speedskating Club (currently inactive)
Kluane Chilkat International Bike Relay
Kluane Wilderness Operators' Association
Library Board
Recycling Committee
R.E.D. (Responsible Economic Development)
R.I.S.K. (Residents Intent on a Sustainable Kluane) (Currently inactive.)
Search & Rescue
Silver Sled Dog Sled Race
Snowmobile Club
Society for Education and Culture
St. Elias Echo Newspaper
St. Elias Golf and Ski Society
St. Elias Lion's Club
St. Elias School Council
St. Elias School Band
Swim Club
Threadbearers Quilting Group

Trail of '42 Road Race (Currently inactive.)
Yukon Bluegrass Music Society
Yukon Junior Association of Musers
Yukon Native Bonspiel Committee

*Hockey
Minor Hockey
Old Timers' Hockey
Women's Hockey

*Churches
St. Christophers' Anglican Church
Our Lady of the Way Catholic Church

OPPORTUNITY SELECTION TESTS

Separate, Systematic and Sufficient Consideration of Every Opportunity

The Committee developed a series of tests, designed to differentiate opportunities that had a more realistic chance of success if pursued at this time. Additionally, the tests ensured community concerns were addressed and values respected. Each identified opportunity was subjected to this series of filtering tests; the tests and the manner in which they were applied was intended to ensure that each opportunity was evaluated separately, systematically and sufficiently.

The questions and rationale are detailed below.

Whose Opportunity is This?

A crucial first test endeavours to determine who the most appropriate proponent(s) to advance a project may be. Proponents who might advance a project are the federal government, the territorial government, municipal government, First Nations government, public/private partnerships and the private sector, or some combination of "all of the above."

Who or What, or Is There a Proponent?

An equally important test is whether an appropriate proponent exists. A particular venture may be an excellent idea, however if there is no investor and implementer for the venture (usually because there is no business case for it), the venture will not proceed regardless of 'how good an idea' it might be. It needs a champion, an investor and a business case.

Is the Opportunity Consistent with Community Values?

Respondents made it clear there were values that must be respected. These included:

- The natural beauty of the area.
- The small and safe, rural pristine wilderness setting of the area.
- The location and accessibility to Whitehorse and Alaska by road and air.

- The clean air and water.
- Relatively low land and housing prices.
- Wilderness activities and recreation opportunities.
- Cultural diversity.
- Benefits from a small school.
- Aspects in and of the community that encourage creative expression.

The test asked whether the proposed project/venture/idea might compromise one or more of those values.

Is the Opportunity Realistic?

There are lots of good ideas. From an economic development perspective, a project is commercially viable only if it is able to sell its production at a profit, and in a volume to generate a reasonable rate of return on the owner's investment.

Is There Likely to be a Demand for This Product or Service?

'Demand' is a relative concept. The demand has to be sufficient to generate a reasonable rate of return on the owner's investment. Larger investments require either a healthy demand, or sale of an extremely expensive commodity to support the investment.

Is the Idea Likely to Attract any Necessary Financing?

One of the biggest challenges in business is raising the money to embark on a venture. In order to do this the banker requires a completed business plan and market research that clearly demonstrates the business will be viable. The bottom line: how much profit can this venture reasonably be expected to generate? Area businesses face more significant challenges in raising finances than comparable businesses in larger centres.

Is There a Supply and Demand Gap?

A supply and demand gap exists when existing businesses are unable to meet the demands of consumers. One has to be cautious and judiciously analyse the gap because an obvious solution is not always the right solution.

Are the Required Land, Buildings and/or Utilities Available?

There are several considerations here. There may be zoning regulations to consider, as well as simply the physical availability of the land. Financing is also an important consideration, as the banker may consider financing of the land and building as separate issues. Does the cost of utilities present a threat to the business? Is the land appropriately serviced?

Is any Required Technology Available?

Are the necessary telecommunications and support mechanisms in place? For example, is there high speed internet, fibre optics or tone keying? Are the circuits sufficiently reliable? Are there reliable service options? Is equipment repair and are spare parts available locally?

Are the Machinery, Raw Materials and/or Labour Available?

We need to consider the cost of transporting raw materials in, and finished product out. Transportation costs can mean the difference between business viability and failure. Consideration has to be made about such issues as downtime if maintenance is not available locally. Can the business recruit and retain the skilled labour required at competitive rates?

Can Licensing, Registration and Clearance Requirements be Met?

Are all regulatory requirements achievable? Has the business thought of all the regulatory considerations including business licences, registration with the registrar of companies and public health requirements and other relevant regulators?

Is This a Sustainable Venture?

The word 'sustainable' can have two different meanings in business dependent upon whether the word is applied to the business itself, or the resource it utilizes.

'Sustainable' ventures are capable of generating (or re-generating) product at a rate that exceeds their utilization or disposition rate, sell that output at a profit, and do this for the long term in order to stay viable as a business.

In the resource sector, we might use forestry as an example. Providing the annual allowable cut (or, the harvested volume) is less than the rate of growth of new trees reaching maturity, the renewable resource is said to be sustainable. The Natural Step Framework (for more information on this approach go to www.naturalstep.ca.) approach recognizes the earth as a sustainable system and human society as capable of damaging nature and altering life-supporting ecological structures. Social and economic dynamics fundamentally drive actions that lead to ecosystem changes. Therefore, from the Natural Step approach, focusing on socio-economic dynamics and meeting human needs worldwide is an integral and essential part of sustainability. This is consistent with the 'triple bottom line' concept that advocates social and environmental factors need to be considered as well as just profit.

Will this Venture Help Diversify our Economy?

Diversification is an economic strategy that essentially says "Don't put all your eggs in one basket." Businesses of a different nature cater to different market segments, while too many businesses of the same type can supersaturate the market with the same product.

Is This an Environmentally Sound Venture, or Can any Concerns be Mitigated?

Respondents expressed interest that ventures be environmentally sound and the community voice respected. Locally, the regulatory process includes YESAA and the Alsek Renewable Resource Council. Zoning bylaws also regulate activities. First Nation's laws, regulations and policies apply on Settlement Lands.

Is This a Socially Responsible Venture, or Can any Concerns be Mitigated?

Respondents expressed their values clearly, that for public acceptance, a project must support area values. Public resistance to a project can mean the difference between success and failure.

Could this Venture Contribute to a 'Boom and Bust' Economic Cycle?

'Boom and bust' economic cycles can devastate a single industry community by such actions as driving up property prices (demand) when everyone is working and making good wages, followed by a crash when the industry fails. It is generally a phenomena associated with larger employers and /or resource extraction. Other factors that contribute to busts are too much inventory (Nortel), the product is near or at the end of its life cycle and the company has not diversified its product mix, and there is no longer a demand.

The following three questions all relate to 'sustainability' of the venture and are somewhat interrelated, they are important to consider in isolation.

Is This Venture Likely to Show a Healthy Rate of Return?

Few entrepreneurs would consider a venture that would be unlikely to make at least the minimum return from a deposit with a financial institution.

Is This Venture Likely to Continue Over the Short to Mid-term?

This is a subjective question and the committee, knowing that 80% of business ventures fail in their first year, has made recommendations to defer some activities. There is nothing to prevent a keen proponent with the necessary financing from embarking on any venture.

Is There a Ready Market for This Product or Service?

Again, the committee does not intend to suggest that a resourced entrepreneur should not take on a risky venture. However, from the perspective of no apparent ready market for a particular product or service, the committee is reluctant to recommend pursuit of a potentially risky opportunity.

RECOMMENDATIONS FROM AREA RESPONDENTS

PRECURSORS TO ECONOMIC DEVELOPMENT

Several opportunities were identified by the committee that are actually precursors to economic development. Some of these reflect a lack of infrastructure development that is seen as hampering economic development. The more important precursors are detailed below and examined for factors

such as agency(ies) that can supply the need, potential timelines and costs to establish the infrastructure.

1. Development of a Land Use Plan

- A previous land use planning initiative, The Kluane Land Use Plan (1991), was broadly accepted locally but never ratified. A more localised version was recommended. This should include a vision for development based on community input. Public comments relating to land use planning include “No one has a big picture view of what is happening in the community” and “need to anticipate growth and have land available for a pro active approach to development”. Destruction Bay and Haines Junction residents have expressed concerns about the lack of residential lots available now and the perceived lack of plans in process to create any.
- A community-based project could be completed locally in cooperation with local governments for presentation to YTG. Information from the latest Haines Junction Official Community Plan and the Raw Data for this Economic Development Plan could form the base for a Kluane Land Use Plan that is community-based.

2. New Serviced Land and Extend Sewer and Water to Existing Developed Land

- Lack of infrastructure is an obvious deterrent to new businesses. The lack of serviced land and an extension of sewer and water were identified as important to local economic development. Lack of new residential land was the biggest issue for Destruction Bay/ Burwash Landing residents.
- Planning for new lots is a YTG responsibility. Local governments have a role to ensure supply and demand is in balance. The timeline for new development has been 1 to 3 years or longer.
- Extending water and sewer services to existing lots is a municipal responsibility, and has a timeline of several years. No established process for such an initiative currently exists.

3. Trail Development and Enhancing Community Appearance

These improvements are seen as aspects of marketing the community and helping the community to be viewed more positively.

- The Village of Haines Junction has established a Community Development Committee (CDC) to make recommendations to Council for enhancing community appearance. The CDC has identified projects and prioritized plans. Their planning is long term and limited by funding.
- Volunteer efforts to build trails around the community of Haines Junction are in the early stages of development and there has been liaison with the CDC. Support and cooperation from residents, user groups and local governments will be needed to bring these plans to reality. Costs could be shared and funding may be available from YTG Economic Development Branch, Community Development Fund, and YTG Tourism Branch. The progressive trail system is expected to develop over several years, offering increased trail access as they develop.

4. Other Precursors

- The shortage of private rental housing is intensified by too much government-sponsored housing.
- It is essential that the local St. Elias Chamber of Commerce and Dakwakada Development Corporation play a larger and active role in encouraging and supporting local economic development.
- Economic development can only occur with a skilled labour force and a standard of excellence in product and service delivery.
- The development of a local business incubator will help those with an interest in business ventures. This is an opportunity identified and deferred by the committee.
- Any support that promotes diversity in the economy was suggested as a precursor to economic development.

Progress on these ideas would fall within the mandates of the Chamber of Commerce and the Dakwakada Development Corporation. We would encourage these two organizations to work collaboratively in furthering the economy of the service area.

The Community Development Committee is addressing some of these suggestions to a certain degree. There are plans and actions have been initiated for the development of trail systems in and around Haines Junction. There is a plan and actions have taken place for community beautification. Other suggestions such as land use planning and land development will require political involvement for required government support.

The raw data comprising “opportunities” was arranged as a list of potential economic opportunities. Where appropriate, similar opportunities were combined capturing the relevant points from each suggestion.

The committee developed a set of “selection criteria” (20 questions) to determine who might be the most appropriate proponent (i.e. some level of government, the private sector or a combination of both) to move the potential opportunity forward, and determine which of the opportunities were most worthy of immediate consideration (i.e. Is there current demand for the product or service proposed?). This “filtering” exercise ensured that every opportunity was examined separately, systematically and sufficiently.

The extensive list produced as a result of community consultations, is captured by the following 64 recommendations in the areas of education, tourism, utilities, the St. Elias Chamber of Commerce, diversification opportunities, land use, the volunteer sector, opportunities flowing from the new Seniors’ complex, potential employment re-locations and forestry.

OPPORTUNITIES

EDUCATION

E.1	Work with Yukon College and partners such as CAFN and KNP&R, to establish a ‘Centre of Excellence for Healthy Living and Outdoor Experience’ program, to build on the experiential program developed by St. Elias School, and provide leadership certification and university credits. Utilize local assets, skill sets and
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	the natural landscape/geography. The program will promote the area for its recreational opportunities, as an educational centre and may stimulate the wilderness tourism business.
E.2	Establish an “incubator for local entrepreneurs”. A room with computer, Internet, fax, supports for small business development.
E.3	Establish a University of Yukon in the area.
E.4	Establish the Global Warming Institute in the Haines Junction area.

TOURISM

T.1	Expand on the existing tourism economy by supporting outdoor activities in all seasons.
T.2	Improve or develop original and existing trails (i.e. from Canyon to Haines Junction) including traditional and historic trails, and year round trails for multiple use including mountain biking, skiing, walking, and horse riding.
T.3	Change the layout and appearance of Haines Junction with trails, sidewalks, narrow the Alaska Highway, and establish a central gathering place.
T.4	Invest in improvements to the Dezadeash River site as a community park/picnic site with permanent washrooms, picnic area, children’s playground, and landscape.
T.5	Establish a local tourism office with a paid or contract coordinator to promote use of the Convention Centre for meetings, conferences, weddings, performing arts, and to serve as a coordinator/ support for volunteer groups.
T.6	Build a commercial kitchen in the St. Elias Convention Centre.

T.7	Establish and support/promote a standard for service delivery in the area.
T.8	Attract more quality accommodations and food services.
T.9	Establish Elderhostel programs.
T.10	Bring additional overseas flights to Whitehorse from Germany and Asia.
T.11	Develop a resort at Kathleen Lake.
T.12	Establish jet boat tours on the Dezadeash River.
T.13	Establish hovercraft service on Kluane Lake.
T.14	Establish local guided interpretive programs with Signage.
T.15	Support the development of an area ski hill and golf course.
T.16	Implement the Alsek Trail Access plan.
T.17	Establish wilderness rental cabins in Kluane National Park and establish year round access to these.
T.18	Establish road access into Kluane National Park (Slims Valley, Alsek Valley, Mush Bates Road).
T.19	Establish commercial bus tours into Kluane National Park.
T.20	Open Sheep Mountain for a longer period.

UTILITY GENERATION AND DISTRIBUTION

U.1	Invest in a local utilities company to engage in alternate energy production (such as hydro-electric, warm water, wind or solar power), and provide local power at a fair rate.
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THE ST. ELIAS CHAMBER OF COMMERCE

C.1	Encourage Champagne and Aishihik First Nations Development Corporation and the St. Elias Chamber of Commerce to play greater roles in community economic development.
C.2	Continue to offer revenues from business license fees to the Chamber of Commerce with expectations for accountability to the village and business license holders for funds given.
C.3	Require all business license holders to be voting members of the Chamber and offer 100% of revenues from licenses to be reinvested into the local business community by the Chamber of Commerce.
C.4	Chamber of Commerce to buy 5 pages in The Milepost to sell back to businesses.

FOR DIVERSIFICATION

D.1	Establish ways to support diversity in the economy (i.e. resource extraction and wilderness tourism; environmental protection and development opportunities; and local employment opportunities with a high standard of product and service.)
D.2	Establish a local 'gallery' to sell local art and craft products, offer workshops and retreats and offer a studio area for local artisans to develop their products.
D.3	Establish a non-smoking year round quality coffee shop in the core of Haines Junction.
D.4	Develop small recreation based retail businesses and cottage industries.
D.5	Establish a water bottling plant using the local water source.
D.6	Establish retail space for a small coffee shop/sales outlet in the St. Elias Convention Centre.
D.7	Encourage a water delivery service.

D.8	Utilize local mineral, forestry and hydroelectric resources that offer financial benefits to local residents in ways that respect values of the environment.
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LAND USE MANAGEMENT

L.1	Establish a vision for development and apply this to an area land use management plan as a prerequisite to economic activity.
L.2	Invest in a more integrated community layout using the principles of land use planning and urban development (i.e. Smithers, B.C. plan).
L.3	Expand the boundaries of Haines Junction to gain a larger tax base.
L.4	Open land around Pine Lake or other more scenic Year-round residential lots.
L.5	Investigate ways to expand the housing market - rental and residential.

THE VOLUNTEER SECTOR

V.1	Invest increased money, time and supports into the volunteer sector to promote and coordinate large revenue generating community events – music, festivals, and outdoors activities.
V.2	Create a position for a full time events coordinator/ convention planner/ economic development officer/ recreation coordinator for Village of Haines Junction.

THE SENIORS' COMPLEX

S.1	Promote and plan for opportunities associated with the building of a six – unit senior's complex to open in 2007/08.
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S.2	Laundry and housekeeping services, physiotherapy, and meal preparation will be contracted services. The demand for home care, recreation programs, and other geriatric services are expected to increase.
S.3	Plan for the completion of the senior/ elders phase two assisted living project, and phase three full care facilities.
S.4	Explore ways to offer regular physician services required for the full 3 phase completion.
S.5	Identify and promote opportunities related to retirements in the area (potentially over 30 people in the next 5 years).
S.6	Develop a 10-year projection for the potential private purchase of the new seniors affordable living building.

EMPLOYEE RELOCATION

EM.1	Move Department of Environment, YTG to the area.
EM.2	Move Parks Canada to the area.
EM.3	Encourage Northwestel to position 1 or 2 employees to the area.
EM.4	Encourage CAFN government to establish key positions in Haines Junction.

FORESTRY

F.1	Implement area forest management planning to support expansion of logging.
F.2	Promote small-scale local forest industry to enhance community fire protection through thinning of the forest.
F.3	Support 'value added' products from local resources (wood products).

F.4	Create a “Model Forest”. See Homer Alaska as a model to follow.
F.5	Address fire reduction, offer silviculture development and a monitoring plan linked to educational opportunities.

POLITICAL SUPPORT REQUIRED

P.1	Request the MLA for Kluane to table the Economic Development Plan for this area with the YTG Legislature and other organizations to establish recognition for local interests and standard for development.
P.2	Build jail/ corrections facility for short-term offenders in Haines Junction.
P.3	Expand Destruction Bay School to include high school.
P.4	Change the name of Haines Junction.
P.5	Subsidize daycare.

OPPORTUNITIES IDENTIFIED FROM THE OPPORTUNITY SELECTION TESTS

A total of 64 opportunities resulted from the clustering of like opportunities provided by respondents. Of these, 11 opportunities were identified for early pursuit and 53 opportunities are recommended for deferral at this time. Of the 11 opportunities identified for potential pursuit and selected for further analysis, seven were subjected to an individual SWOT analysis. The committee agreed the other four were best addressed by way of correspondence to appropriate decision-makers. (See Appendix L for sample letter).

Reference	Opportunity	Defer?	Output
E.1 <i>Council supports such a goal. Has provided a</i>	Work with Yukon College and partners such as CAFN and KNP&R, to establish a Centre of Excellence for Healthy Living and	No	The Committee recommends this opportunity be pursued. <ul style="list-style-type: none"> It is anticipated the community

<p><i>letter to YG to that effect and will continue to work with the local College campus in its efforts to achieve such.</i></p>	<p>Outdoor Experience program, which builds on the experiential program developed by St. Elias School, and provides leadership certification and university credits. Utilize local assets, skill sets and the natural landscape/geography. Such a program would help promote the area for its recreational opportunities, as an educational centre and might stimulate the wilderness tourism business.</p>		<p>would support this initiative as it could benefit the entire community and 'put us on the map'.</p> <ul style="list-style-type: none"> • This could be a major initiative. • It appears to be consistent with community values. • It appears to offer a realistic opportunity. • There is potential demand for the product. • It should be able to secure financing. • There appears to be a supply gap. • Tenure, land, buildings and utilities are probably available. • Any required technology could be made available. • Any required machinery, raw materials and labour should be available. • Licensing, registration, clearance and/or certification should be securable. • It appears to be a sustainable venture. • It would help diversify the economy. • It would appear to be environmentally friendly. • It would appear to be a socially responsible venture. • It is unlikely to contribute to a 'boom and bust' economy. • It should be profitable.
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			<ul style="list-style-type: none"> • It should be sustainable in the short to mid-term. • There appears to be a potential ready market.
E.2	Establish an “incubator for local entrepreneurs” - a room with computer, Internet, fax, supports for small business development.	Yes	<p>The Committee recommends deferral of this opportunity at this time on the grounds:</p> <ul style="list-style-type: none"> • Incubators are generally a partnership between business, a community college and/or NGO. • They rely on the concept of business clusters. • Demand for an incubator should be assessed before proceeding. • The Incubator may be considered as a potential precursor to economic development. • The venture may not offer a realistic opportunity at this time. • It does not appear to satisfy an unmet demand and may prove unsustainable. • It may not prove profitable or cost effective and has no apparent ready market.
E.3 <i>While this might not be practical, efforts could be put forward to seek the location of an appropriate department within the community of Haines Junction</i>	Establish a University of Yukon in the area.	Yes	<p>The Committee recommends deferral of this opportunity at this time on the grounds:</p> <ul style="list-style-type: none"> • Yukon College in Whitehorse has the infrastructure. • The committee notes that the opportunity exists for Haines Junction to advocate for satellite status for

			<p>certain courses.</p> <ul style="list-style-type: none"> The venture may not offer a realistic opportunity, may lack suitable tenure, land, buildings or utilities.
<p>E.4 <i>Council sees a potential here and feels that the topic might be an item for discussion with CAFN on satellite opportunities.</i></p>	<p>Establish the Global Warming Institute in the Haines Junction area.</p>	<p>Yes</p>	<p>The Committee recommends deferral of this opportunity at this time on the grounds:</p> <ul style="list-style-type: none"> YTG has established the Global Warming Centre in Whitehorse. The committee notes, that given research needs, there may be opportunities for satellite opportunities worthy of pursuit in future. Consideration should be given to partnership with the Arctic Institute and Universities.
<p>T.1</p>	<p>Expand on the existing tourism economy by supporting outdoor activities in all seasons.</p>	<p>Yes</p>	<p>The Committee recommends deferral of this opportunity at this time on the grounds:</p> <ul style="list-style-type: none"> Government can assist with marketing but ultimately it is up to the private sector to establish the business opportunity. Haines Junction Council's involvement may be limited to a marketing strategy.
<p>T.2 <i>Council continues to provide annual funding to trails as well as seeking other government funding.</i></p>	<p>Improve or develop original and existing trails (possibly from Canyon to Haines Junction) including the traditional and historic, and trails in the area for year round, multiple use including mountain biking, skiing, walking</p>	<p>No</p>	<p>The Committee recommends this opportunity be pursued.</p> <ul style="list-style-type: none"> Should include snowmobiling and dog sledding also. This initiative involves various proponents.

	and horse riding		<ul style="list-style-type: none"> • One would need to mitigate conflicting use issues. • The CDC might be the proponent within municipal limits, and may consider coordinating the activities of other agencies. • The concept appears to be consistent with community values. • It appears to be a realistic opportunity. • There is community demand for the product. • The project should be able to secure construction financing. • There appears to be a supply gap. • The tenure and land are probably available. • This appears to be sustainable; it would help diversify the economy. • It appears to be environmentally friendly. • The project appears to be socially responsible. • It is unlikely to contribute to a 'boom and bust' economy. • There appears to be a potential ready market.
T.3	Change the layout and appearance of Haines Junction with trails, sidewalks, narrow the Alaska Highway, and establish a central gathering place.	Yes	<p>The Committee recommends deferral of this opportunity at this time on the grounds:</p> <ul style="list-style-type: none"> • The Community Development Committee, with Council consent, should pursue this and develop

			<p>recommendations for Council.</p> <ul style="list-style-type: none"> • Safety, aesthetics and community development all support the initiative
T.4	Invest in improvements to the Dezadeash River site as a community park/picnic site with permanent washrooms, picnic area, children's playground, and landscape.	Yes	<p>The Committee recommends deferral of this opportunity at this time on the grounds:</p> <ul style="list-style-type: none"> • The Community Development Committee has outlined plans for this initiative. • It is one of several initiatives and has not been identified as the next priority.
T.5	Establish a local tourism office with a paid or contract coordinator to promote use of the Convention Centre meetings, conferences, weddings, performing arts, and (possibly serve as a coordinator for volunteer groups.)	Yes	<p>The Committee recommends deferral of this specific opportunity at this time on the grounds:</p> <ul style="list-style-type: none"> • There are a number of opportunities (identified later in this list) that might benefit from analysis and bundling. • Given the widespread community support for such an initiative, we would urge Council to consider the committee's following recommendation on a similar position. • Consider a pilot with CDF money.
T.6	Build a commercial kitchen in the St. Elias Convention Centre.	Yes	<p>The Committee recommends deferral of this opportunity at this time on the grounds:</p> <ul style="list-style-type: none"> • The committee encourages the Village of Haines Junction to work with the community and

			community groups to determine if there is sufficient demand to justify the business case.
T.7	Establish and support/promote a standard for service delivery in the area	Yes	The Committee recommends deferral of this opportunity at this time on the grounds: <ul style="list-style-type: none"> We recommend the St. Elias Chamber of Commerce promote to its members such courses as: <i>Super Host, Serving it Right</i>, and others identified by the business community.
T.8	Attract more quality accommodations and food services.	Yes	The Committee recommends deferral of this opportunity at this time on the grounds: <ul style="list-style-type: none"> This sort of initiative is dependent on private sector investment. The opportunity exists for the Village to support potential investors by providing information to potential proponents with respect to opportunities. This is also an opportunity that could be spearheaded by the Chamber of Commerce.
T.9	Establish Elderhostel programs.	Yes	The Committee recommends deferral of this opportunity at this time on the grounds: <ul style="list-style-type: none"> The committee understands this program is traditionally delivered in conjunction with a college.

			<ul style="list-style-type: none"> • We recommend Yukon College review the demand for such a program and determine whether there is a current business case. • We view this as a positive opportunity worthy of pursuit providing market research confirms a need.
T.10	Bring additional overseas flights to Whitehorse from Europe and Asia.	Yes	<p>The Committee recommends deferral of this opportunity at this time on the grounds:</p> <ul style="list-style-type: none"> • This is a private sector opportunity. • It has potential to benefit from marketing support from the Village of Haines Junction, YTG, and other regional interests.
T.11	Develop a resort at Kathleen Lake.	Yes	<p>The Committee recommends deferral of this opportunity at this time on the grounds:</p> <ul style="list-style-type: none"> • We view this as a private sector opportunity with the Champagne and Aishihik First Nation being the principal proponent.
T.12	Establish jet boat tours on the Dezadeash River.	Yes	<p>The Committee recommends deferral of this opportunity at this time on the grounds:</p> <ul style="list-style-type: none"> • We see this as a private sector opportunity which would require a proponent, market research, business plan and financing. • There may also be regulatory restrictions subject to the area

			of proposed operation.
T.13	Establish hovercraft service on Kluane Lake.	Yes	<p>The Committee recommends deferral of this opportunity at this time on the grounds:</p> <ul style="list-style-type: none"> We see this as a private sector opportunity which would require a proponent, market research, business plan and financing.
T.14	Establish local guided interpretive programs with signage.	Yes	<p>The Committee recommends deferral of this opportunity at this time on the grounds:</p> <ul style="list-style-type: none"> This is a microenterprise opportunity. Refer to Micro enterprise section in the final report.
<p>T.15 <i>Council has made application to Yg for lands for this project and has budgeted funds for the survey of property to accommodate title when approved.</i></p>	Support the development of an area ski hill and golf course.	No	<p>The Committee recommends this opportunity be split for the purposes of further consideration.</p> <ul style="list-style-type: none"> The committee recommends the pursuit of a ski hill at this time is impractical. We further recommend that the Golf and Ski Society's present plans for a golf course and cross-country ski trails are more practical and worthy of focus. We recommend the Village continue their active support for the golf course initiative. The initiative appears to be consistent with community values. It appears to offer a realistic opportunity.

			<ul style="list-style-type: none"> • There is potential demand for the product. • The project should be able to secure start-up financing. • There appears to be a supply gap. • Tenure, land, buildings and utilities are probably available. • Technology is or could be available. • Licensing, registration, clearance and/or certification should be securable. • The venture appears to be sustainable. • It would help diversify the economy. • It appears to be environmentally friendly. • It appears to be a socially responsible venture. • It is unlikely to contribute to a 'boom and bust' economy. • It should be profitable, and should be sustainable in the short to mid-term.
T.16	Implement the Alsek Trail Access plan.	Yes	<p>The Committee recommends deferral of this opportunity at this time on the grounds:</p> <ul style="list-style-type: none"> • This project was deferred on environmental grounds in the past. • There are questions around the viability of this project. The committee is reluctant to support it at this time in the

			absence of further environmental information.
T.17	Establish wilderness rental cabins in Kluane National Park and establish year round access to these.	Yes	The Committee recommends deferral of this opportunity at this time on the grounds: This is not an option under the current Management Plan though there may be future opportunities within the park. There may be opportunities for a proponent to pursue similar opportunities outside the park boundaries.
T.18	Establish road access into Kluane National Park (Slims Valley, Alsek Valley, Mush Bates Road).	Yes	The Committee recommends deferral of this opportunity at this time on the grounds: <ul style="list-style-type: none"> • It would require a proponent and further market analysis, and be subject to feasibility, environmental and other studies.
T.19	Establish commercial bus tours into the Park.	Yes	The Committee recommends deferral of this opportunity at this time on the grounds: <ul style="list-style-type: none"> • This is a P3 (Public, Private Partnership) opportunity requiring business planning and a feasibility analysis to determine the viability of any potential opportunity. • It would require a proponent, market analysis, environmental and other studies. • Note: this opportunity is a CAFN and KFN right of first refusal under the Final Agreements.

T.20	Open Sheep Mountain for a longer period.	Yes	The Committee recommends deferral of this opportunity at this time on the grounds: <ul style="list-style-type: none"> The committee believes this recommendation refers to the Visitor Reception Centre. There is no business case to do this.
U.1	Invest in a local Utilities Company that might engage in alternate energy production (such as hydro-electric, warm water, wind or solar power) and provide local power at a fair rate.	Yes	The Committee recommends deferral of this opportunity at this time on the grounds: <ul style="list-style-type: none"> The committee could not assess the feasibility of this opportunity without more information. It would require a proponent, market, and feasibility analysis.
C.1	Encourage both the Dakwakada Development Corporation and the St. Elias Chamber of Commerce to play greater roles in community economic development.	Yes	The Committee recommends deferral of this opportunity at this time on the grounds: <ul style="list-style-type: none"> The committee suggests this is more likely a precursor to economic development rather than an economic development opportunity.
C.2 <i>Council has a program for assistance based on Chamber members who have municipal business licenses – reviewed at end of first and second quarters annually.</i>	Continue to offer revenues from business license fees to the Chamber of Commerce with expectations for accountability to the village and business license holders for funds given.	Yes	The Committee recommends deferral of this opportunity at this time on the grounds: <ul style="list-style-type: none"> The committee refers this to the discretion of council. We recommend that the Chamber of Commerce make their case to the Council for this.

C.3	Consider requiring all business license holders to be voting members of the Chamber and offer 100% of revenues from licenses to be reinvested into the local business community by the Chamber of Commerce.	Yes	The Committee recommends deferral of this opportunity at this time on the grounds: <ul style="list-style-type: none"> The committee refers this to the discretion of the Chamber of Commerce and invite them to make their case to the Council.
C.4 <i>The Village and Chamber of Commerce are working with YG Tourism on shared advertising costs.</i>	Chamber of Commerce to buy 5 pages in The Milepost to sell back to businesses.	Yes	The Committee recommends deferral of this opportunity at this time on the grounds: <ul style="list-style-type: none"> The committee refers this to the discretion of the Chamber of Commerce. We recommend that other sources of advertising also be considered.
D.1	Establish ways to support diversity in the economy: i.e. resource extraction and wilderness tourism; environmental protection and development opportunities; and local employment opportunities with a high standard of product and service.	Yes	The Committee recommends deferral of this opportunity at this time on the grounds: <ul style="list-style-type: none"> We view this as a statement of principle and will use this as a guiding principle. It will also be considered and reported as a potential precursor to economic development.
D.2 <i>Council would encourage such a private sector initiative.</i>	Establish a local 'gallery' to sell local art and craft products, offer workshops and retreats and offer a studio area for local artisans to develop their products.	No	<ul style="list-style-type: none"> The Committee recommends this opportunity be pursued Providing a suitable proponent be found who develops a business plan and secures financing. The committee feels that this is a practical and unrealized opportunity that deserves support. We have a large

		<p>number of artists who could benefit from an organized retail/resale outlet.</p> <ul style="list-style-type: none"> • The concept appears to be consistent with community values. • It appears to offer a realistic opportunity. • There is potential demand for the product. • The initiative should be able to secure financing. • There appears to be a supply gap. • The necessary tenure, land, buildings and utilities are probably available. • Any required technology is or could be available. • Required machinery, raw materials and labour should be available. • Licensing, registration, clearance and/or certification should be securable. • The venture appears to be sustainable. • It would help diversify the economy. • It appears to be environmentally friendly. • It appears to be socially responsible. • It is unlikely to contribute to a 'boom and bust' economy. • It should be profitable and should be sustainable in the short to mid-term. • There appears to
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			be a potential ready market
D.3 <i>AYC is supporting a YG proposal for general non-smoking legislation.</i>	Establish a non-smoking year round quality coffee shop in the core of Haines Junction.	Yes	The Committee recommends deferral of this opportunity at this time on the grounds: <ul style="list-style-type: none"> This is a private business opportunity dependent upon a viable business case.
D.4 <i>Council sees a possibility in this area that could be assisted with adequate land planning / zoning.</i>	Develop small recreation based retail businesses and cottage industries.	Yes	The Committee recommends deferral of this opportunity at this time on the grounds: <ul style="list-style-type: none"> These are private business opportunities, dependent upon viable business cases.
D.5	Establish a water bottling plant using the local water source.	Yes	The Committee recommends deferral of this opportunity at this time on the grounds: <ul style="list-style-type: none"> The Village had made enquiries concerning the establishment of such a plant. The proponents did not pursue it.
D.6	Establish retail space for a small coffee shop/ sales outlet in the St. Elias Convention Centre.	Yes	The Committee recommends deferral of this opportunity at this time on the grounds: <ul style="list-style-type: none"> There would not be sufficient business to make this economically feasible.
D.7 <i>Council is seeking information in this area to consider what options might be available.</i>	Encourage a water delivery service.	Yes	The Committee recommends deferral of this opportunity at this time on the grounds: <ul style="list-style-type: none"> In the absence of a private business, Council would support any enlargement of CAFN's water delivery service to include all area

			residents.
L.1 <i>Land planning continues to be a high priority for Council through its OCP and proposed new zoning bylaw.</i>	Establish a vision for development and apply this to an area land use management plan as a prerequisite activity to economic activity.	Yes	The Committee recommends deferral of this opportunity at this time on the grounds: <ul style="list-style-type: none"> The committee considers this a precursor to economic development and will address it in the report.
L.2	Invest in a more integrated community layout using the principles of land use planning and urban development.	Yes	The Committee recommends deferral of this opportunity at this time on the grounds: <ul style="list-style-type: none"> This would require a multi government planning initiative.
L.3	Expand the boundaries of Haines Junction to gain a larger tax base.	Yes	The Committee recommends deferral of this opportunity at this time on the grounds: <ul style="list-style-type: none"> The committee did not consider this cost effective. It was felt the proposal may benefit from a Land Use Planning process; may not offer a realistic opportunity; may not prove profitable.
L.4	Open land around Pine Lake or other more scenic year round residential lots.	Yes	The Committee recommends deferral of this opportunity at this time on the grounds: <ul style="list-style-type: none"> There are many interests involved. We recommend municipal, First Nation and territorial governments pursue this as part of a regional land

			use planning process including area residents.
L.5	Investigate ways to expand the housing market – rental and residential.	Yes	The Committee recommends deferral of this opportunity at this time but notes: <ul style="list-style-type: none"> • There is a perception that government supplied housing has a negative effect on the private market, and that it is important to maintain an adequate inventory of available land. • CAFN has an interest in land development for such uses.
V.1 <i>Resources limited and what other areas to be negatively affected would require planning. Council is looking at volunteer recognition options.</i>	Invest increased money, time and supports into the volunteer sector to promote and coordinate large revenue generating community events – music, festivals, and outdoors activities.	No	The Committee recommends this opportunity be pursued. <ul style="list-style-type: none"> • The committee recommends that volunteers be recognized for their contribution to the community annually by the municipality. • See recommendation under V.2.
V.2 <i>This situation has been evaluated annually in budget discussions over the last three years and will continue to receive consideration.</i>	Create a position for a full time events coordinator/ convention planner/ economic development officer/ recreation coordinator for Village of Haines Junction.	No	The Committee recommends this opportunity be pursued on the grounds: <ul style="list-style-type: none"> • It is a common theme within the community. • The concept appears to be consistent with community values. • There is potential demand for the product. • The project should be able to secure (start-up) financing, or ‘partnership’ financing over the longer term.

			<ul style="list-style-type: none"> • There appears to be a supply gap. • Tenure, land, buildings and utilities are probably available. • It would help diversify the economy. • It appears to be environmentally friendly. • It appears to be socially responsible. • It is unlikely to contribute to a 'boom and bust' economy. • It should be sustainable in the short to mid-term. • CAFN has taken the lead in providing recreation staff. • The committee cautions that funding must be assured for sustainability and the duties suggested may be too much for one position.
S.1 <i>Council has made a commitment to lobby YG on future phases and different categories of senior's accommodation.</i>	Promote and plan for opportunities associated with the building of a six – unit senior's complex to open in 2007/08.	Yes	<p>The Committee recommends deferral of this opportunity at this time on the grounds:</p> <ul style="list-style-type: none"> • While there will be private sector opportunities associated with the building of this complex, it is premature to make recommendations at this time. • It is suggested that the Seniors monitor requirements as they arise.
S.2	Laundry and housekeeping services, physiotherapy, and meal preparation will be contracted services.	Yes	<p>The Committee recommends deferral of this opportunity at this time on the grounds:</p>

	The demand for home care, recreation programs, and other geriatric services are expected to increase.		<ul style="list-style-type: none"> • While there will be private sector opportunities associated with the building of this complex, it is premature to make recommendations at this time. • It is suggested that the Seniors monitor requirements and identify unmet needs as they arise.
S.3 <i>See S.1 comments.</i>	Plan for the completion of the senior/ elders phase two assisted living project, and phase three full care facilities	Yes	<p>The Committee recommends deferral of this opportunity at this time on the grounds:</p> <ul style="list-style-type: none"> • The committee recognizes there are economic development opportunities and request local governments to work proactively with Health and Social Services, and Yukon Housing to ensure seniors' needs are met.
S.4	Explore ways to offer regular physician services required for this completion.	Yes	<p>The Committee recommends deferral of this opportunity at this time on the grounds:</p> <ul style="list-style-type: none"> • While there are economic opportunities associated with such an initiative, the committee recommends local governments work proactively with Health and Social Services, and Yukon Housing to ensure that Seniors' needs are met.
S.5	Identify and promote opportunities related to retirements in the area (over 30 people in 5 years).	No	<p>The Committee recommends this opportunity be pursued.</p> <ul style="list-style-type: none"> • There is an

			<p>economic advantage in the areas of housing, infrastructure, services, and recreation when people remain in the community after they retire.</p> <ul style="list-style-type: none"> • The committee encourages local governments and the Chamber of Commerce to advocate jointly to ensue that vacated positions - particularly government - remain in the community. • Such an initiative appears to be consistent with community values. • It appears to be a realistic opportunity. • Required tenure, land, buildings and utilities are or could be available. • Required technology is or could be available. • The concept is sustainable. • It would help diversify the economy. • It appears to be environmentally friendly. • It appears to be socially responsible. • It is unlikely to contribute to a 'boom and bust' economy. • It should be sustainable in the short to mid-term. • There appears to be a potential ready market.
S.6	Develop a 10-year projection for the potential private purchase of the new	Yes	The Committee recommends deferral of this opportunity at this time on the

	seniors affordable living building.		<p>grounds:</p> <ul style="list-style-type: none"> • The committee and others are unsure the opportunity exists to do this. • We view this as a market based opportunity and suggest this be revisited in the future.
EM.1 <i>Council sees this as a collective opportunity for municipalities through the AYC. YG should continue to be encouraged to look at options to decentralize but in ways that will not put municipalities in competition with each other but in joint support of the process.</i>	Move Department of Environment, YTG to the area.	No	<p>The committee recommends this opportunity be pursued on the grounds:</p> <ul style="list-style-type: none"> • The opportunity is consistent with community values. • It is realistic. • Required land, utilities and buildings are available. • Any required technology is available. • Relocations would contribute to a diversified and stronger economy. • There are no environmental or social downsides. • Relocations would not contribute to a 'boom and bust' economy and should be sustainable in the long term. • We recommend municipal and First Nation governments, supported by the Chamber of Commerce advocate to the appropriate employer that these relocations occur.
EM.2	Move Parks Canada to the area.	No	<p>The committee recommends this opportunity be pursued on the grounds:</p> <ul style="list-style-type: none"> • The opportunity is

			<p>consistent with community values.</p> <ul style="list-style-type: none"> • It is realistic. • Required land, utilities and buildings are available. • Any required technology is available. • Relocations would contribute to a diversified and stronger economy. • There are no environmental or social downsides. • Relocations would not contribute to a 'boom and bust' economy and should be sustainable in the long term. • We recommend that municipal and First Nation governments, supported by the Chamber of Commerce, advocate to the appropriate employer that these relocations occur.
EM.3	Encourage Northwestel to position 1 or 2 employees to the area.	No	<p>The committee recommends this opportunity be pursued on the grounds:</p> <ul style="list-style-type: none"> • The opportunity is consistent with community values. • It is realistic. • Required land, utilities and buildings are available. • Any required technology is available. • Relocations would contribute to a diversified and stronger economy. • There are no environmental or social downsides. • Relocations would

			<p>not contribute to a 'boom and bust' economy and should be sustainable in the long term.</p> <ul style="list-style-type: none"> • We recommend that municipal and First Nation governments, supported by the Chamber of Commerce, advocate to the appropriate employer that these relocations occur.
EM.4	Encourage CAFN government to establish key positions in Haines Junction.	Yes	<p>The Committee recommends deferral of this opportunity at this time on the grounds:</p> <ul style="list-style-type: none"> • There is further economic opportunity, however this is an internal decision for the CAFN.
F.1 <i>Council has and continues to meet with Forestry in support of involvement with local forest management planning.</i>	Implement area forest management planning to support expansion of logging.		<p>The Committee recommends deferral of this opportunity at this time on the grounds:</p> <ul style="list-style-type: none"> • The ARRC with YTG and CAFN are the decision makers - area forest management planning is underway, and has been for several years. • The committee suggests that community values be given every consideration.
F.2	Promote small-scale local forest industry to enhance community fire protection by thinning the forest.	Yes	<p>The Committee recommends deferral of this opportunity at this time on the grounds:</p> <ul style="list-style-type: none"> • Fire Smart and other programs are on-going projects. • There is a joint proposal with CAFN, Forestry

			and Village of Haines Junction Municipal Council under the Strategic Forest Management Plan.
F.3	Support 'value added' products from local resources (wood products).	Yes	<p>The Committee recommends deferral of this opportunity at this time on the grounds:</p> <ul style="list-style-type: none"> • This is either a private opportunity and/or something CAFN may pursue. • The committee notes some value added products are being produced locally (e.g. burls). Council's involvement may be limited to a marketing strategy.
F.4	Utilize local mineral, forestry and hydroelectric resources to offer financial benefits to local residents in ways that respect values of the environment.	Yes	<p>The Committee recommends deferral of this opportunity at this time on the grounds:</p> <ul style="list-style-type: none"> • Any mineral opportunity is most likely a private sector opportunity. • CAFN is developing a Mineral Policy and Best Practices Code. • YTG has codes and policies to guide development. • There is a private sawmill at Canyon, and various firewood cutters. • Forestry is featured as a major component of CAFN's economic development plan. • While micro hydro generation may be a

			possibility, we don't view generation on a commercial scale as currently viable.
F.5	Create a "Model Forest". See Homer Alaska as a model to follow.	Yes	The Committee recommends deferral of this opportunity at this time on the grounds: <ul style="list-style-type: none"> • Pending further research. • This is an on-going project for the ARRC, CAFN, YTG and other partners.
F.6	Address fire-reduction, offer silviculture development and a monitoring plan linked to educational opportunities.	Yes	The Committee recommends deferral of this opportunity at this time on the grounds: <ul style="list-style-type: none"> • Fire reduction has been previously addressed. • There is a private sector opportunity (possibly in conjunction with CAFN) in silviculture. • There is also a linkage to a model forest. Other reasons for deferral include the complexity of the issue, and the ARRC may want to be the promoter for the educational aspects.
P.1 <i>Council prefers to provide final approved plan to YG and Premier with thanks and state that they are looking forward to future partnerships on many aspects of the plan.</i>	Request the MLA for Kluane table the Economic Development Plan for this area with the YTG Legislature and other organizations to establish recognition for local interests and standard for development.	No	The committee recommends pursuit of this opportunity: <ul style="list-style-type: none"> • It is recommended that local governments act jointly to submit a copy of the report to whatever agencies they see fit, including the MLA for presentation to the Legislature and our Member of Parliament.

P.2	Build jail/ corrections facility for short-term offenders in Haines Junction.	Yes	The Committee recommends deferral of this opportunity at this time on the grounds: <ul style="list-style-type: none"> • YTG has made the decision to build a new facility in Whitehorse.
P.3	Expand Destruction Bay School to include high school.	Yes	The Committee recommends deferral of this opportunity at this time on the grounds: <ul style="list-style-type: none"> • Should the Klwane First Nation and the citizens of Destruction Bay and Burwash Landing feel there are sufficient numbers to justify an expansion, the committee views this initiative to be supportable.
P.4	Change the name of Haines Junction.	Yes	The Committee recommends deferral of this opportunity at this time on the grounds: <ul style="list-style-type: none"> • The committee sees this as a potentially controversial and divisive initiative without proven benefits. Any name change would be a municipal initiative.
P.5	Subsidize daycare.	Yes	The Committee recommends deferral of this opportunity at this time on the grounds: <ul style="list-style-type: none"> • We presently have subsidized day care available to all Yukon residents. • Applicants may apply through YTG Health and Social Services (Child Care Services.) Applicants are subject to a means test.

			<ul style="list-style-type: none">• The committee appreciates the potential benefits of increasing daycare subsidies and suggests the best way to achieve this is to lobby at the territorial political level.
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INDIVIDUAL OPPORTUNITY SWOT ANALYSES, EVALUATIONS AND RECOMMENDATIONS

This analysis has been undertaken at a very preliminary and hypothetical stage. In the absence of an existing business it is impossible to corroborate the SWOT analysis. Many factors for consideration require more research and vigorous analysis. The results of this work are early stage recommendations for what should be pursued. Our intent is not to discourage a resourced entrepreneur from embarking on any venture but to provide a certain calculated direction toward generalized economic development.

Generally speaking, the 4 rules for evaluating a SWOT analysis are:

- When strengths and opportunities are high, invest in the venture.
- When strengths and threats are high, be cautiously defensive.
- When weaknesses and opportunities are high, you must use your best judgement to proceed or withdraw.
- When weaknesses and threats are high, either don't go there or get out.

Individual SWOT Analysis and Evaluations were conducted on seven of the eleven identified opportunities: E.1, T.2, T.15, D.2, V.1, V.2, and S.5

EM1, 2, and 3 plus P1 did not require a SWOT analysis.

Opportunity 1

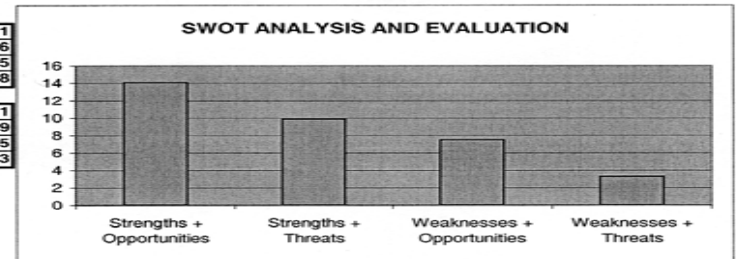
E.1: Work with Yukon College and partners such as CAFN and KNP&R, to establish a Centre of Excellence for Healthy Living and Outdoor Experience program, which builds on the experiential program developed by St. Elias School, and provides leadership certification and university credits. Utilize local assets, skill sets and the natural landscape/geography. Such a program would help promote the area for its recreational opportunities, as an educational centre and might stimulate the wilderness tourism business.

The Committee recommends this opportunity be pursued as the #1 priority. It has much strength, is being advanced by an established proponent, and offers numerous opportunities that would benefit different facets of the community. For example, it might easily form the start of the stimulant required to encourage investment in the rental housing market. It is of priority importance that a united approach be adopted by Village of Haines Junction, CAFN, KFN, and backed by strongly voiced support from interested organizations. **We further recommend** that Yukon College and St. Elias School be approached to determine the most effective ways the area community could support their endeavours.

INTEGRATED S.W.O.T. AND RISK ANALYSIS, AND EVALUATION FOR THE OPPORTUNITY: E.1, Progress towards a Centre of Excellence for Outdoor Experience.

STRENGTHS				WEAKNESSES			
1	Strong Community Support (broad base)	High	0.9	Likelihood of coming to HJ for a non-degree program?	Low Risk	0.3	I N T H E P R E S E N T F U T U R E
2	Provides F/T local employment	Low	0.3	Competition?	High Risk	0.9	
3			0	Need for a multiple year commitment	Low Risk	0.3	
4	Improving the awareness of Haines Junction as a centre for healthy living Landscape, geography, location, wilderness, proximity to coast, proximity to Whse. Parks and World Heritage Site. Size of WHS. F/N role in cooperative management of Park and local landbase.	Medium	0.6			0	
5	Existing proponent?	High	0.9			0	
6	Stable/competent management?	Medium	0.6			0	
7	Financially secure?	High	0.9			0	
8	Product demand?	Medium	0.6			0	
9			0.6			0	
10	Low cost for participants in comparison with other courses elsewhere	Medium	0.6			0	
11	Business plan exists?	High	0.9			0	
12	Likelihood of overcoming barriers to entry?	Medium	0.6			0	
13	Provide an in-Yukon education experience for residents	Medium	0.6			0	
14			0			0	
15			0			0	
OPPORTUNITIES				THREATS			
1	Might entail upgrade to College	Possible	0.6	Lack of residential infrastructure for initial students	Probable	0.9	O W A N D F U T U R E
2	Create a demand for housing	Probable	0.9	Difficulty/expense of coming to Yukon	Possible	0.6	
3	World wide exposure of the area and the Yukon	Probable	0.9	Rising costs (non-inflationary)	Improbable	0.3	
4	May cause an increase in tourism and tourism related businesses?	Possible	0.6			0	
5	Augment local or Yukon work force with course participants	Probable	0.9			0	
6	Spin-off opportunities (retail+beer!)	Probable	0.9			0	
7	Includes a First Nation component into the program		0			0	
8	Students may want to stay on in Haines Junction as residents.	Possible	0.6			0	
9	Possibility of associating course credits with a degree granting institution.	Possible	0.6			0	
10			0			0	
11			0			0	
12			0			0	
13			0			0	
14			0			0	
15			0			0	

Strengths	8.1
Opportunities	6
Weaknesses	1.5
Threats	1.8
Strengths + Opportunities	14.1
Strengths + Threats	9.9
Weaknesses + Opportunities	7.5
Weaknesses + Threats	3.3



Opportunity 2

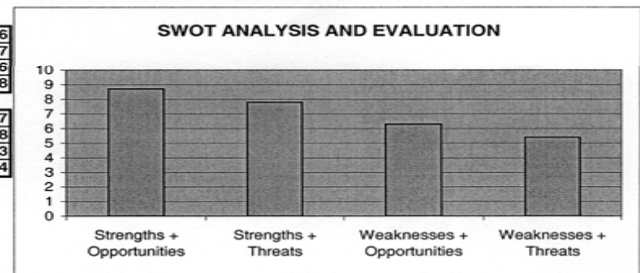
T.2: Improve or develop original and existing trails (possibly from Canyon to Haines Junction) including the traditional and historic, and trails in the area for year round, multiple use including mountain biking, skiing, walking and horse riding.

The Committee recommends the importance of trails development, as seen by the area respondents, be reaffirmed with the Community Development Committee, and that the Committees' efforts continue to be focused on strategically targeting trails to pass as many businesses as possible. The committee recognizes there are a number of weakness and threats. It does consider that most of these can be overcome.

INTEGRATED S.W.O.T. AND RISK ANALYSIS, AND EVALUATION FOR THE OPPORTUNITY: T.2, IMPROVE OR DEVELOP ORIGINAL OR EXISTING TRAILS.

STRENGTHS				WEAKNESSES			
1	Interconnect parts of town.	High	0.9	Could be used by motorized vehicles to the detriment of pedestrians.	Medium Risk	0.6	I N T E R N A L P R E S E N T N O W A N D F U T U R E
2	Enhances 'active' living.	High	0.9	Need permission to cross various lands (CAFN, VoHJ, private land.)	High Risk	0.9	
3	Consistent with community values.	High	0.9	Need to identify type and location of trails.	Low Risk	0.3	
4	Good community support. CDC support. We already have a basic trail	High	0.9	Need for cooperation between user groups (construction).	Low Risk	0.3	
5	Infrastructure.	Medium	0.6	Requires funding to establish.	Low Risk	0.3	
6	Improves a wide range of recreational uses.	Medium	0.6	Requires O and M money.	Medium Risk	0.6	
7	Cultural benefits (subject to routing and signage.)	Medium	0.6	Need to mitigate conflicting use issues and use-specific maintenance cost requirements (I.e. Skiers vs. snowmobiles.)	Medium Risk	0.6	
8	Provides local employment possibilities.	Low	0.3			0	
9	Provides increased access for fire protection.	Low	0.3			0	
10			0			0	
11			0			0	
12			0			0	
13			0			0	
14			0			0	
15			0			0	
OPPORTUNITIES				THREATS			
1	We'd get to know our area better.	Possible	0.6	Liability issues.	Probable	0.9	
2	More exercise = better health.	Probable	0.9	Potential for wild life conflicts.	Probable	0.9	
3	Capitalize on the Shakwak project.	Possible	0.6			0	
4	Economic opportunities would flow from trails.	Possible	0.6			0	
5			0			0	
6			0			0	
7			0			0	
8			0			0	
9			0			0	
10			0			0	
11			0			0	
12			0			0	
13			0			0	
14			0			0	
15			0			0	

Strengths	6
Opportunities	2.7
Weaknesses	3.6
Threats	1.8
Strengths + Opportunities	8.7
Strengths + Threats	7.8
Weaknesses + Opportunities	6.3
Weaknesses + Threats	5.4



Opportunity 3

T.15: Support the development of a golf course and ski trail system.

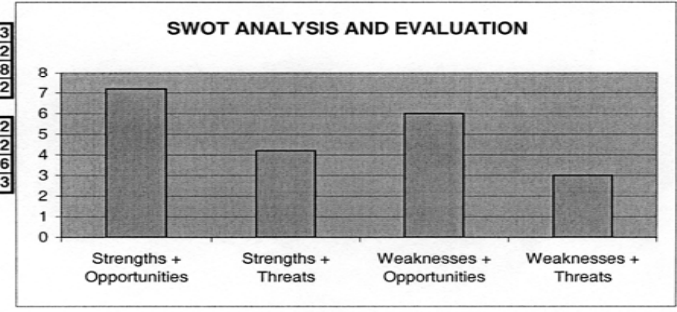
The committee split this consideration to exclude an area ski hill.

The Committee recommends the golf course and associated cross-country ski trails be considered separate from the development of a ski hill. It is recommended the community support the St.Elias Golf and Cross-country Ski Society in whatever ways it can, including providing written support for applications to the Community Development Fund and other potential contributors. The committee recognizes this endeavour will take a significant capital outlay and we believe it is a viable project.

INTEGRATED S.W.O.T. AND RISK ANALYSIS, AND EVALUATION FOR THE OPPORTUNITY: T.15, SUPPORT THE DEVELOPMENT OF THE GOLF AND SKI SOCIETY'S PLANS.

STRENGTHS				WEAKNESSES			
1	Helps Haines Junction becomes a year round destination	Medium	0.6	Large financial outlay required.	High Risk	0.9	I N T H E P R E S E N T F U T U R E
2	Keeps locals active year round (health and recreation)	Medium	0.6	May not be economically viable. Winter revenue may be minimal.	High Risk	0.9	
3	Adds to fire protection	Medium	0.6			0	
4	An ongoing community initiative (society already established) that is consistent with community values	High	0.9			0	
5	Money already invested and preliminary work has been done.	Low	0.3			0	
6			0			0	
7			0			0	
8			0			0	
9			0			0	
10			0			0	
11			0			0	
12			0			0	
13			0			0	
14			0			0	
15			0			0	
OPPORTUNITIES				THREATS			
1	Golf pro-shop (summer), ski supply shop in winter.	Improbable	0.3	No snow => no skiing.	Improbable	0.3	
2	Caddy positions, grounds maintenance positions.	Probable	0.9	Ongoing O and M costs.	Probable	0.9	
3	Bring in skilled skiers and golfers to teach	Possible	0.6			0	
4	Skilled skiers might also act as a ski patrol	Improbable	0.3			0	
5	Potential to tie in with trails	Probable	0.9			0	
6	Increased overnight visitation and economic benefit	Possible	0.6			0	
7	The '19th' hole.Catering etc.	Possible	0.6			0	
8			0			0	
9			0			0	
10			0			0	
11			0			0	
12			0			0	
13			0			0	
14			0			0	
15			0			0	

Strengths	3
Opportunities	4.2
Weaknesses	1.8
Threats	1.2
<hr/>	
Strengths + Opportunities	7.2
Strengths + Threats	4.2
Weaknesses + Opportunities	6
Weaknesses + Threats	3



Opportunity 4

D.2: Establish a local 'gallery' to sell local art and craft products, offer workshops and retreats and offer a studio area for local artisans to develop their products.

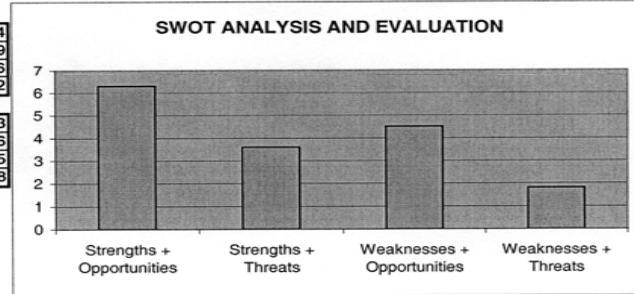
The Committee recommends the community vigorously pursue this opportunity. The project requires a proponent or champion. The committee notes there are various corporate structures that might be considered for such an entity, and suggests examining the potential for a cooperative. The committee would direct any potential proponent's attention to the number of funding sources available both for cooperatives and for the development of art and cultural pursuits. See Appendices H in this document.

INTEGRATED S.W.O.T. AND RISK ANALYSIS, AND EVALUATION FOR THE OPPORTUNITY: D.2 ESTABLISH LOCAL GALLERY TO SELL LOCAL ART AND CRAFT PRODUCTS.

STRENGTHS			WEAKNESSES			
1	Jobs at the gallery (sales, maintenance etc.)	Medium	0.6	Need a proponent with business plan to serve as a champion to organize business structure and infrastructure.	Medium Risk	0.6
2	Good local talent, chance to showcase strength and depth of local artists for economic benefit.	High	0.9			0
3	Bring artists to the area to show their stuff	Medium	0.6			0
4	Diversifies the economy	Low	0.3			0
5			0			0
6			0			0
7			0			0
8			0			0
9			0			0
10			0			0
11			0			0
12			0			0
13			0			0
14			0			0
15			0			0

OPPORTUNITIES			THREATS			
1	Local, regional, national and international art shows.	Possible	0.6	Competition for local business.	Possible	0.6
2	Attracts more artists to the area	Possible	0.6	Diverse needs may be uneconomic to fund a studio, and most artisans prefer to work from home.	Possible	0.6
3	Establishes positive image for the area.	Possible	0.6			0
4	Year round activity.	Possible	0.6			0
5	Opportunity for workshops, retreats, art courses.	Probable	0.9			0
6	Opportunity to export travelling art exhibits.	Possible	0.6			0
7			0			0
8			0			0
9			0			0
10			0			0
11			0			0
12			0			0
13			0			0
14			0			0
15			0			0

Strengths	2.4
Opportunities	3.9
Weaknesses	0.6
Threats	1.2
Strengths + Opportunities	
	6.3
Strengths + Threats	
	3.6
Weaknesses + Opportunities	
	4.5
Weaknesses + Threats	
	1.8



Opportunity 5

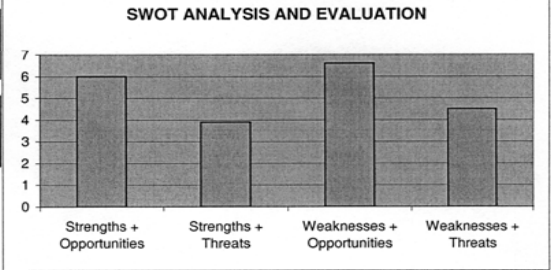
V.1: Invest increased money, time and supports into the volunteer sector to promote and coordinate large revenue generating community events – music, festivals, and outdoors activities.

The Committee views this as an action that would contribute to economic activity and diversification. **The committee recommends** this opportunity best be considered in conjunction with V.2 below, which provides a targeted way of supporting volunteers. The committee further recommends that municipal council and CAFN consider hosting a joint annual volunteer dinner and/or awards evening as a way of recognizing volunteers.

INTEGRATED S.W.O.T. AND RISK ANALYSIS, AND EVALUATION FOR THE OPPORTUNITY: V.1, INCREASE MONEY, TIME AND SUPPORT FOR THE VOLUNTEER SECTOR.

STRENGTHS				WEAKNESSES			
1	Expand existing opportunities.	Medium	0.6	No proponent(s) or business plan.	Medium Risk	0.6	I N T E R N A L P R E S E N T O P P O R T U N I T Y A N D F U T U R E
2	Better coordinated and spaced events (no double bookings)	Medium	0.6	May require government funding (CDF as a pilot) but that may not be sustainable.	Medium Risk	0.6	
3	Strong, diverse, volunteer sector exists.	High	0.9	Presently activities are performed by separate volunteer groups; all uncoordinated.	High Risk	0.9	
4			0	Volunteer dissatisfaction with community criticism and lack of recognition.	Medium Risk	0.6	
5			0			0	
6			0			0	
7			0			0	
8			0			0	
9			0			0	
10			0			0	
11			0			0	
12			0			0	
13			0			0	
14			0			0	
15			0			0	
OPPORTUNITIES				THREATS			
1	Would be productive to energize existing volunteers.	Probable	0.9	Volunteer burn-out.	Probable	0.9	
2	Would encourage new volunteers.	Possible	0.6	Don't detract from genuine volunteer effort.	Improbable	0.3	
3	Spin-off economic benefits (hotel, food, gas.)	Possible	0.6	Changing demographics.	Possible	0.6	
4	Increase awareness of Haines Junction and area.	Possible	0.6			0	
5	Increase the popularity of Haines Junction and area (might want to live here.)	Possible	0.6			0	
6	Expand shoulder seasons.	Possible	0.6			0	
7			0			0	
8			0			0	
9			0			0	
10			0			0	
11			0			0	
12			0			0	
13			0			0	
14			0			0	
15			0			0	

Strengths	2.1
Opportunities	3.9
Weaknesses	2.7
Threats	1.8
Strengths + Opportunities	6
Strengths + Threats	3.9
Weaknesses + Opportunities	6.6
Weaknesses + Threats	4.5



Opportunity 6

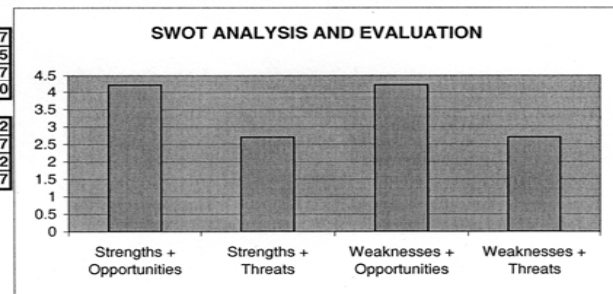
V.2: Create a position for a full time events coordinator/ convention planner/ economic development officer/ recreation coordinator for Village of Haines Junction.

The committee recommends that council give full consideration to this action. The committee recognizes there is significant expense to this proposal and advocate the municipality consider requesting some form of long term co-funding arrangement with other levels of government. We see the longer-term benefits of the position far outweigh the costs.

INTEGRATED S.W.O.T. AND RISK ANALYSIS, AND EVALUATION FOR THE OPPORTUNITY: V.2, FULL TIME EVENTS COORDINATOR/ CONVENTION PLANNER/ ECONOMIC DEVELOPMENT OFFICER/ RECREATION COORDINATOR FOR VoHJ.

STRENGTHS			WEAKNESSES		
1	Another Full Time Professional Position for the area.	Medium 0.6	Needs a proponent (Village? C o C?)	Medium Risk	0.6
2	Improved coordinated effort; fewer conflicts.	Medium 0.6	May be too much for one person	Medium Risk	0.6
3	This is a long standing community request which enjoys community support	Medium 0.6	Position may require multi year, joint funding	High Risk	0.9
4	Present activities have demonstrated economic benefits (such as hockey tournaments, bonspiels, weddings etc.)	High 0.9	Position must be permanent to be effective	Medium Risk	0.6
5		0			0
6		0			0
7		0			0
8		0			0
9		0			0
10		0			0
11		0			0
12		0			0
13		0			0
14		0			0
15		0			0
OPPORTUNITIES			THREATS		
1	One more family may move to the Junction.	Possible 0.6			0
2	Full time marketer.	Probable 0.9			0
3		0			0
4		0			0
5		0			0
6		0			0
7		0			0
8		0			0
9		0			0
10		0			0
11		0			0
12		0			0
13		0			0
14		0			0
15		0			0

Strengths	2.7
Opportunities	1.5
Weaknesses	2.7
Threats	0
Strengths + Opportunities	4.2
Strengths + Threats	2.7
Weaknesses + Opportunities	4.2
Weaknesses + Threats	2.7



Opportunity 7

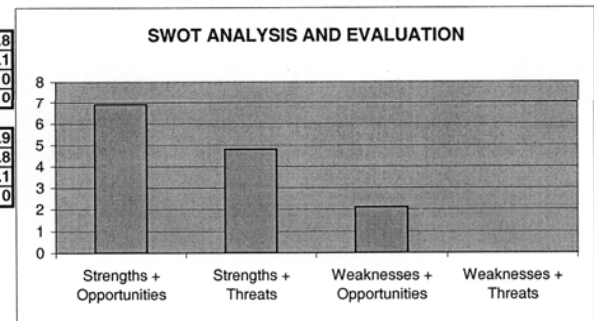
S.5: Identify and promote opportunities related to retirements in the area (potentially over 30 people in the next 5 years).

The committee sees this as a worthwhile endeavour, and has identified a number of opportunities from retirees remaining in the area. They include a taxi service, delivery service, shuttle to and from Whitehorse, pharmacy or medical supply outlet, increased demand for food services, handyman services, grounds-keeping and snow removal services. In addition, there may be impetus for condominium development and other housing demands. Most of these will be private sector opportunities, and the committee **recommends** potential entrepreneurs start exploring them now with Chamber of Commerce support.

INTEGRATED S.W.O.T. AND RISK ANALYSIS, AND EVALUATION FOR THE OPPORTUNITY: S.5, IDENTIFY AND PROMOTE OPPORTUNITIES RELATED TO RETIREMENTS.

STRENGTHS				WEAKNESSES			
1	Keeps local retirees here.	Medium	0.6				0
2	Brings more retirees here.	Medium	0.6				0
3	Demographic market is growing.	High	0.9				0
4	Community is aware of and supportive of this opportunity.	Medium	0.6				0
5	Health and Social Service infrastructure is in place or likely to be available.	Medium	0.6				0
6	Reasonable land prices and rents	Medium	0.6				0
7	A safe, beautiful environment to live in.	High	0.9				0
8			0				0
9			0				0
10			0				0
11			0				0
12			0				0
13			0				0
14			0				0
15			0				0
OPPORTUNITIES				THREATS			
1	Potential to expand/improve health care services (I.e. a doctor?)	Possible	0.6				0
2	Employment opportunities:	Probable	0.9				0
3	E - Taxi		0				0
4	X - Delivery service		0				0
5	T - Shuttle service to Whitehorse		0				0
6	E - Pharmacy/Medical Supply Store		0				0
7	R - Increased demand for food services		0				0
8	N - Handyman Services		0				0
9	A - Groundkeeping/Snow removal		0				0
10	L Seniors' housing complex (condo?)	Possible	0.6				0
11			0				0
12			0				0
13			0				0
14			0				0
15			0				0

Strengths	4.8
Opportunities	2.1
Weaknesses	0
Threats	0
Strengths + Opportunities	6.9
Strengths + Threats	4.8
Weaknesses + Opportunities	2.1
Weaknesses + Threats	0



MICRO-ENTERPRISE OPPORTUNITIES

In addition to the larger opportunities examined above and the list presented in Appendix M, *the committee recognizes that* other pockets of opportunities may exist. Suggestions include: Painter, drywall finisher, plumber, electrician, heating engineer, janitorial, water delivery, hotel and retail staff, pizza maker/delivery, taxi driver.

Some of these positions are in short supply now and building projects over the next few years in the area, including Bear Berry Meadows and possibly the new agricultural lots, will increase demand.

Other opportunities will arise as the stages of the Seniors Centre are completed and with the potential of increasing numbers of retirees residing in the area. These could include delivery service, shuttle to/from Whitehorse, pharmacy or medical supply outlet, demand for food/catering services, handyman services, grounds keeping and snow clearing services.

Other suggestions the committee received were: local guided trail walks - this will create impetus as trails are developed, and small recreation based retail businesses and cottage industries - which could include outdoor equipment sales, art and craft store/gift shop.

Many of these opportunities would be part time or seasonal occupations, or could be combined for full time. Some can be taken up with little or no experience or training, some require relatively small capital outlay to set up. These factors give these opportunities an attractive flexibility.

SUGGESTED WORK PLAN

The committee respectfully suggests the following work plan as a means to accomplishing the recommendations outlined above.

Opportunity	Suggested Initiator	Proposed Course of Action
<p>E.1: Work with Yukon College and partners such as CAFN and KNP&R, to establish a Centre of Excellence for Healthy Living and Outdoor Experience program, which builds on the experiential program developed by St. Elias School, and provides leadership certification and university credits. Utilize local assets, skill sets and the natural landscape/geography. Such a program would help promote the area for its recreational opportunities, as an educational centre and might stimulate the wilderness tourism business.</p>	<p>Mayor and Council</p>	<p>Work with the staff of the Haines Junction campus and Yukon College to determine how best the community could support their bid to establish a Centre of Excellence for Healthy Living and Outdoor Experience program.</p> <p>Work with St. Elias School to determine how best the community could support their bid to establish/expand the experiential program such that it might support the work of the College.</p> <p>Orchestrate the coordination and delivery of the community's support.</p>
<p>T.2: Improve or develop original and existing trails (possibly from Canyon to Haines Junction) including the traditional and historic, and trails in the area for year round, multiple use including mountain biking, skiing, walking and horse riding.</p>	<p>Mayor and Council; CAFN/ Yukon; the Community Development Committee.</p>	<p>Make this report available to the Community Development Committee to assist the committee in appreciating the priorities identified by the community during the completion of this report.</p>

<p>T.15: Support the development of a golf course and ski trail system.</p>	<p>Mayor and Council</p>	<p>Work with the St. Elias Golf and Ski Society to determine how best the community could support their bid to establish a golf course. Orchestrate the coordination and delivery of the community's support.</p>
<p>D.2: Establish a local 'gallery' to sell local art and craft products, offer workshops and retreats and offer a studio area for local artisans to develop their products.</p>	<p>Mayor and Council; possibly with the assistance of the Arts Acquisition Committee.</p>	<p>Solicit a 'volunteer' to champion the idea and coordinate the venture including:</p> <ul style="list-style-type: none"> • Examination of possible business structures (a co-op?) • Exploration of sources of financing • Identification of a possible venue. • This may be a venture the Chamber of Commerce may wish to pursue.
<p>V.1: Invest increased money, time and supports into the volunteer sector to promote and coordinate large revenue generating community events – music, festivals, and outdoors activities.</p>	<p>Mayor and Council</p>	<p>Determine potential sources of money for such investments. Are there opportunities for revenue generation; what grants might be available?</p>
<p>V.2: Create a position for a full time events coordinator/ convention planner/ economic development officer/ marketer/ recreation coordinator for Village of Haines Junction.</p>	<p>Mayor and Council</p>	<p>Develop a prioritized list of activities and explore the potential for funding or co-funding such a position with YTG and/or the Federal governments. This position should be for the long term.</p>

<p>S.5: Identify and promote opportunities related to retirements in the area (potentially over 30 people in the next 5 years).</p>	<p>St. Elias Chamber of Commerce.</p>	<p>Promote the potential opportunities associated with our changing demographics, and encourage private sector enterprises.</p>
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The committee recommends that a joint government approach be applied to the following opportunities, with support from other local organizations. We suggest forwarding letters to appropriate decision makers requesting the relocation of additional staff to Haines Junction. A suggested draft is appended for Council’s consideration. See Appendix L.

EM.1: Move Department of Environment, YTG to the area.

EM.2: Move Parks Canada to the area.

EM.3: Encourage Northwestel to position 1 or 2 employees to the area.

The following ‘opportunity’ is an action that would serve the community’s economic development wishes by creating awareness with elected representative of all levels about area resident and business values and aspirations. **The committee recommends** mayor and council forward this document to those who participated, would benefit from this understanding, and who would advocate on behalf of the community.

P.1: The committee recommends that Haines Junction Village Council, CAFN Council, and KFN Council promote this document. This opportunity ensures elected representatives at all levels are aware of the community and area values and aspirations. Request the MLA for Kluane to table the Economic Development Plan for the Haines Junction Service Area with the YTG Legislature and other organizations to establish recognition of local interests and standard for development.

NEXT STEPS

The Committee had initially recommended to Mayor and Council that this work be undertaken in two phases. The first phase is the development of this Economic Development Plan.

The second phase, contingent upon Mayor and Council’s approval to proceed, would include both the development of a Marketing Strategy for Haines Junction, and both investigation of investment instruments and the recommendation of potential investment attraction strategies. These are activities which might be undertaken by the committee should Mayor and Council wish, or might be considered by the St. Elias Chamber of Commerce.

The decision to proceed now rests with Mayor and Council.