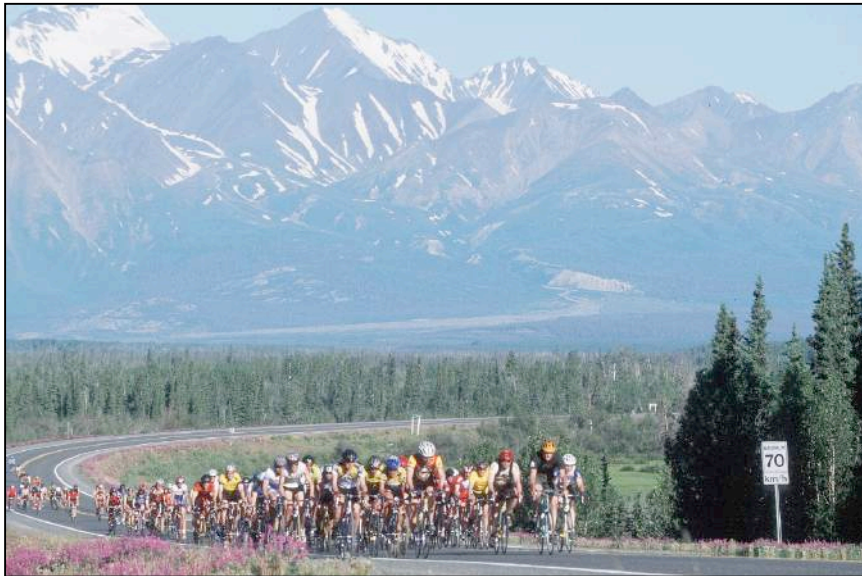


Haines Junction Community Recreation Plan: 2015-2024

Implementation Plan



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1.0 INTRODUCTION

The Haines Junction Community Recreation Plan sets out five key Goals for the Village of Haines Junction to achieve between 2015 and 2024 in order to reach its Vision:

“Haines Junction has a vibrant core where diverse recreation opportunities foster individual and collective health and wellness, people support each other, the land is enjoyed and cared for, and residents are connected through trails and common spaces.”

The Plan’s five Goals and accompanying Objectives are as follows:

Goal: Maximize existing and future infrastructure to facilitate recreation.

- Objective 1.1 Improve financial and organizational capacity to make decisions to upgrade, decommission or replace infrastructure.
- Objective 1.2 Increase profile and use of the Convention Centre as a multi-purpose community space.
- Objective 1.3 Develop the Recreation Centre block as a “something for everyone” community recreation hub.
- Objective 1.4 Maintain and increase access to non-VHJ recreation facilities.
- Objective 1.5 Use partnerships to maintain and manage infrastructure.

Goal: Support, empower and engage a vibrant volunteer community.

- Objective 2.1 Recognize the contributions of volunteers.
- Objective 2.2 Facilitate opportunities for learning and capacity building.
- Objective 2.3 Work with community organizations to increase funding and effectiveness.

Goal: Motivate families and individuals to be healthy and active.

- Objective 3.1 Increase community awareness of recreation opportunities.
- Objective 3.2 Ensure easy access to spontaneous, unstructured recreation for children and families.
- Objective 3.3 Create a multi-use, designated, interconnected, and signed trail network.
- Objective 3.4 Create and promote “active” connections between recreation and community hubs.

Goal: Showcase and interpret the community's unique assets.

- Objective 4.1 Facilitate the hosting of events.
- Objective 4.2 Use community assets as a place-making tool.
- Objective 4.3 Maintain and expand community access to adjacent parks.

Goal: Foster an inclusive, diverse, and accessible recreation environment.

- Objective 5.1 Reduce and/or remove barriers to participation.
- Objective 5.2 Identify and work to address recreation gaps (by age, background, ability).
- Objective 5.3 Strive for fairness, representation and transparency in recreation policy and decision-making at all levels.
- Objective 5.4 Increase community awareness of and access to recreation work.
- Objective 5.5 Promote recreation as a community development tool.

The Implementation Plan provides a more detailed description of how the Plan will be put into action, including potential funding and partnership opportunities, a 10-Year Workplan, and a pilot Decision-Making Framework for Council to test and refine during the Plan's timeframe.



Photo credit: Cindi Cowie

2.0 COUNCIL DECISION MAKING

The Plan is intended to set out high-level, strategic direction for the Village of Haines Junction over the next 10 years. In many cases, the specific details will have to be decided on during implementation. It's important to recognize that no Plan can anticipate everything: circumstances are bound to change along the way. The Decision-Making Framework is being piloted to help guide Council in these moments.

What is the Council decision-making framework?

The Decision-Making Framework is a draft tool that was developed by the CPR Committee and Planning Team to assist Council in making better decisions in regards to recreation over the next 10 years. The need for such a tool was identified early on in the planning process.

The framework is basically a set of criteria, or considerations, that should be factored into recreation decision making. They can be generally categorized as pros/cons, benefits/costs, or advantages/disadvantages. Some are considered to be of high importance, while others are of lesser importance. The framework is being piloted by Council and will be adjusted as needed. It will be utilized alongside other tools that Council and administration have to make both day-to-day and long-term decisions.

How does the framework relate to the Plan?

The Plan has already made a number of decisions on a broad strategic level. In some cases, the Objectives and Strategies can be quite prescriptive in nature (i.e., build new playgrounds, etc.) In other cases, the Plan provides a strategic direction but doesn't get into the specifics. The Framework is intended to help figure those "specifics" out. It can also help Council make sense of new initiatives or proposals that emerge during Plan implementation that might not be an obvious "fit", or figure out how to prioritize between initiatives when resources are limited.

The Framework is basically an extension of the Plan that may provide guidance to Council when the Plan itself doesn't hold all of the answers. It encourages Council to take a benefits-based view of recreation issues and consider the full range of potential opportunities and costs for the decisions it makes.

When could the Plan be used?

Scenario 1: Making Detailed Decisions to Fulfill the Plan's Objectives/Strategies

One example of a strategy where the details will be forthcoming is Strategy 1.3c: "Create a master plan to develop the vacant space in the Recreation Centre block as a hub for spontaneous, unstructured recreation with a focus on youth, families, and seniors". Assuming there is limited budget and space available, how should Council decide whether or not the best youth-targeted infrastructure is a skateboard park, basketball court, or mountain bike skills area? (Please note: the aforementioned

options are strictly hypothetical). The Decision-Making Framework could assist Council in choosing the option that can be expected to achieve maximum community benefit relative to its costs.

Scenario 2: Evaluating Proposals or Initiatives

Another scenario that is very likely to occur during the implementation timeframe is that of an individual or organization proposing a new initiative that requires support (financial or other) from Council. It might be a program, or new infrastructure, or a combination of both. The initiative may dovetail with the Plan's Objectives and Strategies; in that case, the decision may be straightforward. However, it could also be a promising initiative that doesn't have a logical link to the Plan but merits serious consideration nonetheless. The Framework could assist Council in deciding whether the Village should provide the requested support. It also gives Council an objective tool to help proponents understand the strengths and weaknesses of their projects so that they can improve them.

Scenario 3: Prioritizing Recreation Investments

In times of limited resources, Council may have to decide between multiple possible recreation investments, any of which satisfy the Plan and/or (as per Scenario 2) have considerable merit. The Framework could help identify which projects should be prioritized on the basis of their anticipated benefits and costs to the community.

Scenario 4: Developing Recreation Policy and/or Guidelines

As a list of important community benefits and potential costs, the Framework can be used as a starting point in the development of guidelines and/or policies around recreation. For example, the CPR Committee may need to update its Lotteries funding application review process; the Framework could help CPR develop criteria to evaluate applications against.

How is the Framework supposed to be used?

The framework is simply a tool designed to promote a full and balanced discussion of the issues. It is not intended to be static; rather, the intention is that Council will pilot its use in the first year or two of implementation, and continue to refine and build upon it.



Photo credit: Government of Yukon

3.0 IMPLEMENTATION OPPORTUNITIES

The Planning Team conducted a scan of the Village’s external environment as part of development of the Community Recreation Plan. That scan, which included interviews with community stakeholders and secondary research, uncovered a number of opportunities that could be pursued during Plan implementation.

What partnership opportunities might be of interest to other Haines Junction organizations?

CHAMPAGNE AND AISHIHIK FIRST NATIONS

Champagne and Aishihik First Nations offers a broad range of cultural and wellness programming on an ongoing basis. Its Community Wellness Department staffs a Community Wellness Activity Coordinator and Youth Centre Coordinator. The Programmer for the Da Ku Cultural Centre (under the Language, Heritage and Culture Department) offers cultural activities such as drum, doll, and moccasin making to the entire community.

The Youth Centre caters to both First Nation and non-First Nation youth ages 6-23 in Haines Junction (the Coordinator estimates that around 25% of participants are non-First Nation). After-school and evening programming is offered, with turnouts of 25-30 youth being common. There is summer programming from 1-5 pm but that might be eliminated in the near future.

CAFN staff commented that CAFN is juggling significant recreation demands and is under-resourced. CAFN is highly interested in working with the Village on:

- Youth programming (financial or other support); and,
- Seniors programming (potentially a person to support seniors and youth programming in partnership with CAFN).

KLUANE NATIONAL PARK & RESERVE

Kluane National Park and Reserve (KNPR) has undergone significant restructuring in the past three years as part of a broader national reorganization of Parks Canada. Many full-time staff positions were cut, as were winter services to well-used facilities such as the Kathleen Lake day use shelter. Across the country, Parks is pursuing a partnership model to ensure that public access to highly valued parks infrastructure can be maintained in a fiscally and organizationally sustainable manner. One example

Trails & CAFN

Trails are another promising area for partnerships with CAFN. The Lands & Resources Department has been working on the restoration of the traditional trail between Neskatahin and Hutchi, including establishing camp sites along the route. As other projects such as Carcross/Tagish First Nation’s “Singletrack to Success” and Tr’ondëk Hwëch’in’s “Dome Dive” have shown, trails are an ideal opportunity to employ youth in a traditional, land-based way and build tourism and economic opportunities.

The implementation of the Trail Plan in Years 2-6 could hold many opportunities to employ and train both CAFN and non-CAFN youth, promote and support CAFN’s work on the Neskatahin-Hutchi route, and also engage the broader community in stewardship and volunteerism.

specific to Kluane is a partnership with the Contagious Mountain Bike Club in Whitehorse in which Parks has provided helicopter transportation into the “backside” of the Cottonwood Trail in exchange for volunteer labour to clear the significant sections of blowdown that were impeding mountain bike use.

A brief discussion with KNPR singled out one particularly strong potential partnership opportunity: the Dezadeash Trail, located immediately adjacent to the townsite. This idea should be further explored during the trail planning exercise in Year 1.

ST. ELIAS SENIORS SOCIETY

The St. Elias Seniors Society has an established partnership with the Village which involves the provision of the old weigh station as a venue for senior events and activities and payroll administration for the sole employee of the Society (which is paid for by the YG HSS grant). The Association is eligible to apply for multiple funding opportunities directed towards recreation and wellness of seniors; however, there is a general lack of capacity to administer additional funding. The association has few dedicated volunteers and is limited in its capacity to provide regular programming. The Society feels that seniors are further marginalized by the lack of accessible recreation spaces within Haines Junction.

St. Elias Seniors Society may be interested in the following partnership areas:

- Developing recreation venues which are accessible and encourage inclusion between seniors and other community members; and,
- Having its partnership model with the Village further explored by other groups to increase organizational capacity and community recreation opportunities.

YUKON COLLEGE CAMPUS

The Yukon College Haines Junction Campus is able to support community recreation initiatives through in-kind partnerships and has previously provided a variety of recreation-based courses. Yukon College is able to offer insurance coverage for participants and course instructors, a significant advantage to most community organizations that do not hold liability insurance. The College campus also has the ability to apply for a variety of smaller funding sources to support community events and activities; however, their financial structure is tied to the broader Yukon College organization and the reporting requirements for smaller funding pots have created barriers in the past.

Yukon College staff interviewed could envision these areas for potential partnerships:

- Partnerships between the Yukon College, VHJ and community organizations, with support from VHJ or societies to administer the funding accessed. The College may also require project design and delivery support from community organizations depending on the type of programming involved.
- Training to develop community skills required to implement the Recreation Plan. As an example, the College could provide a training course that would train youth in workplace skills required to develop a recreational use trail within Haines Junction.

What other resources could the Village draw from in implementing the Plan?

YUKON YOUTH CONSERVATION CORPS

The Yukon Youth Conservation Corps (Y2C2), administered by the Yukon Department of Environment, has been operating for over 20 years. Y2C2 dispatches 4 work crews to undertake a range of conservation-related projects throughout the territory each summer. Y2C2 crews cover their own costs and provide basic tools, but project sponsors must contribute an educational experience, career-related knowledge and skills. Typically projects are 1-2 weeks in duration. Applicants can include municipal governments, First Nations, and non-governmental organizations. (Note: the program officially says that only conservation-related trails are considered; however, other trail projects may still be considered if they have a strong educational component).

OTHER MUNICIPALITIES

A busy municipality with limited resources doesn't have time to reinvent the wheel. A key part of strategic implementation will be information and knowledge sharing with other recreation managers in the Yukon. For example, the City of Whitehorse has considerable first-hand experience, policy and planning work in place to lend towards the implementation of these Strategies:

- The incorporation of the Benefits Based Approach into CPR's funding criteria (Strategy 5.3b);
- Development of insurance solutions and joint use agreements with the Department of Education to facilitate community group use (Strategies 1.4a and b);
- Trail planning and implementation (Strategy 3.3a); and,
- The development of green/outdoor gyms and natural playgrounds (Strategies 3.2a and b).

RECREATION AND PARKS ASSOCIATION OF YUKON (RPAY)

The Recreation and Parks Association of Yukon (RPAY) has been specifically identified in the Plan itself as a source of assistance. RPAY has a host of programs that could benefit Haines Junction, including the Rural Healthy Eating Active Living (RHEAL) Leader program, After School Action Grants, the Equipment Lending Library, and many other resources. RPAY connects with recreation providers throughout Yukon and beyond and could be a logical starting place for research into best practices, potential resources, or simply "who is doing what".

YUKON GOVERNMENT SPORT & RECREATION

Yukon Sport and Recreation Branch's Community Recreation Consultants are an excellent source of information and support for Haines Junction to draw from moving forward. Similar to RPAY, Sport and Recreation Branch play a central role and can lend their Yukon-wide perspectives on what works, what doesn't, and "who is doing what" to bear on Haines Junction's implementation efforts.

4.0 CAPACITY, BUDGETS & FUNDING

Planning can demand a great deal of time and effort. When at last the Plan is complete, it can be easy to forget that the real work has only just begun. Plans require resources – both financial and human – to succeed; otherwise, they are destined to sit on the shelf. A commitment to allocating the necessary resources to implement is the most significant planning commitment of all.

Who will lead implementation of the Plan for the Village?

A recurring theme throughout the planning process was capacity, specifically the limited capacity of the Village of Haines Junction, other governments, and non-profit groups. The Village can work to bolster the capacity of current and future partners; however, the critical first step is ensuring it has addressed its own capacity issues in regards to recreation.

Objective IE3 specifies the human resource commitments that will be required to implement, including a part-time Community Development Coordinator position and the utilization of post-secondary internships (and similar resources). The primary purpose of the Coordinator position is not recreation programming, but providing internal support to ensure timely and effective Plan implementation. The Coordinator would undertake such tasks as:

- Conducting background research in support of policy, program, or infrastructure development;
- Identifying recreation programming needs/gaps and securing resources to address them;
- Recruiting post-secondary interns, community recreation leaders, and other human resources required to fulfill the Plan;
- Writing third-party funding applications and reports for the Village;
- Drafting recreation-related policy and guidelines;
- Coordinating and distributing recreation-related materials and resources for community organizations;
- Building relationships with community recreation organizations, other recreation providers and governments in Haines Junction, and organizations outside of the community;
- Drafting Terms of Reference and contracts for external consultants; and,
- Overseeing recreation-related communications.

The Coordinator is envisioned as part-time position (2.5 days per week) with an hourly wage of \$25-\$30, based out of the municipal office. A recreation background should be considered a secondary qualification; strong organizational, interpersonal and verbal/written communications skills and project management experience will be paramount. Internships and similar assignments could be utilized to supplement Village capacity on a shorter-term basis. Interns could provide programming or assist the Village with special projects (i.e., exploring and piloting alternate arena uses, overseeing Trail Plan implementation, etc.).

How much will implementing the Plan cost and where will the money come from?

Implementing the Community Recreation Plan can be expected to cost in the range of \$75,000 - \$200,000 per year in the first 5 years. Costs could increase significantly in the latter half of the Plan's 10-year lifespan as capital investments are directed towards "big ticket" items like indoor facilities. Many of the strategies contained in the Plan can be implemented "in house" with only minor budget implications, assuming that the all-important capacity is in place within the Village of Haines Junction. Other strategies, particularly those involving master planning and subsequent implementation, may be excellent candidates for third party funding (please see Appendix C for a list of potential funding sources). Council will have to review the Village's fiscal situation on an annual basis; realistically, priorities and budgets are subject to change.

Budget Item	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Capital infrastructure		\$15-25K	\$15-25K	\$15-25K	\$15-25K	\$15-25K	\$15-25K			
Coordinator position	\$30K	\$30K	\$30K	\$30K	\$30K	\$30K	\$30K	\$30K	\$30K	\$30K
Facility reserve fund	\$20K	\$20K	\$20K	\$20K	\$20K	\$20K	\$20K	\$20K	\$20K	\$20K
Plans, studies, etc.	\$25K				\$80K					
Volunteer capacity building	\$0.2K	\$3.7K	\$4.2K	\$4.2K	\$4.7K	\$4.2K	\$4.2K	\$4.7K	\$4.2K	\$4.2K
Anticipated capital costs of plan ¹ implementation		\$20-50K	\$20-50K	\$20-50K	\$20-50K	\$20-50K High ⁺	High ⁺	High ⁺	High ⁺	High ⁺
TOTALS	\$75.2K	\$88.7-128.7K	\$89.2-129.2K	\$89.2-129.2K	\$169.7-209.7K	\$89.2-129.2K*	\$69.2-79.2K*	\$54.7K*	\$54.2K*	\$54.2K*

*These costs relate to the implementation of the indoor facility and Recreation Centre block master plans, both slated for Year 5.

*These projections are anticipated to be substantially lower than actual budget due to the unaccounted-for capital costs of implementing the indoor facility and Recreation Centre master plans.

¹ "Plan" in this context does not refer to the VHJ Community Recreation Plan itself, but the more detailed "sub"-plans prescribed within it: specifically the trail plan in Year 1, site master plan for the unoccupied space in the Recreation Centre block in Year 5, and indoor facility plan in Year 5.

APPENDIX A.

DECISION-MAKING FRAMEWORK

VILLAGE OF HAINES JUNCTION DECISION MAKING FRAMEWORK

IMPORTANCE	DECISION-MAKING PARAMETERS	Very Low	Low	Mod-erate	High	Very High	
		1	2	3	4	5	
VERY HIGH	Operations and maintenance costs Capital costs (and debt servicing)						<i>Please note: Shaded boxes indicate areas of potential concern.</i>
	HIGH	Promotion of health and wellness/active living Level of community support Enhancement of community identity and pride					
	Optimization of existing capacity and/or resources						
	Avoidance of duplication of existing facilities/services Positioning of community in pro-active versus reactive mode						
	Minimization of environmental footprint (energy/resource/land use) Potential to promote stewardship and/or appreciation of ecological, historic, cultural and landscape values						
	Potential for multiple community uses Number of actual or anticipated users						
MEDIUM	Potential to create or strengthen community partnerships Positive impact on resident retention and attraction Positive impact on economic and tourism development Local skill and capacity building						<i>Please note: Shaded boxes indicate areas of potential concern.</i>
	Liability and risk exposure Dependence on specialized skills/services						
	Potential to leverage third party capital funding Potential for operating partnerships						
	Alignment with local population and demographic trends Alignment with recreation trends, best practices and evidence-based research Consistency with relevant policy, plans, or agreements						
	Protection of natural, historic, and cultural resources Compatibility with current/historic land or resource use						
	Accessibility for use/participation (i.e. cost, location, design) Use/access to on a year-round basis						
LOW	Local employment &/or entrepreneurship Enhancement of safety/security of residents Community beautification						<i>Please note: Shaded boxes indicate areas of potential concern.</i>
	Potential revenues Life span Regulatory "simplicity"						
	Potential to compromise other services, initiatives or funding						
	Number of local organizations served or assisted Cross-generational use Cross-demographic use						

5. Are there other criteria that should be factored into decision-making? What level of importance would you assign them?

6. Factoring in the initiative's ability to satisfy Very High, High, Medium, and Low importance criteria, do the advantages (or benefits) outweigh the disadvantages (or costs)?

7. Does the Village of Haines Junction have access to the financial resources required?

8. Does the initiative's anticipated benefits justify the anticipated capital and operations/maintenance costs? Is this project worth doing?

APPENDIX B.

10-YEAR IMPLEMENTATION WORKPLAN

GOALS, OBJECTIVES, AND STRATEGIES		LEAD	COST	TIMELINES (Years)									
				Short Term			Medium Term			Long Term			
				1	2	3	4	5	6	7	8	9	10
Maximize the use of existing and future infrastructure to facilitate recreation.													
1.1	Improve financial and organizational capacity to upgrade, decommission or replace infrastructure.												
a	Continue/expand use of the arena ice for curling as an alternative to curling rink replacement.	VHJ	N/A	✓	✓	✓	✓	✓					
b	Allocate \$20,000 per year to a recreation facility reserve fund.	VHJ	\$20K/yr	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
c	Create an asset management plan.	VHJ, EC, P	N/A			✓	✓	✓	✓	✓	✓	✓	✓
d	Develop and implement a plan to address indoor facility needs (incorporating insights from expanded use of arena and Convention Centre).	EC	\$50K					✓	✓	✓	✓	✓	✓
1.2	Increase profile and use of the Convention Centre as a multi-purpose community space.												
a	Eliminate user fees for community groups.	VHJ	TBD	✓									
b	Officially rename the facility the “St. Elias Centre”.	VHJ	N/A	✓									
c	Evaluate suitable uses and explore options to accommodate them.	VHJ	Unknown		✓	✓							
1.3	Develop the Recreation Centre block as a “something for everyone” community recreation hub.												
a	Explore alternate uses of the arena.	VHJ	TBD		✓								
b	Pilot an expanded season for the swimming pool.	VHJ	TBD		✓								
c	Create a master site plan to facilitate spontaneous, unstructured outdoor recreation and community gathering in the undeveloped space (with a priority on youth, seniors, and families).	EC	\$30K Imp. costs unknown					✓	✓	✓	✓	✓	✓
1.4	Maintain and increase access to non-VHJ recreation facilities.												
a	Develop insurance solutions for community groups.	VHJ	TBD		✓								
b	Develop joint use agreements with the St. Elias Community School, Yukon College, and CAFN for community access.	VHJ	N/A			✓	✓						
c	Investigate opportunities to partner with private property owners with recreation-supporting infrastructure.	VHJ	N/A			✓	✓						
1.5	Use partnerships to maintain and manage infrastructure.												
a	Explore the potential for asset management support from Government of Yukon.	VHJ	N/A		✓								

Legend: CPR - Culture, Parks and Recreation Committee, EC - external consultant, N/A - not applicable (or negligible), P - partner(s), TBD - to be determined, VHJ - Village of Haines Junction

Please note: VHJ human resources costs are assumed to be captured within existing salaries and a \$30K/year budget for a Community Development Coordinator position

✓ - denotes implementation of Strategy ✓ - denotes implementation of a planning process specified by a Strategy

GOALS, OBJECTIVES, AND STRATEGIES		LEAD	COST	TIMELINES (Years)									
				Short Term			Medium Term			Long Term			
Support, empower and engage a vibrant volunteer community.				1	2	3	4	5	6	7	8	9	10
2.1	Recognize the contributions of volunteers.												
a	Organize a peer/community-based volunteer recognition initiative.	VHJ/CPR	< \$200/yr	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
b	Display the Volunteer of the Year in Convention Centre.	VHJ	N/A	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
2.2	Facilitate opportunities for learning and capacity building.												
a	Create and maintain a CPR-administered professional development fund for recreation organizations.	VHJ/CPR	\$3000/yr		✓	✓	✓	✓	✓	✓	✓	✓	✓
b	Send community representatives to Yukon recreation conferences.	VHJ	\$1000/yr			✓	✓	✓	✓	✓	✓	✓	✓
c	Work with RPAY and YG Sport & Recreation Branch to bring learning opportunities to Haines Junction.	VHJ	N/A	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
2.3	Work with community organizations to increase funding and organizational effectiveness.												
a	Identify/create and distribute a toolkit that provides tips and templates for funding proposals, budgets, and reporting.	VHJ	\$500		✓			✓			✓		
b	Host an annual recreation meeting to solicit input and ideas from non-profit groups.	VHJ	N/A	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Motivate families and individuals to be healthy and active.													
3.1	Increase community awareness of recreation opportunities.												
a	Maintain and update the community activity calendar.	VHJ	N/A	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
3.2	Ensure easy access to spontaneous, unstructured recreation for children and families.												
a	Build playgrounds in Bear Berry, West Junction, and Willow Acres subdivisions.	VHJ	\$15-25K each			✓		✓		✓			
b	Add outdoor gym features to paved trails.	VHJ	\$15-25K		✓		✓		✓				
3.3	Create a multi-use, designated, interconnected, and signed trail network.												
a	Develop and implement a comprehensive trail plan.	EC (Plan), VHJ	\$25K (plan) Imp. costs \$20-50K/yr	✓	✓	✓	✓	✓	✓				
3.4	Create and promote active connections between recreation and community destinations.												
a	Incorporate “urban” active transportation-oriented trails, routes and wayfinding systems into the Trail Plan and implement them.	EC (Plan), VHJ	See above	✓	✓	✓	✓	✓					

Legend: CPR – Culture, Parks and Recreation Committee, EC – external consultant, N/A – not applicable (or negligible), P – partner(s), TBD – to be determined, VHJ – Village of Haines Junction

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GOALS, OBJECTIVES, AND STRATEGIES		LEAD	COST	TIMELINES (Years)									
				Short Term			Medium Term			Long Term			
Showcase and promote use of the community's unique assets.				1	2	3	4	5	6	7	8	9	10
4.1	Facilitate the hosting of events.												
a	Explore the potential for revitalizing the rodeo grounds as an all-season staging/camping venue.	VHJ/EC/P	Unknown	✓									
b	Review local policies and bylaws and identify and address barriers to events.	VHJ	N/A		✓								
c	Create and update a simple prospectus for potential event organizers.	VHJ	< \$200		✓								
4.2	Use community assets as a place-making tool.												
a	Incorporate interpretation and place-making opportunities into recreation infrastructure development.	VHJ/EC/P	TBD		✓	✓	✓	✓	✓	✓	✓	✓	✓
4.3	Maintain and expand community access to adjacent parks.												
a	Champion community interests in regards to nearby Kluane National Park and Reserve frontcountry amenities and Pine Lake campground.	VHJ	N/A	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Foster an inclusive, diverse, and accessible recreation environment.													
5.1	Reduce and/or remove barriers to participation.												
a	Review current facilities and services and identify existing or potential barriers.	VHJ/EC	N/A		✓				✓			✓	
b	Develop a simple policy for inclusivity.	VHJ	N/A		✓								
5.2	Identify and work to address gaps in recreation opportunities (i.e. age, background, ability).												
a	Conduct a biannual inventory of opportunities and programs.	VHJ	N/A		✓		✓		✓		✓		✓
b	Identify gaps and pursue opportunities with other organizations to address them.	VHJ	TBD		✓	✓	✓	✓	✓	✓	✓	✓	✓
5.3	Strive for fairness, representation and transparency in recreation policy and decision-making at all levels.												
a	Expand CPR membership to include under-represented groups and/or devise a strategy for targeted outreach.	CPR	N/A	✓									
b	Update the CPR's Terms of Reference and funding criteria to reflect the Benefits Based Approach and Recreation Plan.	CPR	N/A	✓									
c	Pilot the use of the Recreation Decision-Making Framework and refine as needed.	CPR	N/A	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
d	Create a policy for private sector use of VHJ facilities.	VHJ	N/A		✓								
5.4	Increase community awareness of and access to recreation-related work.												
a	Post relevant surveys, studies and plans on VHJ website.	VHJ	N/A	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
5.5	Promote recreation as a community development tool												
a	Create an interdisciplinary "community of practice".	VHJ	N/A			✓							

Legend: CPR - Culture, Parks and Recreation Committee, EC - external consultant, N/A - not applicable (or negligible), P - partner(s), TBD - to be determined, VHJ - Village of Haines Junction

Please note: VHJ human resources costs are assumed to be captured within existing salaries and a \$30K/year budget for a Community Development Coordinator position

✓ - denotes implementation of Strategy ✓ - denotes implementation of a planning process specified by a Strategy

APPENDIX C.

FUNDING SOURCES

FUND	LEAD AGENCY	ELIGIBLE PROJECTS	FUNDING RANGE(S)	APPLICATION TIMELINES	DETAILS/CONSIDERATIONS
Action Grants	Recreation and Parks Association Yukon	Supplies, equipment, workshop leaders, resources, teacher professional devpt	Up to \$500 for Classroom/Teen; up to \$2000 for After School	October 6/15 (Beginning of school year likely)	<ul style="list-style-type: none"> Municipalities, FNs, non-profits, schools eligible Larger infrastructure not usually funded http://www.rpayschools.org/action-grants.html
Canada History Fund (150 th anniversary)	Federal government	Commemoration of key milestones/people	Unknown	Unknown	<ul style="list-style-type: none"> Details are vague on funding at this point; applications are closed (for now) http://www.pch.gc.ca/eng/1358783811378
Community Development Fund	Yukon Department of Economic Development	Programming Events Infrastructure	\$0-\$20K (Tier I) \$20-75K (Tier 2) \$75K & up (Tier 3)	Jan/May/July/Oct 15 for Tier 1; May/Sept 15 for Tier II; Jan 15 for Tier III	<ul style="list-style-type: none"> No O&M support Partnerships and broad support key at Tier II/III levels Municipalities, First Nations, non-profits eligible
Canada-Yukon Gas Tax Agreement	Yukon Department of Community Services	Infrastructure (recreation, tourism, culture)	Dictated by Agreement	Anytime	<ul style="list-style-type: none"> Allocated to municipalities Expanded categories
Health Investment Fund	Yukon Department of Health & Social Services	Short-term projects to promote wellbeing	\$100 - \$10,000	Anytime	<ul style="list-style-type: none"> Municipalities eligible only with partnership with non-profit group (FNs can apply alone) Can also be used for "seed" money for long-term projects http://www.hss.gov.yk.ca/healthinvestment.php
Kids Recreation Fund	Sport Yukon	Recreation participation for kids of low income families	\$400 per child per year	Anytime	<ul style="list-style-type: none"> Village and CAFN could jointly reach out to families and promote awareness of this fund http://sportyukon.com/programs/kids-recreation-fund/
Rural Healthy Eating Active Living Leader program	Recreation and Parks Association Yukon	Community active living leaders	\$2400 per contract	January/April/October applications	<ul style="list-style-type: none"> 3 month contracts (max 120 hours @ \$20/hr) to deliver programs Partnerships with local governments, schools, etc. encouraged http://rheal-leader.weebly.com/index.html
National Recreational Trails Program	National Trails Coalition	Trail construction, improvements	No limit but minimum 50% applicant equity	2014/15 application window closed	This is a successful program that has received significant funding in '09 and '14. RPAY is the local rep for Yukon that recommends projects.
Recreational Projects/ Community Lottery Program	Lotteries Yukon	Programming Events Infrastructure		April 15/October 15 (October only for major projects)	<ul style="list-style-type: none"> \$18,000 allocated to HJ via Community Lottery Program, administered by CPR Non-profit groups can access RPP too http://www.lotteriesyukon.com/programs

FUND	LEAD AGENCY	ELIGIBLE PROJECTS	FUNDING RANGE(S)	APPLICATION TIMELINES	DETAILS/CONSIDERATIONS
Travel Assistance Program	Lotteries Yukon	Travel	\$200/person	Anytime	Supports non-profits and extracurricular school groups with travel to adjudicated events http://www.lotteriesyukon.com/programs
Strategic Investments in Northern Economic Development	Canadian Northern Economic Development Agency	Feasibility studies; project development	No limit but 20% minimum equity from applicant	Anytime	<ul style="list-style-type: none"> Event-related work a good fit CanNor's Community Infrastructure Improvement Fund was discontinued in 2014 but could be reinstated. www.cannor.gc.ca
Youth Investment Fund	Government of Yukon		\$5000 per project	April 1 and October 1	<ul style="list-style-type: none"> Emphasis on capacity building/leadership and meaningful youth involvement Municipalities, non-profits, FNs eligible http://www.hss.gov.yk.ca/youth_investment.php
Youth Leadership and Activities Program	Yukon Youth Directorate	Youth leadership development	Unknown	Unknown	<ul style="list-style-type: none"> Each community eligible for \$ depending on size Overseen by CAFN in Haines Junction
Aviva Community Fund	Aviva Insurance	Projects with positive community impact	\$100,000 and under	Idea submission started September 22	<ul style="list-style-type: none"> Online voting Great community building opportunity Small communities have been grand prize winners www.avivacommunityfund.org
Kraft Celebration Tour	Kraft Canada	Infrastructure	10-\$25K prizes 1-\$100K prize	Nominations due Apr 25-June 6	<ul style="list-style-type: none"> Juried selection (Yukon project has never won) www.kraftcelebrationtour.ca
MEC Grants	MEC	Infrastructure & programming	\$500-\$35,000	September 10 March 10	<ul style="list-style-type: none"> Non-profit applicants only Access/Activity (i.e. trails) and Capacity Building www.mec.ca
RBC Learn to Play Program and Community Grants	Royal Bank of Canada	Programming	\$1000-\$10K (program); \$10-\$25K (Community)	Varies - check website	<ul style="list-style-type: none"> Geared to instruction/learning of new sports, multi-sport programming, or new approaches Community grants encourage collaboration to develop or implement action plans to transform delivery/planning of sport and physical activity http://www.rbc.com/community-sustainability/community/learn-to-play/index.html
Toyota Evergreen Learning Grounds School Ground Greening Grants	Toyota	Infrastructure	Max \$3500 for schools \$2000 for daycares	Varies - check website	Geared to transforming barren school grounds into natural environments http://www.evergreen.ca/get-involved/funding-opportunities/school-ground-grants/