

# TOWN OF WATSON LAKE



## COUNCIL STRATEGIC VISIONING WORKSHOP REPORT

DRAFT 1

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**ROYCROFT CONSULTING SERVICES**

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## **INTRODUCTION**

The Town of Watson Lake Council met in a structured session to establish its Strategic Priorities for the current term of Council. The following report outlines the work completed during that session, and will be used to lead various Council and Staff actions in the coming months.

## **COUNCIL VALUES and PRINCIPLES**

Recognizing that a successful team is required not only to determine objectives and priorities, but also to establish a frame of reference to guide its actions and operations in advance, Council has expressed the following Values and Principles. The intent is to adopt these as directions for itself the organization.

Guiding future actions in a positive and forward-looking manner is essential for the successful delivery of municipal programs and services in the community. At the outset, this Council has indicated it wishes to operate in a team fashion and above all else, act with respect and appreciation for the work of its members, staff and the community at large, by demonstrating the following in all of their activities:

- Accountability
- Transparency
- Non-biased
- Honesty
- Respect
- Openness
- Approachable
- Responsible
- Believing in the Community
- Visionary
- Reliable

## **ELECTION ISSUES**

Over the course of the last municipal election, members of Council heard a great many things from the community. Much was reflective of resident opinions concerning the activities of the Town, or in some cases items beyond the mandate of the Town itself. Council members identified these issues to inform each other of community interests that should be borne in mind as the new government takes its place and leads the municipal organization over the current term of office.

It is recognized that some of the issues identified may have great validity, while others may be based on misconceptions or even misinformation. No judgement was applied to any of these items, but recognizing that they exist informs Council in terms of the range and extent of community interests at this time:

- Poor direction
- Poor conditions in Town, derelict vehicles, properties
- General lack of maintenance
- Inadequate Bylaw enforcement
- Lack of implementation of plans
- Lack of progress on Integrated community sustainability plan
- Water & Sewer
- Lack of community input
- Not transparent
- Lack of information going out to community
- Poor leadership
- Finances in good shape
- Lack of continuity at CAO position
- Negative thinking

## **ENVIRONMENTAL SCANNING**

Before looking forward, Council took time to examine the current realities facing the community as they will have an influence on what and how future Council actions can move forward. Conducting a straightforward assessment of current realities within and external to the Town revealed a wide range of Strengths, Weaknesses, Opportunities and Threats that are reported in Appendix One. Council considered these as part of its current realities as they looked towards the future.

## **COMMUNICATIONS**

During the discussions, members of Council also raised the general issue of communications, particularly as it applied to information flowing out of the Town Office to residents. Council's interest was in seeing more and better levels of information being provided to the community, to inform and keep residents aware of what the Town was working on and why. The main conclusion was that communications were lacking at present which leads to misunderstandings, gossip and conflicts.

The value or potential of the Town Crier was discussed at length with the recognition that to be truly effective that vehicle needed to be more focused and consistent, both of which may be best served by assigning responsibility to an individual staff person and providing them with the time and support required to do a good job every month. Council members were advised they too can have a role to play through identification of items they feel should be addressed.

### **Internal**

- Mayor to CAO is good
- New management meetings helping
- Need more general staff meetings
- Get everyone on the same page
- Be consistent
- Put more operational information in briefing binder accessible to Council
- Report on achievements
- Improving

### **External**

- Must be clear and all encompassing
- Currently use monthly newsletter, website, quarterly Town Hall meetings, regular Council meetings and rolling ads
- May need more on the ground info such as signage indicating areas being flushed
- Need economic development marketing
- Using media to advance local interests

In the end it was recognized that to be successful the Town's communications programs needed to be informed, consistent, focused and of a sufficient quality and value that residents would want to receive and read on a regular basis.

## **DECISION-MAKING PROCESS**

One of the most important tasks the Council and Staff become involved with is the area of making decisions. It was recognized that nothing can be done by the Town without a Council supporting decision, whether that be installing a sign, spending money, hiring a staff person or entering into agreements.

The following issues surrounding the current practices associated with making decisions were identified:

- Council rarely uses In camera meetings,

- Councillors participate in some external groups, but as liaison only;
- Not use Committee of the Whole system at this time;
- Using lunchtime workshops to inform Council; and
- May benefit from more public opportunities for two way dialogue

## **COUNCIL AGENDAS**

All of Councils workings are directed by the agenda. Several concerns were noted with the current practices, and some alternative solutions were explored as follows:

- Contain draft minutes before Council has adopted them, potential for confusion in the public, if incorrect;
- Also councillors being pressured prior to having a chance to discuss matters at meetings;
- Currently council gets agenda on Friday and meetings held Tuesday evening;
- Opportunity to release agenda on Tuesday to avoid pressures; and
- Add disclaimer to indicate minutes of previous meeting not formal until adopted by Council.

## **CELEBRATING SUCCESS**

It was noted that in most communities there is a great lack of information on the part of the citizens as to exactly what the local government does, or what it is accomplishing on behalf of the residents. Few organizations take the time to provide extensive amounts of information to their citizens, instead they focus on getting the jobs done. This can often lead to a lack of understanding or appreciation for all of the hard work and activities performed that benefit the overall community.

Council felt it important to address this shortcoming, and to work on improving communications with its residents. Celebrating successes is one way to do this and that will become a more concerted focus of the Town's communications with residents.

## **COUNCIL'S MANDATE**

Members of Council stepped forward to serve the Town of Watson Lake because they felt they could assist the community in moving forward. In order to do this they also felt it important they expressed what they felt was their overall philosophy and what they hoped to achieve within their term of office.

Three words summarize the goals this Council has set out to work towards. They wish to strive to support a *Healthy, Vibrant and Sustainable Community*. Each of these goals will be reflected through the specific actions and decisions Council will be making.

## **CAPACITY BOX**

Every organization has its limits and the Town is no exception. Based on the current resources, there are only so many staff persons and so much money readily available. Council was cautioned not to expect staff to be able to add new priority tasks on top of an already full work load. Any new project or service delivery initiatives would require a reduction in current work expectations, or an increase in resources, both human and fiscal.

## **FIRST NATIONS**

The current reality associated with relations between the two communities were discussed in many ways during the retreat. Some highlights of those conversations included the following:

- Divisions fostered by government policies
- Apathy and lack of interest
- Lack of capacity and training
- Unsettled land claims
- Reluctance to participate in local issues
- Influences of special interest groups
- Some people are still focused in the past
- Lack of communications
- Differing styles, authorities hinder government to government relations
- Priorities are different
- Burnout
- Lack of mutual understanding on both sides
- No overt indications of racism
- Need to develop relationships

## **DEALING WITH COMPLAINTS**

- At municipal hall use a complaint form system to direct to appropriate place

- Council generally refers items to CAO for attention
- Some instances of Councillors reacting to complaints without getting full background info
- Can cause difficulties for staff if expectations created
- Challenges in dealing with hot issues when Council is pressed
- Better approach is to refer to staff for a report

## MISSION

Every organization can benefit from establishing an overall Mission Statement. It informs the community in regards to what it is trying to achieve, and helps to focus energies and actions towards a desired future.

In this case, Council has established the following as its mission:

**Making Watson Lake a model of sustainability while meeting residents needs and sharing the responsibility to protect community assets and promote its interests.**

## VISION

Every organization can benefit from establishing an overall Vision. It informs the community in regards to what the outcomes of its actions are striving for..

In this case, Council has established the following as its vision for the organization:

**A Customer service focused organization that delivers exceptional services in a financially responsible manner with the goal to make Watson Lake a desirable community in which to live, work and play.**

## COMMUNITY IDENTITY

In reviewing what Council members felt were both the good and the less desirable things about Watson Lake, they came to the conclusion that what was lacking was a shared identity about the community. No one really seems to know who we are or what we are wanting to become. It seemed to be easy to talk about what we are not, as opposed to what we are.

Some of the concerns related to the community being divided along several lines, not being focused on a future path, and at times not being a very healthy place to live. Some of the reasons cited include various senior government level policies

and programs that do not reflect the reality of Watson Lake today. It was also felt that this lack of identity had a role to play in making it difficult to attract and retain new residents, professional service providers and businesses.

Understanding that sometimes municipal governments have only a limited role to play when it comes to decisions being made by other governments, Council's conclusion that establishing, promoting and working towards achieving a community identity would be one way for the residents of Watson Lake to have some local influence on their future. Accordingly Council concluded that one of its efforts would be to work towards achieving this identity.

## **STRATEGIC PRIORITIES**

Following an assessment of the current and anticipated future realities, Council selected a series of key political priorities they wish to focus on over the course of their term. Those priorities are identified below, under six distinct theme areas, each with its own overarching philosophy and direction for the Town. Council has directed staff to bring back budgets and work programs aimed at achieving these kinds of priorities over the next few years.

### ***PRIORITY HIGHLIGHTS***

The following key highlights are drawn from the full listing of issues and actions identified during the session, in no particular order:

<b>COMMUNITY RELATIONS</b>	<ul style="list-style-type: none"> <li>• unify the entire community</li> <li>• prepare a Communications Plan</li> <li>• improve relations with Liard First Nation</li> </ul>
<b>LIVING GREEN</b>	<ul style="list-style-type: none"> <li>• practice sustainable actions</li> <li>• recycle more</li> <li>• address pollution from highway trucks</li> </ul>
<b>SERVING THE COMMUNITY</b>	<ul style="list-style-type: none"> <li>• use Strategic Plan to align actions</li> <li>• practice good governance</li> <li>• support staff</li> </ul>
<b>INFRASTRUCTURE SUPPORT</b>	<ul style="list-style-type: none"> <li>• develop water, sewer, roads and drainage plans</li> <li>• undertake regular system improvements</li> <li>• improve solid waste management</li> </ul>
<b>RESPONSIBLE FINANCIAL MANAGEMENT</b>	<ul style="list-style-type: none"> <li>• seek grants and other external funds</li> <li>• develop Reserves Strategy</li> <li>• manage impacts of taxes</li> </ul>
<b>LIVEABLE COMMUNITY</b>	<ul style="list-style-type: none"> <li>• prepare an Economic Development Strategy</li> <li>• be ready for rapid growth</li> </ul>

	<ul style="list-style-type: none"> <li>• support provision of day care services</li> </ul>
<b>PLANNING FOR THE FUTURE</b>	<ul style="list-style-type: none"> <li>• prepare a Community Identity program</li> <li>• update ICSP, Zoning Bylaws</li> <li>• examine all options for future land developments</li> </ul>
<b>PROTECTING THE COMMUNITY</b>	<ul style="list-style-type: none"> <li>• improve policing services</li> <li>• combat drug &amp; alcohol abuse</li> <li>• support volunteerism</li> </ul>

## ***STRATEGIC ACTIONS***

Listed below are all of the specific actions and items to which Council wishes to give consideration over the course of their term of office:

### **A/ COMMUNITY RELATIONS**

Council's intent is to foster an atmosphere of working with citizens in the Town in mutual efforts to improve the community for all.

Council will do this by:

- Leading by example, efforts to unify the entire community;
- Preparing a Communications Plan to increase efforts to establish and maintain good two way communications with residents and businesses by getting factual information out on a regular basis;
- Undertaking a variety of initiatives to open and improve communications and cooperation with Liard First Nation;
- Providing additional opportunities for community residents to engage in discussions with the Town and its Council;
- Improving communications with Yukon Government at both the political and staff levels, starting with establishing a regular meeting schedule with the new MLA;
- Seek partners (business, government and volunteer) to support delivery of services and programs to all residents.

### **B/ LIVING GREEN**

Council's intent is to enshrine a philosophy of being sustainable in all aspects of community development, living and Town operations.

Council will do this by:

- Directing staff to undertake methods of conducting Village operations that are supportive of broad based sustainability and environmental stewardship;

- Support internal procurement policies and practices that consider a green approach;
- Partner with others to initiate building construction and demolition materials recycling;
- Examine opportunities to enhance composting and community garden type initiatives;
- Investigate and if feasible, support a Curbside Pickup program;
- Find solutions to truck parking along the highway and environmental problems associated with fuel runoff into nearby waters and lakes.

## **C/ SERVING THE COMMUNITY**

Council's intent is to take steps to ensure the Town provides services in an efficient and effective manner to meet resident's needs.

Council will do this by:

- Putting in place internal systems and structures to promote good governance;
- Maintaining a high level of services and facilities by ensuring everyone on staff is supported by a consistent team approach;
- Undertaking efforts to promote positive internal morale and staff relations;
- Using the Strategic Planning process to ensure alignment between Council priorities and Staff work activities; and
- Undertaking regular internal reviews and assessments to adjust the work methods and activities to meet changing needs throughout the community.

## **D/ INFRASTRUCTURE SUPPORT**

Council's intent is to find ways to maintain and improve community infrastructure so it is regarded as a strategic component for future growth and development.

Council will do this by:

- Working with regulatory agencies to modify, improve and adjust the operations of the landfill to meet all applicable regulations and standards;
- Seeking ways to improve the management of solid wastes by supporting new recycling initiatives, eliminating open burning at the landfill and finding partners to address regional solid waste issues in an economic and productive fashion;
- Prepare a long term Roads and Drainage Master Plan that will enable regular and planned upgrades to both systems;
- Prepare a long term Water Supply Plan that addresses source protection, treatment and distribution requirements;
- Continue with capital projects as they can be funded to increase reservoir capacity;

- Prepare a Sewage Master Plan to manage the replacement of aged facilities in a consistent and on-going manner.

## **E/ RESPONSIBLE FINANCIAL MANAGEMENT**

Council's intent is to manage the financial resources and plans of the Town to meet expressed needs while at the same time minimizing the economic impacts on its citizens and businesses.

Council will do this by:

- Accessing grants and other senior government financial support wherever suitable;
- Seek other internal and external revenue sources;
- Examine potential to generate additional revenues from the District heat System;
- Review all municipal fees and charges on a regular basis to ensure both value for money being received by citizens as well as appropriate levels of revenue recovery;
- Manage Town operations to take only those resources from local citizens and businesses as needed to maintain the desired level of services and programs;
- Examine options to address financial impacts of the new Public Service Accounting Board requirements;
- Develop a Reserve Fund Strategy to effectively manage contributions to and removals from reserves;
- Regularly review grants-in-aid program to ensure appropriateness and value received for grants given out;
- Develop program to manage tax relief for non profit groups; and
- Look to the future for options and means to address external economic threats that will impact the Town.

## **F/ LIVEABLE COMMUNITY**

Council's intent is to build and create a community economic base that supports Watson Lake as an attractive and vibrant place to live.

Council will do this by:

- Taking a lead role in support of responsible economic development through preparation of an economic development strategy;
- Developing a marketing/branding program to increase the visibility and attractiveness of the community;
- Supporting the provision and expansion of tourism services and facilities;
- Seeking ways to provide a supportive environment for the creation and retention of appropriate jobs and local businesses;
- Planning for the efficient development of lands necessary to support rapid growth making use of a range of methods and options;

- Monitor trends in the Territorial and Regional Economies and be prepared to adjust programs and policies to maximize local benefits and opportunities;
- Support provision of reliable and on-going day care services to enable more local residents to participate in the labour market;
- Undertake a comprehensive review of municipal business licensing, rules and regulations to reduce unnecessary obstacles to local development and job creation; and
- Support provision of local training options to increase employability of local residents.

## **G/ PLANNING FOR THE FUTURE**

Council's intent is to ensure the plans and implementation tools reflect local values and are supportive of achieving local visions for the future of the community.

Council will do this by:

- Develop a Community Identity Program to improve residents appreciation of and value for the community;
- Reviewing and updating the Integrated Community Sustainability Plan and all other Capital Plans;
- Immediately undertake a comprehensive review and overhaul of the Zoning Bylaw to bring it into compliance with the newly adopted Official Community Plan;
- Develop a Town Beautification Strategy that includes design, programming and financial aspects;
- Seek funding to prepare a Traffic and Transportation Plan to address truck routing, truck parking, school zones and other transportation issues; and
- Examine all options for developing lands in support of major new developments.

## **H/ PROTECTING THE COMMUNITY**

Council's intent is to put in place programs, services and facilities to support the health and well being of community residents and businesses.

Council will do this by:

- Managing the provision of adequate policing services;
- Supporting initiatives, programs, services and facilities to combat drug & alcohol abuse
- Working with service providers to overcome obstacles to attraction and retention of service delivery specialists;
- Support the provision of bylaw enforcement services that focus on high profile community concerns, such as loose dogs;

- Maintain discussions with Yukon Government to ensure local input into any decisions made at the Territorial level affecting municipal fire departments; and
- Seek ways and means to encourage and reward community volunteerism.

## **IMPLEMENTATION**

An essential part of the success of any planning effort is a commitment to actually work with and implementing the outcomes. Council has indicated it wants to take special efforts to ensure this occurs, and outlined the following course of action:

1. Council intends to adopt the Strategic Vision by way of Council Resolution
2. Staff to bring actions forward to achieve the desired future outcomes and to build into annual Budget and Work Programs
3. Regular Reporting by staff on progress (perhaps quarterly)
4. Council Decision Documents to add a component to show the relationship of the issue to the Strategic Plan
5. Build achievement of results into the Chief Administrative Officers regular Accountability Review
6. Regularly Report to Citizens on Priorities and Achievements

In addition, Council has indicated they wish to hold regular discussions with staff in regards to how the plans intent is being met. Efforts will be made to set aside a regular time for this review on a monthly basis.

# **APPENDIX ONE**

## **SWOT ANALYSIS**

### **STRENGTHS**

- Growing economy
- Recreational infrastructure improvements
- Good facilities
- Stability of personnel (homeowners)
- Good volunteer core
- Sound financial foundation
- Location (transportation system)
- Community comes together when needed
- Opportunities to grow businesses
- Not under the influence of other municipalities
- Resourceful people
- Employment centre and programs
- Support programs and services
- Availability of training

### **WEAKNESSES**

- Isolated location
- Social and racial divisions
- Lack of forward planning
- Lack of community identity
- Poor communications with citizens
- Inadequate infrastructure
- Lack of community engagement
- Transiency
- Lack of business services
- Lack of interest on part of businesses
- Substance abuse
- Small tax and population base
- No scheduled air service
- Relations with Liard FN
- Underdeveloped service industry

- Dependency on outside money (government)
- Lack of Land Claim Settlement
- Climate limitations
- Limited staff resources

## **OPPORTUNITIES**

- Population growth
- Increased tax base
- Mining boom
- Training & education programs
- Resources for infrastructure improvements
- Tourism (wilderness)
- Location (northern lights)
- Sharing solutions and systems with others in region
- Become a regional hub
- Youth services, recreation
- Underutilized recreation infrastructure
- Working better with Liard FN
- Energy production
- Forestry
- Potential labour force in youth
- Service industry
- Pipeline
- Money from outside sources
- Availability of Crown Lands
- FN participation in economy

## **THREATS**

- Changing Senior government regulations
- Economic downturn
- Aging water & sewer
- Potential loss of Greyhound services
- General loss of businesses
- Uncertain landfill cleanup costs
- Environmental concerns such as increasing forest fires
- Population emigration
- Sudden boom
- Alcohol and drugs

- Difficulty in attracting youth to labour force (reliance on SA)
- Public health issues

## APPENDIX TWO

### *All Issues and Opportunities Identified*

Broad sustainability	Northern Lights Centre Losses
Infrastructure	Misinformation and Rumours
Recycling and Waste Management	Collection of Unpaid Taxes
Land for Future Development	Senior Government Regulations
Community Identity	Geo Thermal Potential
Marketability of Town	Highway Bypass
Reliance on Property Tax Revenue	PSAB Amortization
Good Governance and Structures	New Business Attraction
Customer Service Orientation in Business Community	Education/Recycling initiatives
Competition Increase in Local Business	Local Agriculture
Tax Relief for Non Profit Organizations	Dependency on Grants
Town Beautification	Economic Instability
Chamber of Commerce Role and Functions	Planning for the Future
Year Round Pool	Town Staff Morale
Economic Development with First Nations	Input to YESAB Process
Research Availability of Grants	Tourism Enhancement
Underutilized Facilities (Recreation)	Explore all ways to Improve the Community
Communications Strategy	Support Petroleum Development
Preventative Maintenance Programs	Retention of Residents
District heat Expansion	Utilize Community Groups
Revenue Base	Lack of Community Policing
Bring All Parts of Community Together	Heavy Dependence on Volunteers
Paving and Drainage Program	Shortage of Food Service Outlets
Preparing for Expansion	Co-education with First Nations Government
Community Growth	Safe and Friendly Roadways
Reliable Daycare	Traffic Through School Zones
Scheduled Air Transportation	Eliminate Burning at Landfill
YTG Decentralization/Support	24 Hour Fuel Service
Environmental Responsibility	Shortage of Housing and Rentals
Drug/Alcohol Abuse	Power Plant Pollution
Local Power Generation	Nimble bureaucracy can adjust and change
Youth Interest	Labour for Mining

Landfill	Duplication of Resources
Government Relations	Ease of Establishing a New Business
Shortage of Trained Programmers/Instructors	Partnering with Stakeholders
Sports Training	Limited Community Involvement
Shortage of Skilled Trades	Lack of Community Pride
Mining	YG Plans for Fire Departments
Lack of Money	Improve Education Facilities
Departmental Review	

## APPENDIX THREE

### *Council Listing and Prioritization of Issues*

#	ISSUE	VOTES
1	Broad sustainability	31
2	Infrastructure	20
3	Recycling and Waste Management	19
4	Land for Future Development	15
5	Community Identity	10
6	Marketability of Town	10
7	Reliance on Property Tax Revenue	9
8	Good Governance and Structures	9
9	Customer Service Orientation in Business Community	8
10	Competition Increase in Local Business	8
11	Tax Relief for Non Profit Organizations	7
12	Town Beautification	7
13	Chamber of Commerce Role and Functions	6
14	Year Round Pool	6
15	Economic Development with First Nations	6
16	Research Availability of Grants	5
17	Underutilized Facilities (Recreation)	5
18	Communications Strategy	5
19	Preventative Maintenance Programs	5
20	District heat Expansion	4
21	Revenue Base	4
22	Bring All Parts of Community Together	4
23	Paving and Drainage Program	3
24	Preparing for Expansion	3
25	Community Growth	3
26	Reliable Daycare	2
27	Scheduled Air Transportation	2
28	YTG Decentralization/Support	2
29	Environmental Responsibility	1
30	Drug/Alcohol Abuse	1
31	Local Power Generation	1
32	Youth Interest	1

## APPENDIX FOUR

### *Staff Listing and Prioritization of Issues*

#	ISSUE	VOTES
1	Infrastructure	50
2	Landfill	36
3	Land for Future Development	27
4	Town Beautification	22
5	Recycling and Waste Management	20
6	Community Growth	13
7	Good Governance and Structures	11
8	Community Identity	10
9	Government Relations	10
10	Broad Sustainability	10
11	Bring All Parts of Community Together	10
12	Shortage of Trained Programmers and Instructors	10
13	Sports Training	9
14	Prepare for Expansion	8
15	Shortage of Skilled Trades people	8
16	Drainage and Paving Program	7
17	Drug and Alcohol Abuse	6
18	Mining	6
19	Lack of Money	5
20	Departmental Review	5
21	Underutilized Facilities (Recreation)	5
22	Local Power Generation	5
23	Regional Solid Waste System	4
24	YTG Decentralization/Support	4
25	Northern Lights Centre Losses	3
26	Local Power Generation	3
27	Misinformation and Rumours	3
28	Revenue Base	3
29	Collection of Unpaid Taxes	3
30	Senior Government Regulations that impede progress	3
31	Geo Thermal Potential	2
32	Chamber of Commerce Role and Function	2
33	Highway Bypass	2
34	PSAB Amortization	2
35	District Heat Expansion	1
36	New Business Attraction	1

## APPENDIX FOUR

### *Compilation of Priority Selection*

<p><b>INFRASTRUCTURE SUPPORT 70</b></p> <p>Landfill 36</p> <p>Infrastructure 20</p> <p>Preventative maintenance 5</p> <p>Regional solid waste system 4</p> <p>Paving and Drainage 3</p> <p>Highway bypass 2</p>	<p><b>LIVEABLE COMMUNITY 65</b></p> <p>Marketing 10</p> <p>Shortage of programmers 10</p> <p>Sports training 9</p> <p>Customer service 8</p> <p>Increasing competition 8</p> <p>Chamber role 6</p> <p>Mining 6</p> <p>Day care 2</p> <p>Air transportation 2</p> <p>YG decentralization 2</p> <p>Power generation 1</p> <p>New business 1</p>	<p><b>LIVING GREEN 53</b></p> <p>Broad sustainability 31</p> <p>Recycling &amp; Waste Management 19</p> <p>Geothermal 2</p> <p>Environmental responsibility 1</p>
<p><b>RESPONSIBLE FINANCIAL MANAGEMENT 53</b></p> <p>Property tax 9</p> <p>Tax relief non profits 7</p> <p>Fund year round pool 6</p> <p>Lack of money 5</p>	<p><b>PLANNING FOR THE FUTURE 38</b></p> <p>Land for development 15</p> <p>Community Identity 10</p> <p>Beautification 7</p> <p>Prepare for expansion 3</p>	<p><b>COMMUNITY RELATIONS 32</b></p> <p>Government relations 10</p> <p>Economic development with FN 6</p> <p>Communications strategy 5</p> <p>Bring community together</p>

<p>Research grants 5</p> <p>Underutilized facilities 5</p> <p>District heat expansion 4</p> <p>Revenue base 4</p> <p>Northern Lights Centre losses 3</p> <p>Unpaid taxes 3</p> <p>PSAB amortization 2</p>	<p>Community growth 3</p>	<p>4</p> <p>Misinformation 3</p> <p>Government regulations 3</p> <p>Youth interest 1</p>
<p><b>SERVING THE COMMUNITY 14</b></p> <p>Good governance 9</p> <p>Departmental review 5</p>	<p><b>PROTECTING THE COMMUNITY 1</b></p> <p>Drug &amp; alcohol abuse 1</p>	