



COMMITTEE of the WHOLE MEETING AGENDA

Village of Haines Junction

October 14th, 2026 – 1:00 pm

1. Call to Order
2. Acknowledgement of Champagne and Aishihik First Nations Traditional Territory
3. Adoption of Agenda
4. Declaration of Pecuniary Interest
5. Unfinished Business
 - a. Zoning Bylaw Review Briefing
 - b. 2026 Yukon Tax Rates
 - c. Property Tax comparison
 - d. Vacant Property Tax Discussion
 - e. HR Program Scope of Work and Discussion
6. New Business
7. Questions from the Public
8. Motion to Close Meeting to the Public
9. Adjournment

Join by Zoom: **Meeting ID: 867 634 7100** <https://us02web.zoom.us/j/8676347100>
Join by Phone: [1-780-666-0144](tel:1-780-666-0144)

*The Village of Haines Junction respectfully acknowledges that we are situated
on the Traditional Territory of the Champagne and Aishihik First Nations.*



Village of Haines Junction

2026 ZONING BYLAW REVIEW



Project Status Briefing Note

September 20, 2026

1. Background

The current *Zoning Bylaw 411-24* was passed two years ago, in September 2024. The 2024 zoning bylaw update was a major overhaul, modernizing and replacing an outdated bylaw stretching back almost 30 years to 1996. The update process was detailed, informed first by the 2021 Official Community Plan and further by an extensive community engagement process, across newsletters, media postings and multiple open public workshops and hearings attended by almost 100 residents.

The zoning bylaw has been broadly successful over two years in meeting its core objectives. It has reduced barriers to needed development, particularly residential, and retained clear regulations to minimize land use conflicts, while also simplifying the administrative burden on Village staff. Nevertheless, after two years have passed, best practices recommend a 'housekeeping' review process to ensure the zoning bylaw stays relevant and administratively functional.

This review is informed primarily by the administration's experiences implementing the bylaw, working with residents and businesses to review development permit applications and proposals. Community engagement on proposed changes will follow any feedback on this briefing or directives provided by Council and will take place prior to preparation of the formal zoning amendment bylaw to Council for consideration. Further public notifications and a hearing are required by the *Municipal Act* during that process. The amended bylaw must remain consistent with the 2021 Official Community Plan.

2. Review Progress

Based on the two-year implementation period, 19 distinct topics of interest were raised by administration and considered with the consultant team in the initial review. Of these:

Five topics will benefit from prioritized, focussed community engagement to confirm the best approach:

- Approaches to better support and enable density in R-2 zones (Multiple-Unit Residential)
- Conflicts between adjacent CT (Tourist Commercial) and adjacent residential zones
- Introduction of 'Dark Sky' standards for lighting
- Clarification of agricultural animal limitations (Urban Residential and Country Residential)
- Enabling of 'dry' dwellings

Six topics support amendment proposals that are largely administrative in nature. These will be noted in the engagement process, and responses will be received and considered. However, they will not be the focus:

- Confirming duplexes are permitted in the R-1 zone (Urban Residential)
- Clarification of the specific CSA standard (CSA-Z240) to be accepted for permitted mobile homes
- Updated table of eligible properties 'grandfathered' to legitimize residences in CMx and M-1x zones
- Add a specific reference to new Short Term Rental Accommodation Moratorium Bylaw for STR permits
- Clarify separate municipal service connections only required if 2 dwellings are on different titled lots
- Require an access and drainage plan for all development permit applications (currently maybe)

Eight further topics were brought forward and reviewed. Research and detailed consideration of the full zoning bylaw proved that these topics were either already addressed by the zoning bylaw or are best dealt with using other tools, bylaws and policies.

The full detailed tracker (v5 September 16) with details of each topic, analysis and the proposed amendments is appended to this briefing.

3. Council Request

Council is asked to review the briefing documents and guidance from administration & advisors, and provide suggestions and direction upon:

- Perspective on proposed amendments;
- Further areas of focus for engagement and/or potential amendments; or
- Any proposed amendments that Council will not consider and that should be removed from consideration prior to engagement.

4. Next Steps Work Plan

- **October 14 - Council Project Status Review Briefing**
- October 28 - Community Engagement 'Open House' (date to be confirmed)
- Early November - Draft *Zoning Amendment Bylaw*
- Late November - Council First Reading
- Early December - Public Hearing
- Late December to Early January - Council Second & Third Readings

Appendix A – Detailed Review Tracker

Village of Haines Junction Zoning Bylaw Review

Tracker Version 5 – September 16, 2026

Section	Topic	Issue	Analysis	Recommendation
2.4.2	R-1 permitted uses	Add duplex to R-1 zone permitted use	Two residences and secondary suites already permitted so intent was that duplexes already permitted. However, as duplex is a separate definition and included as its own use on RC, this may mislead.	Amend 2.4.2 to include duplex for clarity.
2.4.5 b)	Mobile home standards	Do we need to be more specific on the CSA standards that apply, CSA Z240 MH for "Manufactured Homes".	Need to consider use and meaning of terms mobile home and manufactured home in Haines Junction context and history.	Amend definition in Part 7: "MOBILE HOME means a home which is governed by or required to be certified under CSA standard CSA-Z240. This generally means a movable dwelling unit designed and constructed to be transported by road on its own chassis to a site and placed on a permanent foundation such as blocks, posts or a pad. It does not include modular home or prefabricated dwelling governed under standard building regulations as a modular home via CSA A277 certification." Consider also amending sections 2.4.5 b) and 3.30.2 to reference CSA-Z240.
2.4.6	Residential lot sizes	Max lot size is 1.9ha but we currently have 7+ lots over this size on Willow Acres (102, 107, 112, 114, 116, 118, 120, 136)	Total 8 Willow Acres lots identified 102, 107, 112, 114, 116, 118, 120, 136 over the 1.9ha maximum. None are under minimum.	If requested, the Development Officer is empowered to issue a Certificate of Zoning Compliance - section 1.10.3 b).

			Section 1.9 addresses non-conforming lot sizes and provides that these 2 properties are zoning compliant. Note that subdivision of Lot 27 has already supplied on additional residential lot at no cost to Village or government.	Further review with Village administration determined no policy required to prohibit subdivision of the 8 properties. This should be enabled and encouraged to add zero cost lot supply.
2.5.4	Residential density	Revisit R-2 density minimums to make it more accessible.	City of Whitehorse uses 3 different multi-unit densities from 15-50 units per hectare. The 15-unit zone is “Multi-Unit Cluster” which may be well suited to enable on HJ R-2 sites. Reduction to 15/ha would require a minimum of 8 and 7 units respectively on R-2 lots 17 & 18 (Willow Acres Road)	Further review with Village administration to determine if this reduction is sufficient, or if lot size subdivision would be a better strategy to enable smaller multi-unit developments on R-2. Refer to further engagement with community and developers for better option to enable smaller R-2.
2.6.4	Residential lot sizes	Change min RC lot size to .8ha for new subdivision’s smallest lots? Smallest lots proposed for Area 3 CR are 1.0 ha	Concept plan (2024) for Area 3 CR development has lots from 1.0 ha to 1.8 ha. All would be zoning compliant without permitting subdivision or consolidation.	No amendment required.
2.7	Industrial storage	Can we add language explicitly disallowing industrial equipment storage and use except during construction? This could apply to all Zones except M-1, AL, AG.	Section 3.12.4 (all non-industrial) and 2.7.5 d) (CT zone) already require the screening of such equipment. The CT Zone is generally highway frontage, with the CM zone generally ‘second street’ properties adjacent to residential areas. Higher-impact and highway-oriented uses are therefore limited to the CT zone.	Amend 2.7.2 to remove e) Bus Terminals from permitted uses in CT. (There are no current terminals, and a future proponent can apply for an amendment – requiring a public hearing and potential conditions to mitigate any impacts on residential zones). Amend 2.7.5 to add e) Where a property is adjacent to a residential zone, a General Contractor

			Where some CT zones are adjacent to residential areas, two permitted uses have been identified for significant potential conflicts with these areas that need to be mitigated: e) Bus Terminals; and l) General Contractor Services	Services use shall not operate between the hours of 8.00 pm to 8.00 am (This mirrors restrictions on Home Business and Home Industry that mitigate impacts on residential areas).
2.8.6	Legitimizing historical permits & exceptions	Confirm CMx, M-1x designations and update map.	Agreed.	Amendment required - new table required listing proposed eligible properties, including those already added by amendments #1 and #2 since 2024.
2.12.4	Lot sizes	Minimum lot size of 4ha is too large for Dulac's, 572 Alaska Hwy and 526 Alaska Hwy.	Properties are 3.1 and 2.5 ha respectively and zoned Agriculture Residential with minimum lot size of 4.0 ha. Section 1.9 addresses non-conforming lot sizes and provides that these 2 properties are zoning compliant.	No amendment required. If requested, the Development Officer is empowered to issue a Certificate of Zoning Compliance - section 1.10.3 b).
2.13.4	Lot sizes	113 Bearberry and unsurveyed AG Lot North of Bearberry do not meet min size.	1. 113 Bearberry is 41.8 ha so meets min size of 40ha. 2. Unsurveyed AG 'lot' is est. 29ha but as this is not actually a 'lot' at this time the requirement is not applicable.	No amendment required. Future use or creation of new lots in the unsurveyed AG area will need to be compliant with AG zoning, or amendment considered.
2.16.2	Permitted uses in the Future Development zone	Why are farms and parks included here?	Permitted uses were included in the original draft bylaw. Their inclusion permits interim use of Future Development lands where these do not impact future development plans, recognizing that these can be a long time in the future. City of Whitehorse permits gardens, parks and possibly	No amendment required. After further review with Village administration these uses are suitable under temporary tenure only such as leases and fixed-term land use permits with no construction or permanent private ownership envisioned.

			mineral exploration in Future Planning. Are there any current, or planned, such uses, including agricultural/grazing leases for example?	
3.5		Reference the STR moratorium, or new STR Bylaw?	Agreed.	Amend 3.5.1 to make specific reference to 'where permitted in a residential zone by the Short Term Rental Accommodation Moratorium Bylaw'.
3.21.1		Is a 4' x 8' fascia sign too large for R-1, or for a roadside sign in RC?	Are there examples or community complaints?	No amendment required. After further review with Village administration these signs are acceptable e.g. for STRs in R-1.
3.21.5		I need to talk to highways to better understand their rules around signage on the right-of-way.	Noted. YG Highways rules will be additional to municipal bylaws as stated in 3.21.5	Further review with Village administration. Village to follow-up with Highways.
3.22.2		I believe this is intended for townhomes. This would not apply for a suite or carriage home on a property with a single service.	'Dwelling, attached' definition implies that this is intended for when the units are on separate titled lots.	Amend 3.22.2 to clarify for separate titled lots as a simple reading of this clause without reference to the definition could be misleading.
3.23.4		I want to flag this but it is probably better addressed in the culvert approval process. Issues with driveway/road juncture and drainage. Could we include language making the owner responsible for replacing the culvert if it effects the road?	Access plan and design can already be required under development permit with follow-up to inspect installed per design prior to completion of permit and occupancy Agree warranty periods are likely better addressed under bylaw and permit requirements for access to	Amend to move clauses 4.3.4 e) and f) to section 4.3.3 such that an application 'shall' provide this information rather than 'may' provide, and add driveway culverts. <i>e) Evidence of access to the property from a legal right-of-way;</i> <i>f) A drainage plan illustrating site topography and drainage details including directions of discharge, percentage of</i>

			Village highways. If there is such a bylaw.	<i>grades, swales, ditches, driveway culverts, and connections to storm mains;</i> (Note that per section 4.3.5 these requirements need only be met 'to the satisfaction of the Development Officer so can be scaled to the project and there is no need to require surveys and civil engineering of every simple development)
3.25	Site lighting	Move to Dark Skies standard?	This was removed from the original large draft during the 'simplification' process as it was considered at the time to be abstract and cumbersome to apply and enforce. Are there examples or community complaints to move this forward?	Refer to further engagement with community.
3.17.5	Business use of Country Residential properties	Construction/equipment businesses in CR (i.e.. MacKellar Contracting, Mack Built, Kluane Vac) • Allow as accessory use under Home Industry or Home Business? • Section 3.17.5 limits parking heavy equipment in residential zones including CR	The intention was that such businesses are permitted as Home Industry. Section 3.17.5 allows equipment up to 18,000 kg which includes most typical units. In these examples are there specific complaints, or equipment which does not currently qualify?	No amendment required. Existing clauses are adequate to enable the typical businesses present and envisioned, and their equipment storage.
7.2	General definitions	Animal limits under definition of Minor Agricultural Pursuits	Limits are currently within Animal Control Bylaw and potential for conflicts, misinterpretation and unintended restrictions Village administration has provided guidance not to include animals in R-1 Minor Agricultural Pursuits unless this is raised by community engagement	Amend definition: MINOR AGRICULTURAL PURSUITS means a horticulture or agriculture operation which is for the personal use and consumption by the residents and adheres to the Animal Control Bylaw and the livestock and poultry limits specific to the zone.

			and clear demand. There are concerns over the extent of monitoring and enforcement required.	R-1: Add 2.4.5 e) No animals, including poultry, are permitted under Minor Agricultural Pursuits. R-2: Add 2.5.5 c) No animals, including poultry, are permitted under Minor Agricultural Pursuits. RC: Add 2.6.5 b) Under Minor Agricultural Pursuits: a) The maximum combined number of livestock, cattle and pigs is 5. b) The maximum number of poultry (including chickens, turkeys, quails, ducks, geese etc.) is 75. PR: Add 2.11.5 c) No animals, including poultry, are permitted under Minor Agricultural Pursuits. Further, amend the Animal Control Bylaw to delete sections 5 b), 6, 7 and 8.
3.2.2, 3.22, 2.6, 2.12 & 2.13	Use of 'dry' structures as dwellings, both permanent and temporary	• Dry cabins serviced lots, vs non-serviced lots. • Tiny homes, used as a dry-cabin • Parked RV's, Etc. • - Non-standard toilets (composting, Etc.).	3.22.1 is clear that all new development (including dwellings) on serviced lots e.g. Urban Residential shall be connected to the services. 3.22.3 is clear that all wastewater systems on un-serviced properties must be in accordance with current legislation and approval of Government of Yukon Environmental Health Services. This may include a	Amend Section 7.2 to add a definition for a 'dry' dwelling: <i>DWELLING, DRY means a dwelling unit with no interior plumbing or sanitary facilities.</i> Amend 2.6.5 (CR), 2.12.5 (AR) and 2.13.5 (AG) to add: <i>Dry dwellings are permitted as a secondary suite accessory use if the dry dwelling is provided with an exterior, independent private</i>

			privy (outhouse) on suitable properties i.e. CR, AR & AG. All dwellings, including tiny homes, require a development permit irrespective of size. Tiny homes being used as 'dry cabins' should therefore be permitted and regulated the same as any other dry dwelling in the permitted zones, subject to its specific construction methodology and building code category. Section 3.2.2 makes specific allowance for the only circumstances when a recreation vehicle may be used as a temporary residence. Note that RVs are classified as vehicles and do not meet the code and safety requirements to be considered a dwelling. This is similarly the case for many tiny homes that remain on a chassis and lack the capacity to be permanently connected to municipal services.	wastewater system in accordance with current legislation and approval of Government of Yukon Environmental Health Services, which, for further clarity, may include a privy. Further : • Dry dwellings should not be permitted on lots with services e.g. UR. Permit only on CR, AR and AG at this time. • Dry dwellings as accessory uses only • RVs, tiny homes etc should not be permitted for temporary or permanent residential use except as allowed by 3.2.2
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Further notes:

- YG to review and clarify the legislation allowing fines and penalties to be applied through the Summary Convictions Act and the Municipal Act. Several communities and the AYC are working with YG on this.
- Transfer title of greenbelts and various easements to the Village.

2026 TAX RATES							
INCORPORATED COMMUNITIES		Applicable Tax Rate		CHANGE FROM 2025			
		2026 Minimum Tax	2026 Tax Rate	2025 Rates		% Change	
CARMACKS	Residential	\$400	1.5000	400.00	1.500	0.00%	0.00%
	Non-Residential	\$600	1.8700	400.00	1.870	50.00%	0.00%
	Country Residential	\$400	1.4500	400.00	1.450	0.00%	0.00%
	Unimproved	\$800	2.0000	350.00	2.000	128.57%	0.00%
DAWSON	Residential	\$880	1.5900	\$880	1.6200	0.00%	-1.85%
	Non-Residential	\$1,215	1.8900	\$1,215	1.9300	0.00%	-2.07%
	West Dawson (RSC)	\$370	1.5900	\$370	1.6200	0.00%	-1.85%
	Residential Vacant (RSU)	\$1,700	1.5900	\$1,700	1.6200	0.00%	-1.85%
FARO	Residential	\$311	1.6800	311.00	1.680	0.00%	0.00%
	Non-Residential	\$311	1.9400	311.00	1.940	0.00%	0.00%
	Country Residential	\$207	1.4900	207.00	1.490	0.00%	0.00%
	Unimproved	\$207	2.0600	207.00	2.060	0.00%	0.00%
HAINES JUNCTION	Residential	\$400	1.1500	400.00	1.150	0.00%	0.00%
	Non-Residential	\$400	1.1500	400.00	1.150	0.00%	0.00%
	Agricultural-Limited	\$400	0.9200	400.00	0.920	0.00%	0.00%
	Agricultural- General	\$400	0.4200	400.00	0.420	0.00%	0.00%
MAYO	Residential	\$300	1.4600	250.00	1.460	20.00%	0.00%
	Non-Residential	\$600	1.4600	500.00	1.460	20.00%	0.00%
TESLIN	Residential	\$125	1.2300	125.00	1.230	0.00%	0.00%
	Non-Residential	\$125	1.2700	125.00	1.270	0.00%	0.00%
WATSON LAKE	Residential	\$800	1.4800	800.00	1.4650	0.00%	1.02%
	Non-Residential	\$1,100	2.0920	1,100.00	2.071	0.00%	1.01%
	Vacant Commercial	\$1,100	4.0220	1,100.00	3.982	0.00%	1.00%
WHITEHORSE	Residential	\$100	1.0970	100.00	1.123	0.00%	-2.32%
	Non-Residential	\$100	1.6490	100.00	1.675	0.00%	-1.55%
	Agriculture	\$100	1.1670	100.00	1.193	0.00%	-2.18%
UNINCORPORATED COMMUNITIES			Minimum Tax	Tax Rate	Applicable Tax Rate		
Y05W Y14 Y18 Y19 Y20 Y21 Y22 Y23 Y24 Y26 Y28 Y29	WHITEHORSE PERIPHERY	Residential (Reduced by 23.75%)	\$100	0.80	0.6100		
		Non-Residential (Reduced by 16%)		0.67	0.5628		
		Agriculture (Reduced by 29%)		0.52	0.3692		
Y07 Y13 Y55	BEAVER CREEK CARCROSS ROSS RIVER	Residential	\$100	1.00	1.0000		
		Non-Residential		0.87	0.8700		
		Agriculture/Grazing		0.72	0.7200		
Y09 Y25 Y51 Y53	BURWASH LANDING DESTRUCTION BAY OLD CROW PELLY CROSSING	Residential	\$100	0.89	0.8900		
		Non-Residential		0.76	0.7600		
		Agriculture/Grazing		0.61	0.6100		
Y66	TESLIN AREA	Residential (Reduced by 17.5%)	\$100	0.80	0.6600		
		Non-Residential (Reduced by 7.5%)		0.67	0.6198		
		Agriculture/Grazing (Reduced by 19%)		0.52	0.4212		
Y05A Y06 Y15 Y16 Y17 Y37 Y38 Y39 Y46 Y48 Y60 Y95	OTHER RURAL AREAS PLUS KENO CITY	Residential	\$100	0.80	0.8000		
		Non-Residential		0.67	0.6700		
		Agriculture/Grazing		0.52	0.5200		
Note:	Y05W in system means - (Y05 C 4&5 Y05 D Y05 E 3&5&6) - Whitehorse Periphery Y05A in system means - (Y05 A+B) - Y05 other rural area						

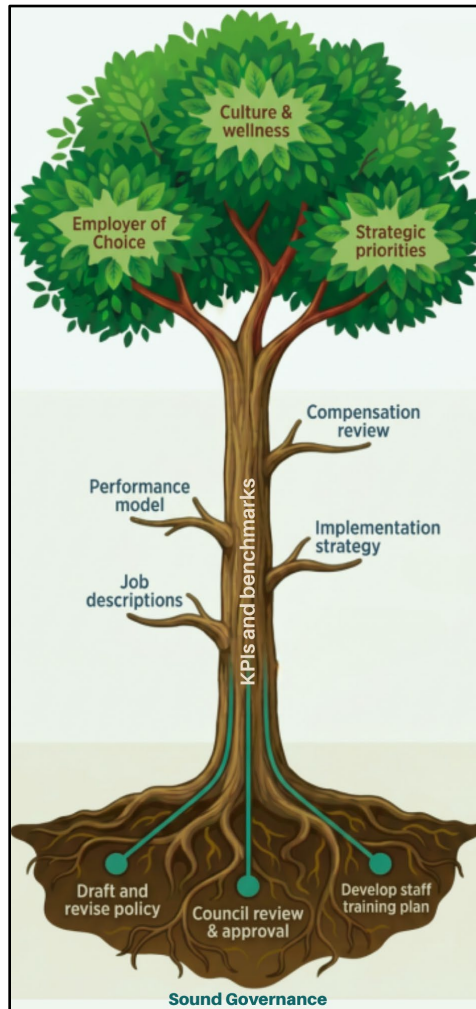
2026 Yukon Property Tax Comparison

Community	Residential	Commercial	Industrial	Limited Ag	Agricultural	Unimproved prop.	Minimum tax Residential	Min Tax Vacant non-Residential
Haines Junction 2025	1.15%	1.15%	1.15%	0.92%	0.42%	-	\$ 400	\$ 400
Haines Junciton 2020	1.35%	1.35%	1.35%	1.07%	0.57%	-	\$ 350	\$ 350
Teslin 2026	1.23%	1.27%	1.27%	-	-	-	\$ 125	\$ 125
Faro 2026	1.68%	1.94%	1.94%	1.49%	-	2.06%	\$ 311	\$ 311
Mayo 2026	1.46%	1.46%	1.46%	1.46%	1.46%	-	\$ 300	\$ 600
Carmacks2026	1.50%	1.87%	1.87%	1.45%	-	2.00%	\$ 400	\$ 800
Watson Lake 2026	1.48%	2.09%	2.09%	-	-	4.02%	\$ 800	\$ 1,100
Dawson 2026	1.59%	1.89%	1.98%	-	-	Vacant R-1 = \$1,700	\$ 880	\$ 1,215

Estimated revenue based on 2025 HJ Assesment

	Residential	Non-residential	Agricultural Ltd.	Ag General	Few/YG/CBC GIL		
Mill Assesment	\$ 49,644,130	\$ 17,965,950	\$ 4,078,390	\$ 597,930	\$ 12,575,380		
Min assesment	\$ 930,320.00	\$ 798,060.00		\$ 167,610.00	0.0115		
	Tax revenue based on HJ assesed values						Relative increase over HJ 2025 tax rates
Haines Junction 2025	\$ 595,307	\$ 229,408	\$ 37,521	\$ 3,311	\$ 144,617	\$ 1,010,165	100%
Haines Junciton 2020	\$ 691,546	\$ 262,490	\$ 43,639	\$ 4,108	\$ 169,768	\$ 1,171,551	116%
Teslin	\$ 618,248	\$ 235,293	\$ 51,796	\$ 7,844	\$ 159,707	\$ 1,072,887	106%
Faro	\$ 834,022	\$ 366,266	\$ 60,768	\$ 9,531	\$ 243,962	\$ 1,514,550	150%
Mayo	\$ 743,104	\$ 279,403	\$ 59,544	\$ 9,330	\$ 183,601	\$ 1,274,982	126%
Carmacks	\$ 769,062	\$ 360,363	\$ 59,137	\$ 9,470	\$ 235,160	\$ 1,433,191	142%
Watson Lake	\$ 783,533	\$ 376,705	\$ 85,320	\$ 14,109	\$ 263,077	\$ 1,522,743	151%
Dawson	\$ 843,022	\$ 389,716	\$ 80,752	\$ 13,599	\$ 248,993	\$ 1,576,082	156%
	Avg increse over HJ						135%

VILLAGE OF HAINES JUNCTION
HUMAN RESOURCES REVIEW – WORKPLAN



August 14, 2026

We respectfully acknowledge that we reside on the traditional territory of the Champagne and Aishihik First Nations—Dän Dákwänje, the people of this land.

Respectfully submitted by:
Dawna Day, CPHR BC & Yukon
Magenta HR Ltd.

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SECTION 1: THE PROJECT

Add in purpose and background statement

STRATEGIC PRIORITIES

Council's vision is to deliver sustainable services that enhance citizen's quality of life and allow growth for the future. Sound governance, responsible planning, transparency, and delivering services that meet the needs of our residents provide the foundation to achieve these obligations with an emphasis on four key priorities:

- Sustainable levels of service
- Investing in the community
- Organizational development and capacity building
 - Investing in people, policies, and governance structures
 - Empowering staff to deliver quality services
 - Ensuring professional development for staff.
- Sound and open governance

PROJECT RATIONALE AND BENEFICIARIES

The Village Council recognizes that there are gaps in existing bylaws, policies and practices that limit the ability to achieve their strategic priorities, in particular, with respect to role clarity, pay and benefits, and performance management for non-union staff. In order to enhance its capacity to achieve sustainable levels of service in those areas, a review and possible amendments of bylaws and policies is essential.

PROJECT SCOPE

The existing Collective Agreement prescribes the manner in which union employees operate. The purpose of this review is to review, amend, and enhance existing approaches for non-union employees.

PROJECT DELIVERABLES

The success of this project relies heavily on ensuring that there is a strong relationship between governance by-law and policy directions and practice.

This project consists of multiple parts that will be developed in three main project phases. Together, these parts shape an informed, cohesive, and empowering employee recruitment and retention strategy. Additionally, the Council will be well on its way to meeting its priority to build capacity, particularly by investing in and empowering staff to deliver quality services.

The high-level deliverables for this project include:

1. A review and update of related bylaws and policies.
2. Provision of tools that will enhance role clarity for staff. This includes the review and revision of employee contracts and job descriptions.
3. The creation of an innovative and attractive compensation model for non-union employees that will boost employee recruitment and retention efforts.
4. Development of a performance management framework for non-union employees.

5. Evolution of a formal employee recruitment and retention strategy.

Highlights of each deliverable are provided below:

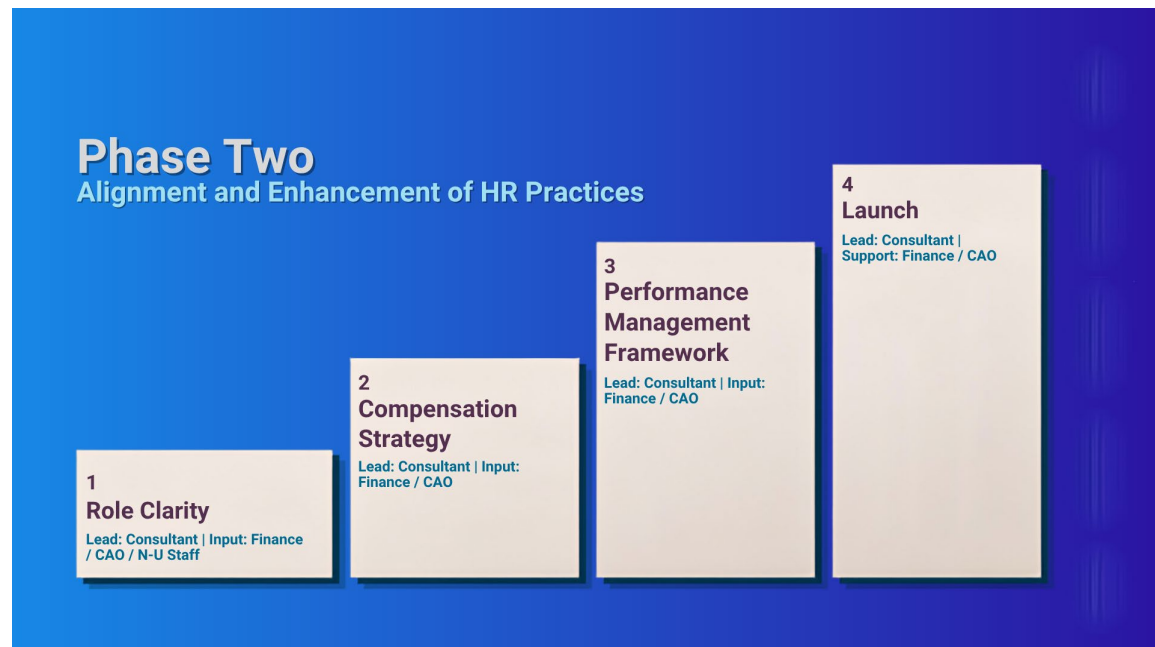
Phase 1: Review and Revision of Council Bylaws and Operational Policies



Phase 1 consists of a comprehensive review of all existing bylaws and policies that affect or relate to the Village's non-union workforce. Following this review, the Consultant will provide the Chief Administrative Officer with recommended amendments and new policy additions. The Consultant will then create a proposed staff training plan. Training plans will be included in various parts of this project. Evidence supports that clear communication, expectations, and awareness are foundational in workplaces that value employee psychological health and safety.

Once Council approves these recommendations, the revised bylaws and policies will guide the development of the Phase 2 deliverables.

Phase 2: Alignment and Enhancement of HR Practices

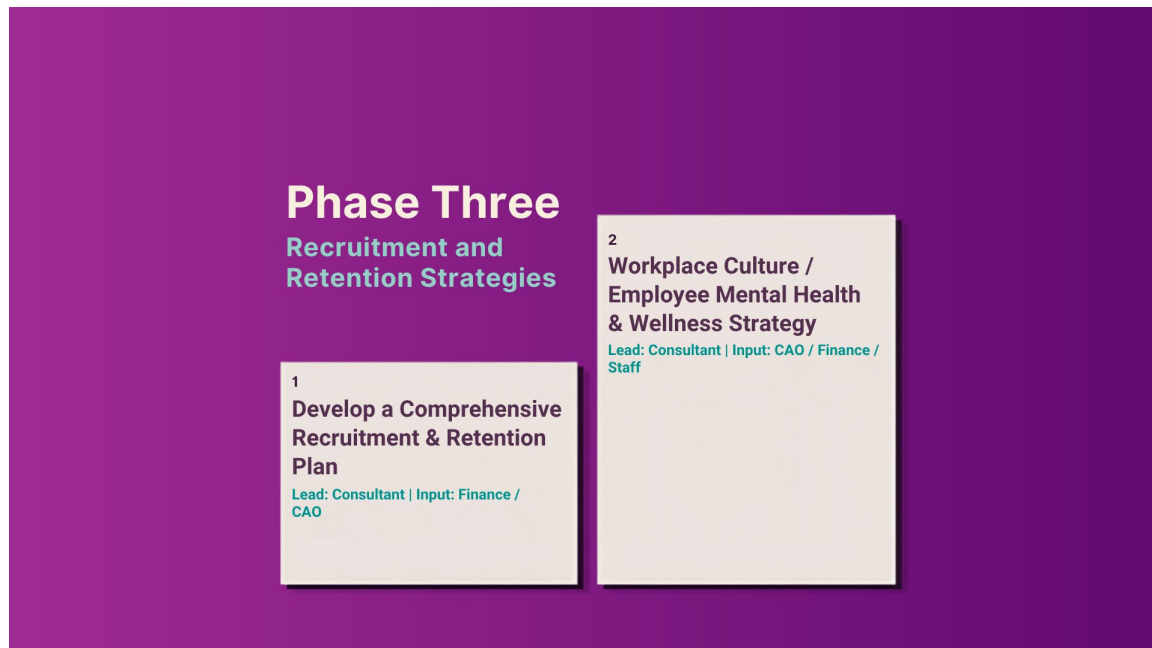


Phase 2 builds upon the high-level directions provided in bylaws and policies and brings together three critical components of an exemplary employee recruitment and retention strategy.

The work product for Phase 2 includes:

- A. Establishing role clarity through a review and revision of job descriptions.
- B. Creation of a compensation strategy for non-union staff.
- C. Development of an employee performance management framework.
- A. Key implementation plans for the launch of the new documents, frameworks, and strategies.

Phase 3 Deliverables: Formal Employee Recruitment and Retention and Workplace Culture Strategies



Having a dedicated Employee Recruitment and Retention Strategy will improve hiring efficiencies, maintain employee engagement throughout the tenure of their work, reduce employee turnover rates, and enhance the Village of Haines Junction's position as an employer of choice.

In addition to the materials created in Phase 2, the Employee Recruitment and Retention Strategy will include strategies relating to workplace culture and employee mental health and wellness.

PROJECT TEAM

The Project will be led by the Consultant in consultation with the Village of Haines Junction's Chief Administrative Officer. Additionally, the project team may consist of the following:

- Village of Haines Junction Finance
- Council
- Non-union employees
- The Joint Health and Safety Committee
- Champagne and Aishihik First Nations' Representatives / Knowledge Keepers

LEVELS OF APPROVAL

Project Deliverables are subject to approval as follows:

1. Amendments to Village of Haines Junction Bylaws – Council
2. Pay Grading Systems – Flow through – Finance and the CAO with final approval by the Council
3. Employee Pay for Performance Model – Finance and the CAO with final approval by the Council
4. Revised Job Descriptions – The CAO

5. Workplace Culture Strategies and Action Plan – The CAO

INTERNAL PROJECT RESOURCES

The Consultant will, at a minimum, require access to the following key internal resources:

- Existing Bylaws and Policies
- Council Meeting Minutes
- Strategic Priorities
- Operational budgets and forecasts
- The Collective Agreement
- Existing employee contracts, performance management, and compensation information.

PROJECT TIMELINES

The project, in its entirety, is expected to take approximately twenty-six weeks. Gantt charts are included in this workplan and show a more detailed breakdown of workflow. The Gantt charts provide for a 3-4 week window of time at the end of the project duration to account for variations in product completion rates.

CONSULTATION

Prior to the commencement of the project, the Consultant and CAO will establish a formal consultation schedule. This schedule will include confirmation of the participants throughout the project, set proposed team meeting dates, and will identify key milestones.

SECTION 2: PROJECT DELIVERY

PHASE 1: REVIEW AND REVISION OF COUNCIL BYLAWS AND OPERATIONAL POLICIES

In Phase 1, the Consultant will undertake a comprehensive review of all Village of Haines Junction bylaws and policies relating to the target audience – non-union staff. This work forms the guiding principles and foundation for work in Phases 2 and 3. This work aligns with Council’s strategic priority to provide sound and open governance and invest in people, policies, and governance structures.

It is imperative that any changes or additions to human resources and employee compensation practices be consistent with, and supported by, the applicable bylaws and policies.

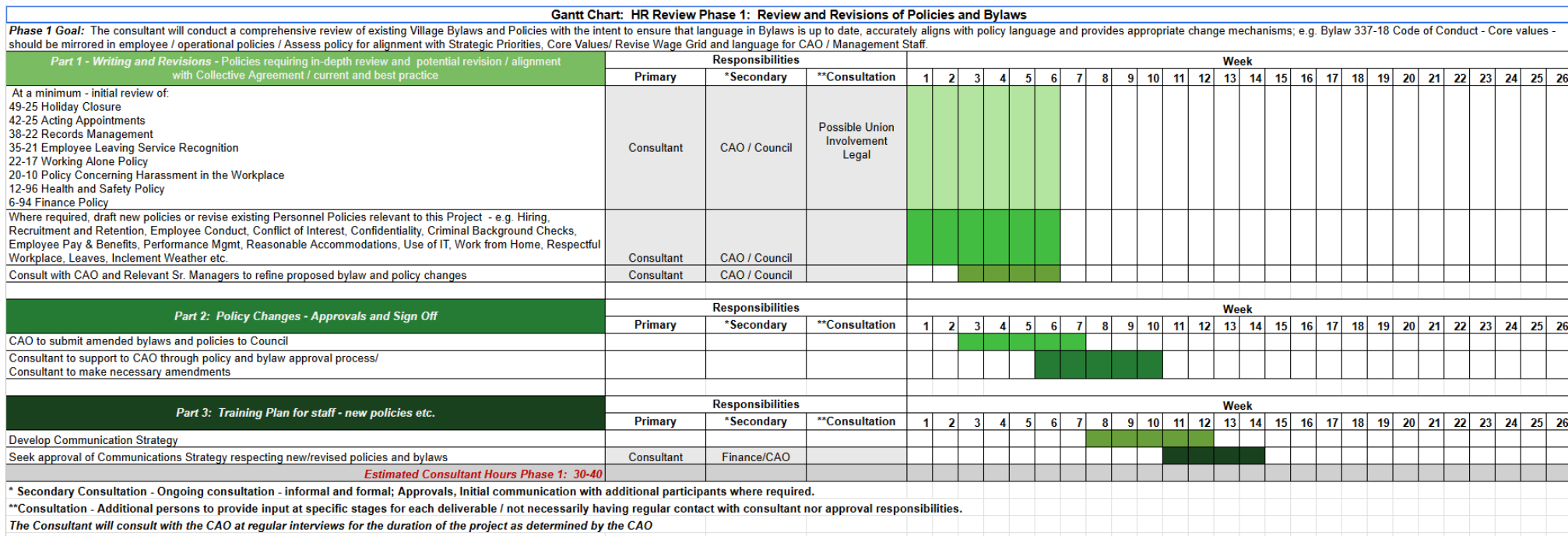
Project Initiation Documentation: Phase 1: Review and Revision of Council Bylaws and Operational Policies

Scope, Dependencies, Risks and Assumptions	
In Scope	Bylaws and operational policies that direct and/or impact employment rights, responsibilities, remuneration and evaluation of non-union employees. Bylaws and policies that inform operational practices with respect to employee recruitment and retention.
Out of Scope	Review and amendment of the Collective Agreement
Dependencies	The completion of phase 1 is essential to inform directives and options for Phase 2 of this project. The CAO and non-union employees will be required to actively participate in consultation and provide expertise at various stages of the project.
Constraints/Risks	Approval of bylaw changes involves due process with repeated readings and opportunities for consultation. This may impact the time needed to get all bylaw amendments on Council meeting agendas. Not all proposed changes may be ready to present at any one Council meeting.
Assumptions	Council will ensure proposed bylaw and policy amendments will be reviewed in a timely manner. The Consultant will actively engage in consultation with the CAO, Treasurer (and relevant finance staff), and Council throughout Phase 1. Policies will include provisions that will inform the content of job descriptions, processes, and standards with respect to employee evaluations – pay for performance models, and compensation strategies.

Project Controls and Reporting	
Communication	The Consultant will, at a minimum, meet virtually with the CAO bi-weekly to provide progress updates

Approvals	The CAO will review the necessary revisions and additions to bylaws and policies prior to their advancement to Council for approval.
Budget	\$8000 to \$12,000 (excluding consultant travel and accommodation)
Workflow	The Gantt chart (Figure 1) provided below sets out the recommended workflow and specific action items for Phase 1 of the HR Review.

Figure 1: Phase 1 - Gantt chart



PHASE 2: ALIGNMENT AND ENHANCEMENT OF HR PRACTICES

The work in Phase 2 of the HR Review is intended to establish informed, fair, transparent, and clear practices with respect to employee job requirements, pay and benefits, and performance management standards for non-union employees. These practices will, at a minimum, align with similar language in the Collective Agreement.

Bylaws and Policies developed in Phase 1 will, at a high level, inform the content of the deliverables for Phase 2.

The work in Phase 2 involves 4 key parts:

Part 1: Establishing Role Clarity - Reviewing and revising job descriptions and employment contracts for non-union employees.

Part 2: Creating a compensation strategy for non-union employees.

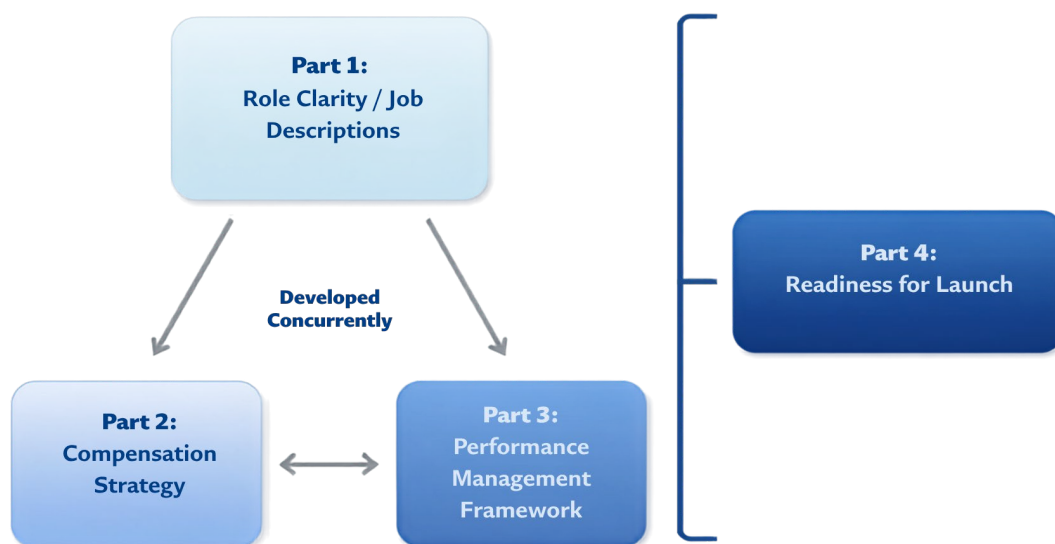
Part 3: Developing a performance management framework for non-union employees.

Part 4: Readiness to Launch - Creating communication, training and implementation plans for deliverables in Parts 1 through 3.

Parts 1 through 3 of Phase 2 will be developed concurrently. For example, roles and responsibilities provided for in job descriptions will inform key components of the compensation strategy while job descriptions will also contain information from the compensation strategy. The performance measures provided for in the performance management framework will also drive options for pay for performance. These options will also be included in the compensation strategy. The deliverables in Phase 2 will drive the Village's strategic priority to provide sustainable levels of service and invest in the community.

Figure 2 demonstrates the connection and interrelatedness of each of the four (4) parts of Phase 2.

Figure 2



Phase 2 Part 1: Role Clarity - Review and Revision of Job Descriptions/Employment Contracts for Non-Union Employees

Phase 2: Part 1 – Role Clarity Project Initiation Documentation (PID)	
In Scope	Job descriptions and employment contracts for non-union employees
Out of Scope	Job descriptions/contracts for unionized employees, volunteers
Dependencies	There exists current job descriptions for all relevant positions.
Constraints/Risks	Existing job descriptions may not represent the true nature of each role. This may impact the need for additional consultation with staff in order to inform new job description duties and responsibilities.
Assumptions	Non-union employees often take on multiple roles and job descriptions must allow for flexibility. Pay and benefits provisions in the job descriptions and employee contracts will align with the new compensation structure developed in this project. Compensation structures will align with approved budgets.

Communication Strategies, Controls and Reporting	
Approvals	Job descriptions and employment contracts for the CAO will be approved by Council. The CAO will approve job descriptions and employment contracts for other non-union staff.
Workflow	The Gantt chart (Figure 3) provided below sets out the recommended workflow and specific action items for Phase 2 of the HR Review.

Phase 2 Part 2: Compensation Strategy for Non-Union Employees

Phase 2: Part 2 Compensation Review and Wage Grid Project Initiation Documentation (PID)	
In Scope	Compensation proposals for non-union employees. Options for unique pay-for-performance remuneration. Consideration of non-traditional compensation options
Out of Scope	Compensation strategies for union staff and volunteers.
Dependencies	Dependencies: Budgets and financial limitations, current pay structures in the collective agreement; optimal number of non-union positions.
Constraints/Risks	Constraints include the availability of finance staff to run various projections.
Assumptions	There is a willingness for the creation of new non-traditional compensation models amongst non-union staff.

Communication Strategies, Controls and Reporting	
Approvals	Given the connection between pay for performance and operational budgets, approval will be required by Council.
Workflow	The Gantt chart provided below sets out the recommended workflow and specific action items for Phase 2 of the HR Review.

Phase 2 Part 3: Performance Management Framework for Non-Union Employees

Phase 2: Part 3 Performance Management Framework Project Initiation Documentation (PID)	
In Scope	Non-union employees
Out of Scope	Union employees
Dependencies	Performance management strategies must align with appropriate human resources laws and policies and must contain components relating to workplace psychological health and safety standards.
Constraints/Risks	Budget availability may restrict financial resources available for a pay-for-performance compensation structure.
Assumptions	The performance management framework will provide for authentic feedback from a variety of sources and will set the stage for improvement and/or professional growth plans. Performance measures will align with the Council's strategic priorities.

Communication Strategies, Controls and Reporting	
Approvals	Changes in compensation levels and structure will impact annual budgets. Final approvals for the Compensation Strategy will rest with Council.
Workflow	The Gantt chart provided below sets out the recommended workflow and specific action items for Phase 2 of the HR Review.

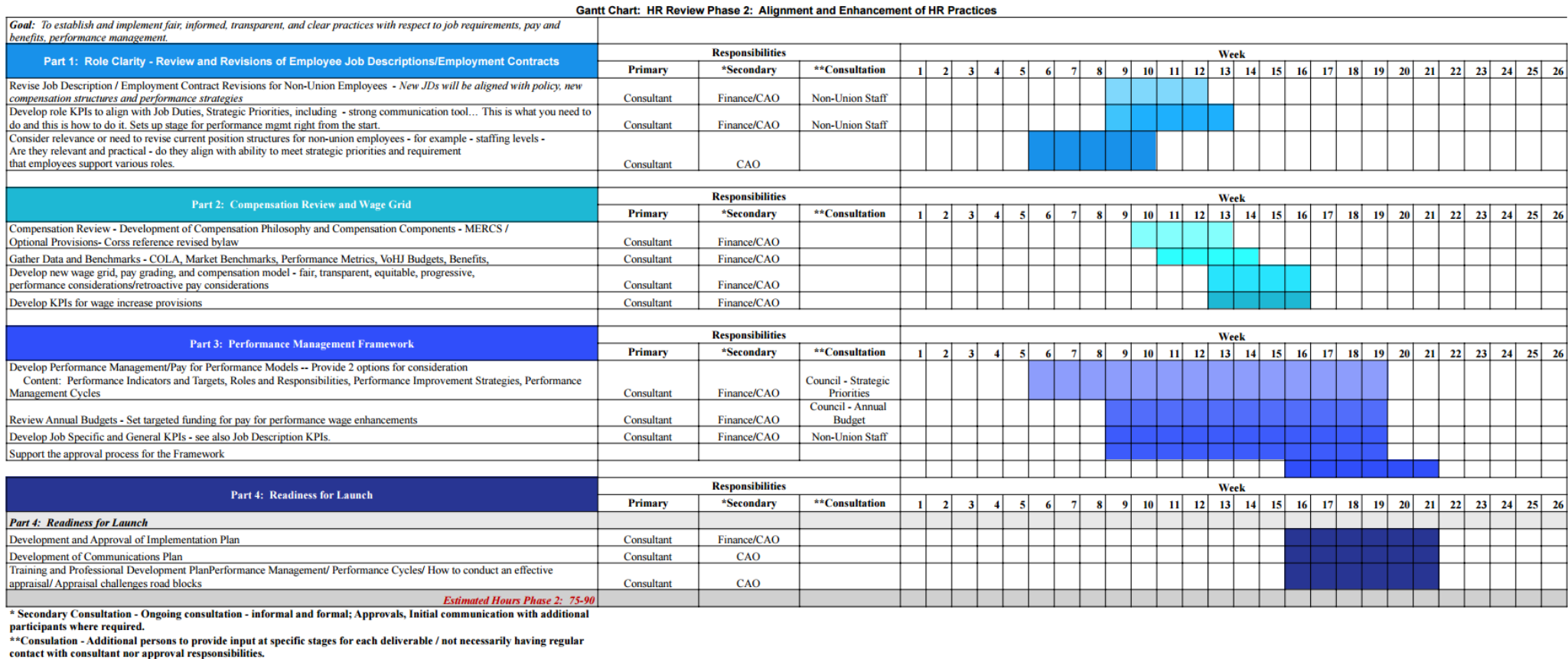
Phase 2 Part 4: Readiness for Launch – Implementation and Communication Plans

Phase 2: Readiness for Launch - Implementation Plans for Parts 1 through 3 Project Initiation Documentation (PID)	
In Scope	All work completed in Parts 1 through 3: Communications, Implementation and Training Plans
Out of Scope	Additions or modifications to this workplan
Dependencies	Time and resources of staff
Constraints/Risks	Time and resources of staff
Assumptions	There may be a need to launch various parts of the project over an extended period of time.

Communication Strategies, Controls and Reporting	
Approvals	Readiness for Launch plans will be approved by the CAO
Budget	*
Workflow	The Gantt chart provided below sets out the recommended workflow and specific action items for Phase 2 of the HR Review.

****The Project Budget for Phase 2: \$18,000 to \$20,000 (excluding consultant travel and accommodation)***

Figure 3: Phase 2 - Gantt Chart



Phase 3: Employee Recruitment and Retention Strategy and Workplace Culture Strategy

Work in Phase 3 builds directly on the final products developed in Phases 1 and 2. By establishing a formal employee recruitment and retention strategy, the Village of Haines Junction will strengthen its ability to retain staff, attract high-quality candidates, and reinforce its reputation as an employer of choice.

Most importantly, the Project will include the development of an action plan to create a Workplace Culture Strategy. This strategy will enhance the Village of Haines Junction's ability to meet and exceed the requirements of the Yukon Government Workers' Safety and Compensation Board's new Violence and Harassment Prevention Regulation. This regulation is intended to prevent violence and harassment in the workplace and foster a positive culture while ensuring the physical and psychological safety of Yukon Workers.

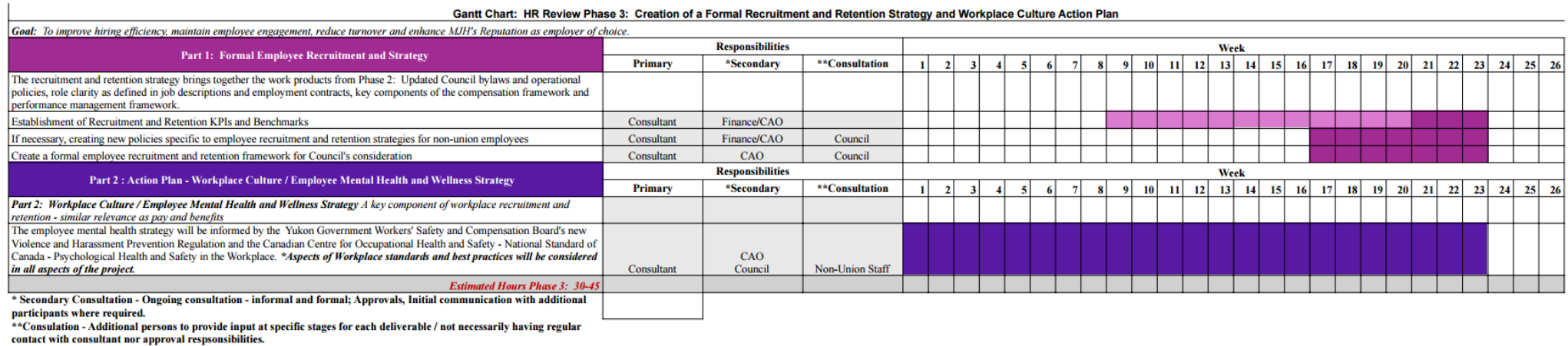
Workplace culture is one of the highest indicators of employee recruitment and retention. By focusing The creation of a Workplace Culture Strategy Action Plan further enhances efforts to meet Council's strategic priorities and ultimately improve the quality of services delivered to the community.

Phase 3: Recruitment and Retention / Workplace Culture Strategies

Phase 3: Part 1 – Recruitment and Retention Strategy	
In Scope	Recruitment efforts for non-union employees.
Out of Scope	Recruitment and retention strategies for union employees.
Dependencies, Constraints and Assumptions	All parts of Phases 1 and 2 will be considered in the recruitment and retention strategy.
Constraints/Risks	The strategy will inform practices to recruit and retain employees; however, market and labour demands may limit the success of efforts to recruit and retain employees over time.
Assumptions	Part of the recruitment and retention strategy will include forecasts for future vacancies.

Communication Strategies, Controls and Reporting	
Approvals	Council and the CAO
Budget	\$9000.00 to \$13,000 (excluding consultant travel and accommodation)

Figure 4: Phase 3 - Gantt Chart



SUMMARY

The advancement of key strategies provided for in this project will greatly enhance Council's ability to meet its strategic priorities in all areas. Employee performance and commitment will greatly increase with the implementation of the new supports, recognitions, and communications provisions.