



Association of Yukon Communities

Strategic Plan, 2018-2021

CONTENTS

1. BACKGROUND.....	1
Pre-Planning Interviews: Taking Stock	1
2. VISION & MISSION	3
3. STRATEGIC PRIORITIES – GOALS & OBJECTIVES	4
Comprehensive Municipal Grant (CMG) Review	4
Solid Waste Management	4
Carbon Tax.....	4
Media & Public Relations	4
ATIPP Legislation	5
CDF Funding	5
Election Preparation (Federal & Territorial)	5
4. EXTERNAL PARTICIPATION	7
Infrastructure	7
Education, Labour Market & Economic Development	7
Land Titles	7
Crime Prevention.....	7
Tourism.....	8
Seniors’ Services.....	8
Energy & Climate Change.....	8
Cannabis Expenses	8
AYC Funding.....	8
APPENDIX: List of Planning Workshop Attendees.....	9

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1. BACKGROUND

Since 1974, the Association of Yukon Communities (AYC) has worked to support responsible government at the community level and to provide a united approach to community ambitions.

Following municipal elections every three years, Yukon communities appoint their AYC Board representatives, while the Executive is elected every two years. Chief Administrative Officers (CAOs) also play an active role in AYC.

Following elections in October 2018, AYC members gathered on March 1, 2019 for a strategic planning session in order to refresh the organization's vision and mission, and identify priorities and desired outcomes for their term. A list of attendees can be found in the Appendix.



Pre-Planning Interviews: Taking Stock

Prior to the planning session, the facilitator conducted phone and e-mail interviews with those willing to do so. In total, 13 reps from 6 municipalities participated – 6 elected officials and 4 CAOs, and the 2 AYC staff members. Ten people participated by phone and 3 by email.

The interviews covered people's views in five general areas:

- perspectives on AYC's purpose,
- where they feel AYC has been successful and effective,
- what they would change if they could,
- what priorities should be addressed over the next two and a half years, and
- their understanding of roles and responsibilities among the Board, AYC staff and CAOs

A four-page summary of these interviews is available from the AYC office, and the key points are summarized here to help frame the strategic plan:

Purpose: There is a good common understanding that AYC's primary role is advocacy for community interests, and a forum for collaboration and building a united voice on matters of common interest. These are reflected in the Mission statement in section 2 of this plan.

Effectiveness: Members generally feel that AYC has been increasingly effective in building relationships with other orders of government (especially Yukon government) in recent years. They also appreciate the training funding and information resources AYC provides.

Changes: Several people desired more engagement and responsiveness from Board members, and championing of AYC interests; many would like to see more strategic use of media communications; some pointed out a need for increased coordination with First Nations governments.

Priorities: A few key priorities were mentioned by nearly everyone – review of the Comprehensive Municipal Grant (CMG), solid waste management agreements, and carbon levy rebates. These priorities, along with others mentioned, are addressed in the Strategic Priorities Section of this plan.

Roles: Overall, there is good common understanding about around roles and responsibilities. Board members act as the two-way conduit to their councils, and provide the overall direction and input on specific matters. CAOs support the communities' participation by providing valuable knowledge and capacity in addressing priority areas. The AYC staff implement the direction set by its members, and represent their interests in relevant discussions and processes.

There were some differences in expectations expressed in regards to level of responsiveness to be expected from AYC Board members, participation by CAOs, and the amount of agency of AYC staff. These were discussed at the planning session, particularly the need for Board and Executive members to provide input and guidance to support AYC staff in advocating for community interests.



2. VISION & MISSION

AYC's existing vision and mission statements were developed during strategic planning back in 2009. As such, they were due for a review and refresh, which provides the members an opportunity to discuss what they want the organization to achieve, and what they should do to get there.

Participants at the 2019 planning workshop discussed what they envision for the future, if AYC's work is successful and effective (the vision), and how to summarize what AYC does to help make this vision a reality (the mission):

VISION (What we want to achieve):

The Association of Yukon Communities is the catalyst for effective, sustainable local governments that support strong communities, thus improving the lives of all Yukoners.

MISSION (What we do to get there):

To achieve its vision, the Association of Yukon Communities:

- *Advocates for the interests of Yukon communities, and provides a united voice on matters of common interest*
- *Facilitates collaboration and information sharing among Yukon communities, other orders of government, and national organizations*
- *Supports strong local governance through training funding and information resources*



3. STRATEGIC PRIORITIES – GOALS & OBJECTIVES

Priority Areas	Goals (desired outcomes)	Objectives (to attain goals)	Responsibilities (who does what)
Comprehensive Municipal Grant (CMG) Review	<ul style="list-style-type: none"> ○ Thorough review in time to implement for 2023 agrmt. ○ A review process that is initiated and driven by AYC 	<ul style="list-style-type: none"> ● Engage with Community Services to develop TOR including scope ● Summarize AYC issues* 	<ul style="list-style-type: none"> ● CAO working group to assess criteria and identify gaps
Solid Waste Management	<ul style="list-style-type: none"> ○ Transparent and consistent local landfill agrmts. that are financially viable with reasonable timelines on requirements ○ Clarity on municipalities' assumed liability 	<ul style="list-style-type: none"> - Ensure clear two-way communication with municipalities and AYC - Trackable and comparable data on community costs 	<ul style="list-style-type: none"> ● Work towards goals via participation in MCOSW¹ (CAO and public works managers for AYC) ● Board members provide data to Community Services inform the process
Carbon Tax	<ul style="list-style-type: none"> ○ Clarity on rebate distribution 	<ul style="list-style-type: none"> - Formula for how municipal rebates will be structured 	<ul style="list-style-type: none"> ● CAO Working Group to develop formula options for consideration
Media & Public Relations	<ul style="list-style-type: none"> ○ Increased public awareness of AYC key issues ○ AYC Board profile increased 	<ul style="list-style-type: none"> - Press releases after AGM and FCM meeting, and as needed on specific issues - Add communications agenda item to each AYC board mtg. - Update AYC communications strategy 	<ul style="list-style-type: none"> ● Board members identify content and messages; AYC staff draft press releases ● President speaks to media about AYC's views and interests

¹ Ministerial Committee on Solid Waste, formerly the Solid Waste Implementation Committee (SWIC)

ATIPP Legislation	<ul style="list-style-type: none"> ○ Clarity on implications (cost and operational) for municipalities if/when ATIPP laws are applied 	<ul style="list-style-type: none"> - Hold ATIPP workshop with Community Affairs - Research other municipal ATIPP approaches and resources 	<ul style="list-style-type: none"> ● AYC staff coordinate workshop, share info from other jurisdictions ● Board members & CAOs to assess own needs in order to meet ATIPP compliance
CDF Funding	<ul style="list-style-type: none"> ○ Increase to overall CDF pot or dedicated municipal allocation (to account for new access by First Nations Dev. Corps) 	<ul style="list-style-type: none"> - AYC Resolution for increase - Further advocacy and letters - Re-assess options for municipal corporations 	<ul style="list-style-type: none"> ● Board to pass resolution ● AYC Executive and Board members to advocate to political leaders
Election Preparation (Federal & Territorial)	<ul style="list-style-type: none"> ○ Candidates for Fall 2019 are well informed about community issues and priorities 	<ul style="list-style-type: none"> - Identify relevant issues at next Board meeting - Develop a position paper and press release 	<ul style="list-style-type: none"> ● Board to identify key issues (refer to FCM toolkit), AYC staff to draft position paper; ● Consider ad hoc committee ● Board members to speak to Federal & Territorial candidates during campaigns

Notes on Review of Comprehensive Municipal Grant

The last time the CMG was reviewed in 2018, it was done with only a few weeks before new grant agreements needed to be in place. This did not allow for a thorough review of community concerns, and AYC members want to ensure a complete review happens well in advance of the next grant renewals in 2023. Key matters to be addressed include:

- Formula calculations, especially in regards to how population is calculated
- Inflation adjustor – is the Consumer Price Index or Municipal Price Index a better fit?
- Capital/infrastructure costs on assets built by other gov'ts or agencies
- Costs of sectoral agreements (e.g. solid waste, fire suppression)

Notes on Solid Waste Management Agreements

AYC members and YG Community Affairs have been in the process of developing agreements for the operation of local solid waste facilities (i.e. landfills). These are key agreements in that operating landfills is one of Yukon municipalities' most substantial activities and costs. It is critical that the agreements reflect local interests and needs, including:

- Calculation of population figures – within municipal boundary only, or including periphery?
- Consideration of waste from placer mining operations and charge fees accordingly
- Inclusion of all financial impacts, including recycling revenues/costs uncertainty and provide this data
- Feasible operational requirements and timelines to implement (e.g. attendants on duty, fees collection)
- Fair sharing of liability costs amongst municipalities and past operators (Yukon, Federal)
- Public engagement and awareness about facilities and fees



4. EXTERNAL PARTICIPATION

One of AYC’s key functions is to ensure that community perspectives are heard and addressed in relevant discussions that affect their interests. AYC staff and board members participate in various external committees and planning processes of interest to communities, including the following:

Topics	AYC Members’ Interest	Desired Outcomes	Venues
<i>Infrastructure</i>	<ul style="list-style-type: none"> ○ Better infrastructure for Increased population 	<ul style="list-style-type: none"> - Stacking of Gas Tax funds - Support for rising O&M costs 	<ul style="list-style-type: none"> ● Gas Tax Review and Oversight Committee ● FCM Northern Remote Forum
<i>Education, Labour Market & Economic Development</i>	<ul style="list-style-type: none"> ○ Attracting skills and trades ○ Diversify local economies ○ Land availability for homes 	<ul style="list-style-type: none"> - Strategies for local employment - House lot planning that addresses different needs 	<ul style="list-style-type: none"> ● Labour Market Framework Committees (Recruitment/Retention, Comprehensive Skills & Trades Training, LMF Evaluation)
<i>Land Titles</i>	<ul style="list-style-type: none"> ○ More local land available ○ Increased tax revenue 	<ul style="list-style-type: none"> - Online land title search - Better tax lien system (consider AYC resolution) 	<ul style="list-style-type: none"> ● Land Titles Modernization Advisory Committee ●
<i>Crime Prevention</i>	<ul style="list-style-type: none"> ○ RCMP officer rotation ○ Maintain communication b/w RCMP and Councils 	<ul style="list-style-type: none"> - Longer/more predictable postings in rural areas 	<ul style="list-style-type: none"> ● Crime Prevention Committee (YG Justice)

Topics	AYC Members' Interest	Desired Outcomes	Venues
<i>Tourism</i>	<ul style="list-style-type: none"> ○ Increased tourism revenues and funding to communities 	<ul style="list-style-type: none"> - Yukon Tourism Strategy implemented to reflect community interests 	<ul style="list-style-type: none"> ● Tourism Strategy Steering Committee
<i>Seniors' Services</i>	<ul style="list-style-type: none"> ○ Aging in place ○ Healthier living for seniors 	<ul style="list-style-type: none"> - Keeping families together - More homecare options - More transportation options 	<ul style="list-style-type: none"> ● Aging in Place Summit Steering Committee
<i>Energy & Climate Change</i>	<ul style="list-style-type: none"> ○ Greener economies, less fossil fuels ○ Effects on existing infra (e.g. permafrost melt) 	<ul style="list-style-type: none"> - Sustainable community strategies embedded in planning documents - Decreased O&M costs 	<ul style="list-style-type: none"> ● Yukon Strategy on Climate Change, Green Energy & Economy
<i>Cannabis Expenses</i>	<ul style="list-style-type: none"> ○ Costs involved in cannabis legalization ○ Responsible implementation 	<ul style="list-style-type: none"> - Clarity on YG revenues and community costs - Good enforcement 	<ul style="list-style-type: none"> ● Municipal Councils (cost tracking)
<i>AYC Funding</i>	<ul style="list-style-type: none"> ○ Long-term financial sustainability 	<ul style="list-style-type: none"> - Maintain requests for base funding increase 	<ul style="list-style-type: none"> ● YG Community Services

APPENDIX: List of Planning Workshop Attendees

Community	Name, Position, (AYC Executive Role)
Carmacks	Tara Wheeler, Councillor (AYC President) Lee Bodie, Mayor (AYC 2nd st Vice President) Helena Belanger, Councillor Tracey Thomas, CAO
Dawson	Steve Johnson, Councillor Cory Bellmore, CAO
Faro	Lisa Snyder, Councillor Ian Dunlop, CAO
Mayo	Scott Bolton, Mayor
Teslin	Gord Curran, Mayor (AYC 1 st Vice President) Clara Jules, Councillor Shelly Hassard, CAO
Watson Lake	Cheryl O'Brien, Mayor Cameron Lockwood, CAO Erin Labonte, Councillor
Whitehorse	Jocelyn Curteanu, Councillor (AYC VP at large) Jan Stick, Councillor Steve Roddick, Councillor
AYC Staff	Bev Buckway, Executive Director Laura Eby, Manager of Operations