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1 Introduction

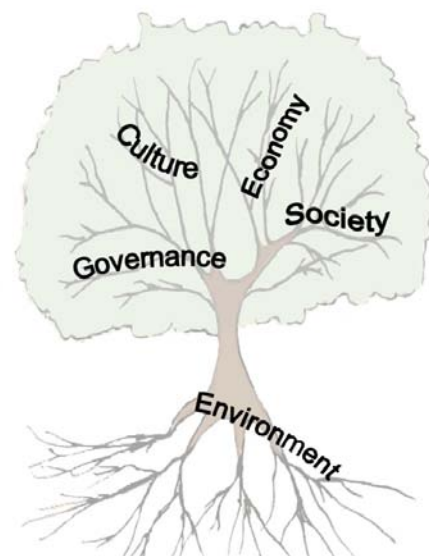
Happy Valley – Goose Bay is the service centre for Labrador and is home to diverse, generous, and active citizens who care about the well being of their community. The Town of Happy Valley – Goose Bay has engaged citizens and stakeholders in a process of long-term sustainability planning that has considered many aspects of the community, including infrastructure, housing, and intergovernmental cooperation. The relationship between Happy Valley – Goose Bay and Labrador’s other communities is changing, large scale resource and energy projects continue, housing demand is rising and the role of CFB Goose Bay is uncertain. Changes within the community and outside influences will have impacts, create opportunities, and present challenges that will affect the Town’s ability to achieve the kind of community it aspires to be. To meet these challenges head-on, requires a plan, and this plan has been prepared to help realize the kind of town citizens want for future generations.

In a sustainable Happy Valley – Goose Bay, the environment is conserved, local businesses are promoted and the community participates with confidence in the modern economy, based on its special strengths. Social networks are strong, governance is engaging and the community is open to and adept at managing complexity and change. In a sustainable Happy Valley – Goose Bay, community groups, institutions, businesses, volunteer agencies, governments and individuals work together to set goals, form plans and implement solutions. It is recognized that in achieving a sustainable future, local government needs support, and that everyone has an important part to play.

Sustainability in Happy Valley – Goose Bay is supported by the environmental, social, cultural, governance and economic aspects of the community. Viewing sustainability as related to these main aspects of community is helpful for identifying community issues and understanding the multi-faceted ways in which the community can implement sustainable development. Nature is often the first thing that comes to mind regarding sustainability, but understanding of the issues is broadened by the awareness that the Town is sustained, not only by nature, but also by the economy, society, governance and culture. An integrated approach to understanding sustainability recognizes that when one of these community aspects suffers, the whole town is set back from fully achieving its potential.

1.1 Planning for Sustainability

An Integrated Community Sustainability Plan (ICSP) - is a long-term plan, which provides direction for the town to realize its sustainability goals for the environmental, cultural, social, governmental and economic dimensions. It is important to have a vision for the future and plan for the strategic realization of goals in the context of a changing climate, aging population, economic change,



social concerns and cultural shifts. The plan is developed through the input of community members to establish a common vision and shared goals, build local capacity, and encourage positive outcomes and pro-active solutions.

1.2 The Federal Gas Tax Agreement

In 2006, the federal and provincial governments signed the Canada Newfoundland and Labrador Agreement on the Transfer of Federal Gas Tax Revenues (the Gas Tax Agreement). The Gas Tax Agreement includes a commitment to develop Integrated Community Sustainability Plans at the local level. The agreement includes a clause that requires the province to ensure that municipalities develop ICSPs and permits them to use a portion of their gas tax allocation to develop the plans.

This plan has been prepared partly to meet the Town’s requirement for preparation and submission of an ICSP in order to secure continued access to its allocation of funds under the Gas Tax Agreement. The Gas Tax Fund will help the town achieve goals for sustainability and the ICSP is a useful tool to identify priorities for the use of these funds. This funding is essential for the successful implementation of the Town’s sustainability vision through pro-active goals and strategic actions.

Long-term sustainability is the ultimate goal of the Integrated Community Sustainability Plan (ICSP); the positive actions that community leaders and citizens take to get there constitute the process of sustainable development. Sustainability is not an end state; it is the continual series of changes that contribute to improvements over time. The task of creating a sustainable community is never actually done, as there are always ways to keep moving in the right direction.

While the funding amount has not yet been set for the next four years of the agreement, it is anticipated that, like all communities, Happy Valley-Goose Bay will be eligible to receive similar levels of funding that have been allocated to it in the past (Table 1).

Year 1	Year 2	Year 3	Year 4	Total over 4 Years
\$246,093.70	\$162,703.77	\$198,072.31	\$366,953.91	\$973,823.70

Table 1: Gas Tax Funding (2006 to 2010)

2 The ICSP Process

To begin the process of developing the plan, the Town, with funding support from the Federal Gas Tax Fund, hired a consultant to gather information, help organize and facilitate meetings and workshops, review documents, meet with Town staff and Council, and write the plan. Implementation will be led by the Town through partnerships with a wide range of stakeholders.

Community sustainability depends upon consultation with community members in the process of visioning, goal setting and action planning. Visioning is a process by which the community imagines the future it wants, and plans how to achieve it. Through public involvement, the community identifies its values, issues and desired future, which are then transformed into a manageable and feasible set of goals and plans for action.

Consultations were carried out in 3 different ways:

- One on one interviews/discussions done in person or over the telephone
- Surveys
- Visioning Workshop

To initiate the ICSP process a start-up meeting was held on the telephone with the consultant team and Town representative. The purpose of the meeting was to determine the direction of the ICSP process and form a shared understanding of key issues to be addressed in the Plan and best way to involve local citizens in the process.

2.1 Research and Consultation

Community Profile

During the early phases of the ICSP process background research was conducted. Sources of information included studies, plans, reports, budgets, statistics and other current policies. The Northern Strategic Plan for Labrador, the Happy Valley – Goose Bay Municipal Plan and the Provincial Energy Plan are important policy documents currently setting direction for the future. The research provided background information and data, and identified existing objectives of the Town, Province and organizations in the community. This information creates a context for defining issues and opportunities for a sustainable future. A complete list of references is provided in Appendix F.

Municipal Consultation

Two meetings were conducted with individuals involved in municipal consultation. A meeting was conducted with the Mayor and Director of Economic Development to discuss the current operations, infrastructure and partnerships. A meeting was also conducted with staff from the Works Department to form a better understanding of infrastructure and future capital investments. This provided an opportunity to discuss sustainability issues and challenges as they related to the Town. The Basic Questions of Sustainability table required by Municipal

Affairs and the ICSP Survey were completed (Section 5.5 Table 4: Basic Questions of Sustainability). Key topics of discussion included:

- Previous Gas Tax Fund spending, and possible use for future Gas Tax funding.
- Taxation, revenue and expenditure, and debt level, if any.
- State of governance, including municipal buildings, policies, staff and elections.
- Nature and condition of services, including water, sewer, solid waste disposal and emergency services.
- Land use within the Municipal boundary.

Stakeholder Consultation

Discussions were held with representatives of various organizations and individuals present in the Town including:

- Institute for Environmental Monitoring and Research
- Central Labrador Economic Development Board
- Labrador Winter Games
- College of the North Atlantic Campus Administration
- Mealy Mountain Collegiate Student Council and School Council
- Minister of Labrador Affairs
- Protected Areas Association of Newfoundland and Labrador
- Eastern Labrador Arts Alliance
- Labrador Institute
- Serco
- The Friendship Centre
- Department of National Defense

Interviews provided an opportunity to identify and discuss issues and concerns beyond the scope of the staff and council of the town, and regional initiatives (existing and potential). The consultants were able to compile information regarding the services, programs and partnerships which are assets to the region. In particular, the stakeholders were able to inform the ICSP process regarding the education, employment and training, governance and regional co-operation, social services, housing and the needs of aboriginal groups. The results of these interviews have been integrated in the appropriate sections of the ICSP.

Public Consultation

Public consultation for this ICSP helped to identify the needs and desires of community members and stakeholders, and provided opportunities to imagine a desired future and how to achieve it. Through public involvement the community discussed its shared values, issues and desired future, which have been transformed into a manageable set of goals and plans for action. The public consultation process included two main components, a survey and a visioning workshop.

Survey

The ICSP survey (Appendix D) was made available on the Happy Valley – Goose Bay town website from November 20th 2009 until January 23rd 2010. It was publicized through the Labradorian, a notice at the town office and by word of mouth among councilors. The objectives of the survey were to inform the public about the ICSP process, and gather input regarding the issues and opportunities in the community. Respondents were asked to choose three important priorities for each topic area. The answers to the questions have been used to inform the vision and goals of the ICSP. A summary and analysis of the results, including the open ended responses, is provided in Appendix E.

A total of 106 people accessed and answered questions to the survey. There were 81 fully completed surveys, meaning 76.4% of respondents who started answered every question. The questions that were answered were registered in the survey database and included in the analysis. The responses are an indication of the most important issues for each topic area.

Visioning Process

A regional public visioning workshop was held on November 25th 2009 at the Town Office. Fifteen people were in attendance for the workshop, with people ranging from town staff and councilors to residents to community service groups.

The purpose of the workshop was to encourage discussion amongst residents, town councilors, town staff and members of community organizations about the kind of town we want and the steps we need to take to get there. The workshop focused on the opportunities, challenges, goals and actions for the future. Attendees worked in small groups to talk about the strengths and weaknesses of the town, formulate goals for the future, and set priorities. A summary of the workshop results is provided in Appendix C and the worksheets for the small groups are provided in Appendix B.

The visioning workshop along with the ICSP Survey form the basis of the vision statement, the goals and actions set for the town.

3 Sustainability Issues

The goal of the sustainability planning process is to develop strategies and actions for enabling a thriving Happy Valley – Goose Bay in the future. The following “snapshot” of community sustainability issues is based on analysis of existing information sources, such as census data and other reports, as well as issues that were identified by the public, stakeholders and the Council.

3.1 Environment

Natural Environment

Happy Valley Goose Bay falls within the High Boreal Forest (Lake Melville) Ecoregion. Portions of the High Boreal Forest are the most productive forests in Labrador. Compared to the forest types of other ecoregions in Labrador, here trees grow faster, are larger and closer together, and are less likely to become barrens after a disturbance. The Lake Melville area has warmer summers and shorter, less severe winters than other areas of Labrador. It has the longest growing season and a frost-free period of 80 days or more. Soils have a high sand content, which makes construction and development easy, and agriculture possible with the addition of organic materials. The system of rivers, lakes and ponds in the area support many species of fish. Atlantic salmon, trout, rock cod and smelt are among the most commonly fished species in the area.

Community Snapshot: Environment
Ecoregion: Lake Melville High Boreal Forest
Growing season: 120 to 140 days
Regional natural resources: Forestry, hydro and mineral
Land Area: 306 km ²

The Federal and Provincial governments have committed to establish a new national park reserve within the Mealy Mountains region. The park of approximately 10,700 square kilometres will be the largest national park in eastern Canada. The provincial government also intends to establish a waterway provincial park of an additional 200 square kilometers to protect the Eagle River. Together, these areas represent over 13,000 square kilometres of protected eastern boreal habitat. The proposed park boundaries were accepted from recommendations submitted by a long-standing Steering Committee. The proposed area is along the southern shore of Lake Melville in close proximity to Happy Valley – Goose Bay. The park area is important habitat for the threatened woodland caribou herd and the eastern population of harlequin duck. The establishment of the National Park offers opportunities for environmental and cultural conservation, recreation and tourism.

Built Environment

Construction and infrastructure development has been continual in Happy Valley – Goose Bay, and will likely continue for the foreseeable future. The Voisey’s Bay Project and the potential for the Lower Churchill hydro electric development have resulted in the increased demand for residential and commercial land in the town. The Master Plan for Municipal Services identifies

locations within the town that have greatest ease and need for development based on existing road networks, other proposed developments and services. These areas have been prioritized for the next phases of growth at the discretion of Town Council.

Drinking water in the town comes from two sources: five municipally owned and operated wells, and through purchase from Spring Gulch (approximately \$150,000 annually), operated under the Department of National Defense. Daily testing for chlorine residuals is conducted at the three distribution reservoirs in town to ensure the water is safe for consumption. The five wells are protected through well field protection area zoning. The Town meets all regulations for the health and safety of drinking water. Some residents are concerned about quality and quantity issues with the municipal well water supply in some parts of the town. The quality issues are aesthetic in nature, related to taste, residue, corrosion or other not dangerous but unpleasant characteristics. The Town understands the concern of residents and is continuing to investigate the cause and ways of mitigation. There are also some concerns with water pressure problems, and developments proposed for the near future could strain the water system further and result in additional water pressure problems. At the present time the Town does not have a water conservation policy.

The Town currently does not meet the Provincial requirements for sewage treatment as untreated sewage is discharged to the Churchill River (See Table 4: Basic Questions of Sustainability). The town has secured funding agreements with the Federal and Provincial governments and is very near beginning construction of a new sewage treatment lagoon and associated infrastructure. When the treatment facility begins operation staff training will be required. DND will likely enter an agreement with the Town to dispose waste from CFB Goose Bay at the new facility.

The Town has been guiding water and sewer infrastructure construction and upgrades according to the Master Plan for Municipal Services prepared in 2003. The last phase of the construction program is intended to conclude in 2012. Upgrades to the water treatment system are proposed within the 2011-2014 Multi Year Capital Works Program.

Happy Valley - Goose Bay transports waste to a regional landfill located a short distance from town. North West River and Sheshatshit dispose of waste at the same location. Through the implementation of the Newfoundland and Labrador Provincial Waste Management Strategy the province is moving toward an increasingly centralized waste disposal system that could ultimately result in increased cost for transporting waste for disposal. A subregional waste management committee formed through the Labrador Joint Councils was involved in the preparation of the Labrador Waste Management Plan. The plan is currently under review by the province and proposes three options. A central landfill site could be located in Happy Valley - Goose Bay or Labrador City, or alternatively, one in each town.

Transporting waste to the new sites will require decisions regarding the most cost effective and environmentally responsible option, including waste reduction. The Town Recyclable Regulations have been in place since 2003, and prohibit landfill disposal of items with an

original deposit. Containers with no deposit paid on them continue to be put in the landfill. Recyclables are deposited at a central drop-off and curbside collection occurs for regular trash, as well as household materials during the summer. Waste reduction will become important for reducing the cost of transporting waste and to improve environmental protection.

The past, present and future uses of the Base have implications related to historic industrial sites and residential land use. The Department of National Defence has been experiencing some challenges due to encroaching residential land use. Municipal Plan policy prohibits residential development above the 35 NEF (Noise Exposure Forecast) contour around the airport, except for infill development or minor extensions to existing residential areas. Despite this policy DND feels that some homes have been constructed in locations that could jeopardize operations at the base.

Future land use will be affected by the ongoing identification, remediation and monitoring of contaminated sites associated with activities at the base extending back to the 1940's. As more information becomes available the Town will take the appropriate policy response with regard to environmental remediation and protection of human health.

3.2 Society

Over the past ten years Happy Valley-Goose Bay has experienced a slight overall decline in population and an increasing Aboriginal population. The town is fortunate to have a lower proportion of the population falling within the baby boomer generation and a more balance age composition compared to the province and country. Figure 1 shows the age composition of the town and Figure 2 for Newfoundland and Labrador as a whole. Both show a fairly typical Canadian distribution with the baby boomer generation shown as the predominant bulge, and their children as the echo age groups.

While the overall population is declining the Aboriginal population of Happy Valley-Goose Bay is rising¹. Much of this increase can be attributed to individuals moving to Happy Valley-Goose Bay from coastal communities for school, work and social services. These new, young residents are contributing to the stable and balanced age composition in the town. The median age of the Aboriginal population is 5 years younger than the median age of the town as a whole.

Community Snapshot: Society and Culture

2006 population: 7572

Population change since
2001: -4.6%

Median age: 35.7

Aboriginal median age: 30.5

Obesity rate (Zone 3): 23.1%

Rate of smoking: 21.4%

Aboriginal population: 36.4%

Aboriginal population change
since 2001: less than -0.5%

Median after tax family
income: 60,541\$

¹ According to Statistics Canada the Aboriginal population for the most part remained stable between 2001 and 2006. However, it is understood that this does not properly reflect the current position of Aboriginal people in the town. The Census question relating to aboriginal population has changed with each census and comparisons of Aboriginal population data between two consecutive censuses may not be reliable. Local service providers and institutions report an increased Aboriginal population in Happy Valley – Goose Bay.

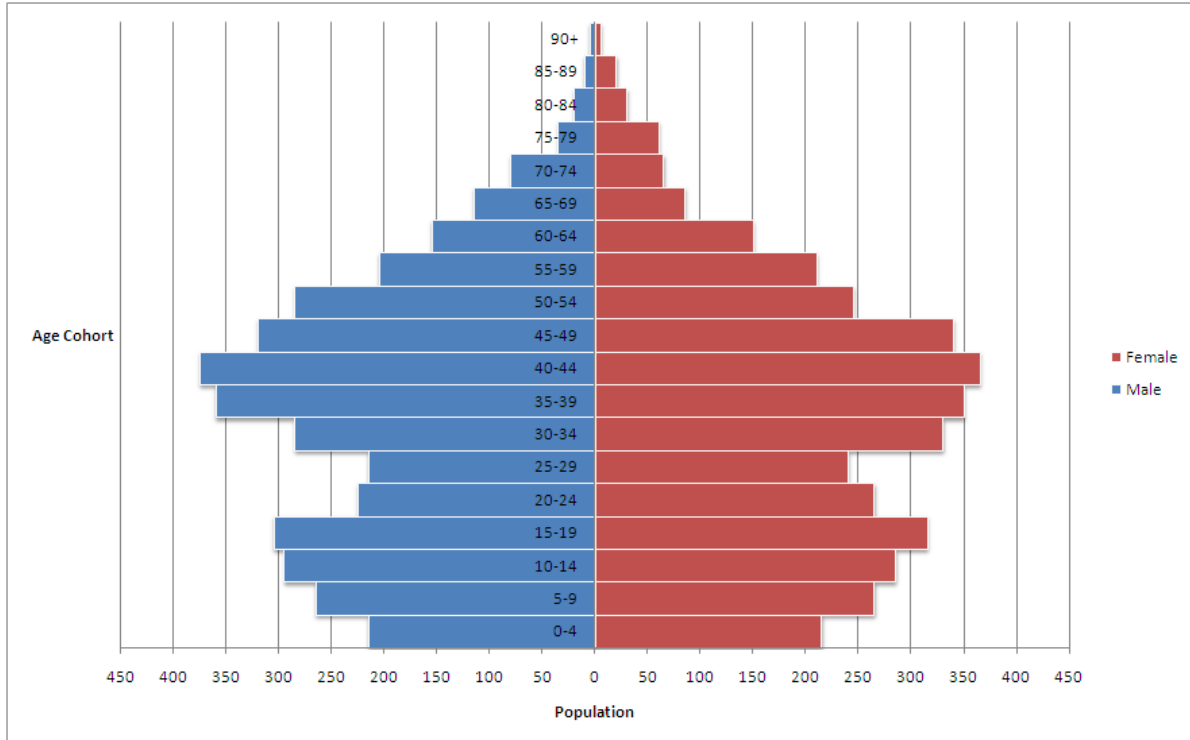


Figure 1: Happy Valley-Goose Bay Population Pyramid (2006)

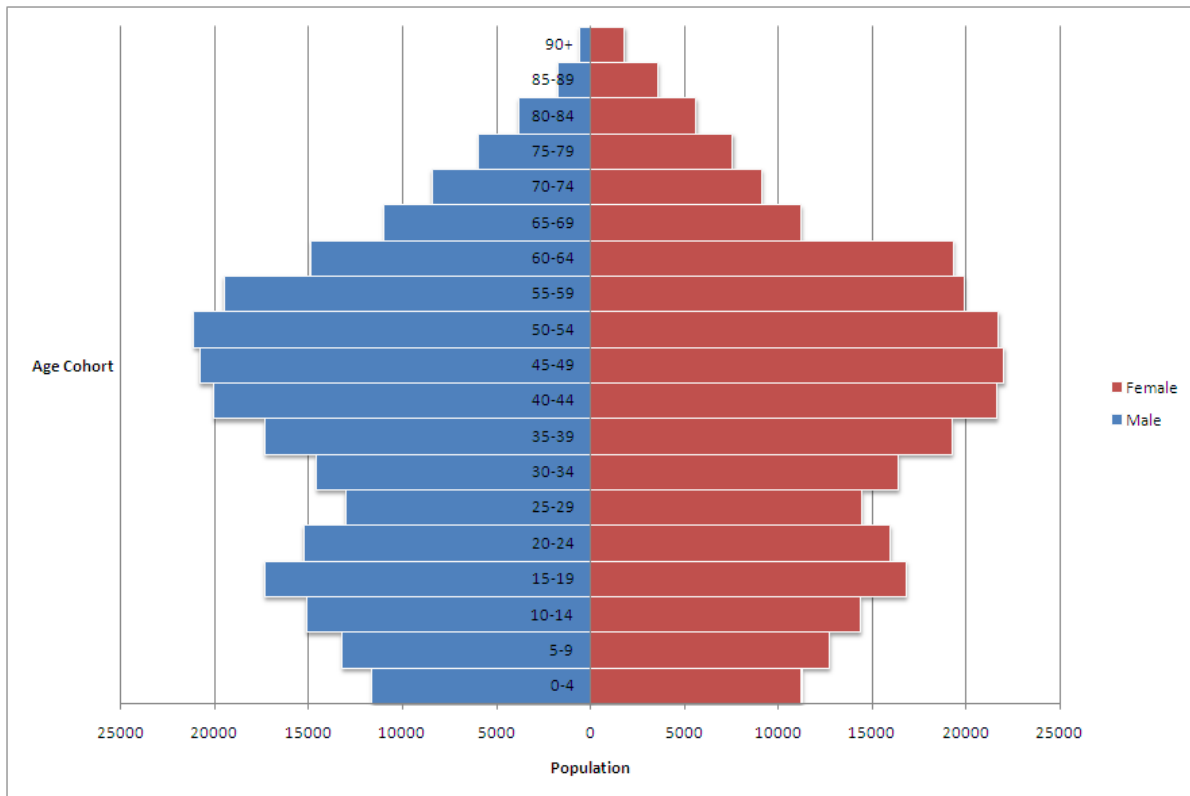


Figure 2: Newfoundland and Labrador Population Pyramid (2006)

Happy Valley-Goose Bay is well positioned to ensure that the town is a comfortable place for seniors who may have mobility challenges, special health care and other requirements. The town will also need to ensure it is a place that meets the educational, recreation, housing and cultural needs of a growing number of young Aboriginal families. Happy Valley-Goose Bay is in general a prosperous community relative to the province. Incomes are much higher than the provincial and national medians, as shown in Table 2. There are many good paying jobs in government and with the major projects throughout Labrador. Compared to other towns in the province the rate of reliance on government transfers is low, and there are a smaller proportion of people collecting Income Support Assistance and Employment Insurance benefits. There are some indications however that healthy personal incomes are not being experienced equally by all residents.

Family Type	Happy Valley-Goose Bay Median After Tax Income	Newfoundland and Labrador Median After Tax Income
Total Family Types	\$54,500	\$38,100
Couple Families	\$79,900	\$56,500
Lone-Parent Families	\$30,100	\$25,300
Non-Family Persons	\$24,900	\$17,300

Table 2: Median Family Incomes 2006

Despite the relatively healthy median income, there is concern about the number of low income residents, and unequal income distribution. Anecdotally it has been noted that there is a large gap between rich and poor, food bank usage is on the rise and the Friendship Centre has had increased demand. It has also been noted that a greater proportion of low income individuals are Aboriginal.

Table 3 shows the incidence of low income in Happy Valley-Goose Bay compared to the province². Low income families in Happy Valley – Goose Bay are slightly more frequent over all. Among low income families particularly hard hit are single women and single mothers, as the majority of single parents are women. To properly understand the low income rates, median income and correlations to Aboriginal status, a more in depth analysis of the statistics and other indicators will be required.

² Low income is defined using the Market Basket Measure (MBM), as someone whose disposable family income falls below the cost of the goods and services in the Market Basket in their community or community size. The MBM represents the cost of a basket that includes: a nutritious diet, clothing and footwear, shelter, transportation, and other necessary goods and services (such as personal care items or household supplies). The cost of the basket is compared to disposable income for each family to determine low income rates. Disposable income corresponds to the income once taxes, mandatory payroll deductions, child support and alimony payments made to other households have been removed.

Family Type	Happy Valley-Goose Bay Incidence of Low Income	Newfoundland and Labrador Incidence of Low Income
Total Family Types	20%	19.2%
Couple Families	6.6%	8.8%
Lone-Parent Families	47.8%	43.5%
Non-Family Persons	34.7%	29.9%
Male Non-Family Persons	29.2%	33.4%
Female Non-Family Persons	40.8%	27.1%

Table 3: Incidence of Low Income 2005

The Town has a strong base in community health care services which can be strengthened and built on in the future. Major education and health care services are located in Happy Valley-Goose Bay. The Labrador Health Centre run by the Grenfell Labrador Regional Health Authority is a significant employer in the Town, and is the base of services to people throughout Labrador. The hospital is a great community asset providing peace of mind to families, and as the population ages it will become ever-important for seniors. The town has the Paddon Memorial Home, and a new long-term care facility and patient hostel are under construction. The Labrador Friendship Centre also offers a wide range of services and community development initiatives to Aboriginals.

The town is the hub for recreation and sport and these activities will continue to be important to the community. Recreation facilities include the E.J. Broomfield Memorial Arena, the Happy Valley Goose Bay Biking and Walking Trail, Huskey Park, the RecPlex and a nine hole golf course. Residents in Economic Zone 3, which includes Happy Valley – Goose Bay have lower rates of obesity and deaths due to diseases of the circulatory system compared to the province, which is likely related to an active lifestyle.

Happy Valley – Goose Bay has a range of education facilities. The town is home to the Mealy Mountain Collegiate, a new secondary school and the Labrador Institute of Memorial University. The College of the North Atlantic has 300 full-time and 50 part-time students at the college campus, approximately 76% of whom are Aboriginal. The college is tailoring programs to meet the needs of students, Labrador communities and major employers.

Commercial development such as shops, grocery stores, banks, offices, services and institutions occurs all along the Hamilton River Road and on Loring Drive. The linear pattern of development makes it difficult for residents and visitors to walk between destinations or gather socially while shopping, eating and performing other daily tasks. However, the town

lacks a commercial core area. With private sector investment, there is potential for the development a strong commercial hub or community core where a mix of uses could occur. The range of uses could include stores, a restaurant or coffee shop, offices, tourism centre, museum, seniors centre, classrooms, computer access, multi unit housing, and outdoor open space. Such an area would enhance the lives of residents and create a place where people of all backgrounds and ages could come together.

Availability and affordability of housing are issues for residents of Happy Valley-Goose Bay. Demand for housing has been increasing since the development of the Voisey's Bay Nickel Mine, and speculation is occurring with the anticipated Lower Churchill hydro project. Teachers, CONA faculty and students, and healthcare workers have expressed difficulty finding suitable housing. There are 8 family apartments for CONA students and they are always full. Demand has also increased due to migration from Labrador's coastal communities, and some of these new residents have complex needs. Rental housing has been in particularly short supply. It is available throughout the community as multi unit buildings, and family homes with basement or side apartments. Multi unit dwellings and social housing is concentrated in the lower valley neighborhoods, creating a social stigma toward that area of town. However, there are almost 100 single student rooms at CONA but usually only half are in use, indicating that the units are not suitable to the living arrangements of students. The permanent married quarters (PMQs) at the base are usually 70% empty.

The Labrador Friendship Centre oversaw the preparation of the HV-GB Community Plan for Addressing Homelessness & Transitional Housing in 2007. The Plan has raised awareness of the serious situations facing individuals in Happy Valley-Goose Bay, and the shortage of affordable homes. Priority for action focused on high risk individuals with multiple and complex needs and cooperation between service agencies. They have hired a Housing Coordinator and are in the process of building accessible units for people with complex needs.

3.3 Culture

The Town of Happy Valley-Goose Bay was established with the development of the Goose Bay Air Base during the Second World War. It attracted workers from surrounding communities in the area, from the coast of Labrador and from many areas of the world. For many years the town was host to a diversity of cultures living and working together. Economic growth, education and social services continue to attract people of a wide range of backgrounds and nationalities. A multicultural association was recently formed, and a Settlement and Integration Consultant established for the Labrador Region through the Department of Human Resources, Labour and Employment's Office of Immigration and Multiculturalism. Today there are fewer international transient residents coming to train and work at the base, but increasingly Aboriginal peoples are moving to town from northern and coastal communities and more individuals are moving from Atlantic Canada for job opportunities. Newcomers should feel welcome and all people require an understanding of the diverse multicultural nature of the community. Residents ought to appreciate and respect cultural difference.

The arts are recognized by many community members as an important outlet for creative self-expression, fostering mutual understanding and creating a sense of cultural identity. Although there is some apprehension among groups of people from different backgrounds, in the long term the continued diversity of cultures in the town is a source of strength. It adds depth to the lives of residents through differing perspectives and ways of life. Diversity can spur creativity and it has contributed greatly to the arts community. The recent completion of the Lawrence O'Brien Arts Centre has reinvigorated enthusiasm in the arts and the town is optimistic that arts and cultural events, both local and from away, will flourish.

Volunteers are the lifeblood of arts and culture in Happy Valley-Goose Bay. There are many groups to become involved in and it can be difficult for organizers to get the supports they need and find volunteers. In one case a festival ended after 25 years due to a lack of people with time to organize the event. Art teachers and community leaders are challenged to identify and apply for funding, and maintain collaborations since the retirement of the school board Fine Arts Coordinator.

Many arts programs, events, organizations and positions currently exist in Happy Valley – Goose Bay. The Eastern Labrador Arts Alliance is the overarching body for dance, visual arts and theatre. They are responsible for organizing key events and are the managing board for the Lawrence O'Brien Arts Centre. The Happy Valley-Goose Bay Arts Council is also an active group. The Labrador Creative Arts Festival draws students from across Labrador and is a long standing annual event. The Mokami Players, Inosuttuit Nipingit Drumdancers, school theatre groups and private dance and music instruction all contribute to the arts community. The Labrador Cultural Travel Fund helps residents travel for cultural purposes, and bring in resource people from Newfoundland to Labrador. These successful endeavors and relationships should be celebrated and built upon.

3.4 Economy

Happy Valley – Goose Bay is the employment, housing and service centre for Central and Coastal Labrador, providing goods and services such as health care, education, and transportation. Many federal and provincial regional offices are located in Town and it is also an important point of trade and shipping for Labrador and other areas of Northern Canada. The Nunatsiavut Government also has many of its offices located in Happy Valley-Goose Bay. However, it is the intention of the Nunatsiavut Government that many of these offices will be relocated to Nain and Hopedale in the future.

Natural resources in Labrador are abundant and of wide interest for development. Existing major projects include the Churchill River hydropower development, and the Voisey's Bay nickel mine. The proposed Lower Churchill hydro project and the potential for wind power and growth in the forestry industry are interesting

**Community Snapshot:
Economy**

Top occupation sectors:
Sales and service (28.2%)
Trades, transport and
equipment (19.3%)
Business, finance and
administration (18.2%)

Unemployment rate: 12.7%

opportunities to develop renewable resources. The proposed development of the Lower Churchill Hydro Project has numerous implications for sustainability. From an environmental perspective the Town Council and residents are balancing the global need for renewable energy with the impacts to the ecology of the Churchill River and Lake Melville. The proposed project is preparing to enter the Canadian Environmental Assessment Agency hearing process. Wind power generation has strong potential in Labrador and a feasibility study for a large scale wind development has been conducted. There may also be potential for small scale or household wind generation. The Strategic Plan to Develop Labrador Secondary Manufacturing and Value Added Wood Products Industry has identified a plan for a manufacturing operation that would meet the demands of the housing markets in Labrador and northern territories.

Retail and agriculture are smaller sectors which have potential that has yet to be fully explored. There is strong demand from residents for more commercial development, particularly for a national chain “big box” store. The impacts of large chain retailers on smaller local stores can be seen throughout towns in North America and in many places there is a growing trend toward fostering local owned retail businesses which can more positively contribute to sustainable economic development. Current business development efforts are not focused on creating this type of small-scale local retail environment in Happy Valley – Goose Bay. There is a need to reconcile demand for shopping and services while ensuring new businesses foster a competitive local economy. There have also been efforts to develop farming and agriculture, and the Mud Lake Road Agricultural Development Zone is an asset.

The construction sector has experienced growth due to the past and future development of large scale projects. The Voisey’s Bay Nickel Company mine has created an additional 400 permanent jobs on-site in northern Labrador, and the Town is the most common point of travel to and from the work location. Anticipation of the Lower Churchill hydro development is again prompting residential and commercial construction. It is understood that contractors are challenged to find enough skilled workers to meet demand.

Completion of the Trans-Labrador Highway between Happy Valley – Goose Bay and Cartwright is now in use and year round vehicular transportation to Newfoundland is a reality. This allows travelers to continue road trips from western Labrador to Happy Valley - Goose Bay and directly to the ferry crossing of the Strait of Belle Isle, to a new year round ferry service. Existing sections of the Trans-Labrador Highway have also had improvements, resulting in reduced travel times and a better travel experience.

The Trans-Labrador Highway will significantly change the way people travel in Labrador and have important effects on the economic activities which are tied to transportation. Residents of towns along the Strait of Belle Isle can now easily travel to Happy Valley – Goose Bay for goods and services, events and recreation. Regional shipping routes may shift from Atlantic Canadian highways to the Trans Labrador Highway as a way to Newfoundland from central Canada. Residents of Happy Valley – Goose Bay are less dependent on expensive air travel to

St. John's and Corner Brook, and more options for mode of travel may prompt an increase in tourism opportunities.

The future use of assets and infrastructure at CFB Goose Bay remains uncertain as the Federal Government continues working toward a clearer definition of the military operations. In 2007 when the Goose Bay Management Plan was prepared it was assumed that Base operations were all but ending and a strategy was needed to utilize the existing infrastructure. However, the potential for future exercises at the Base and a heightened military presence are strong. While discussions proceed at the Federal level, the Town continues to advocate for increased military training. The Goose Bay Management Plan is nonetheless a valuable asset in preparing for the future and diversifying the economy of the town and region.

The diversification of the economy of Happy Valley-Goose Bay is somewhat contingent on the availability of industrial and commercial lands, and associated infrastructure. The Northside Industrial Park has significant assets which can be developed and used for a range of commercial and industrial purposes, particularly land adjacent to a runway. This year the Town will be working with ACOA to determine how to move forward with the Northside Redevelopment Plan. A key objective is to determine the legal and financial mechanisms needed to address issues with land ownership, such as abandoned buildings on private property. Strong governance and successful partnerships are required, and the Redevelopment Plan provides recommendations for the governance structure which will be needed to implement these concepts.

3.5 Governance

The Town Council of Happy Valley – Goose Bay is generally in a fortunate position. They are fiscally responsible, and have a Council composed of passionate community leaders. The Town has current municipal policy documents, including a Municipal Plan, Master Plan for Municipal Services and a multi-year capital works program. The Town is experiencing some challenges with regards to human resources, municipal buildings and cooperation with other agencies and governments.

The Department of Municipal Affairs considers thirteen basic municipal operational requirements which contribute to sustainability. Table 4 shows that Happy Valley-Goose Bay is meeting all but two of these requirements. The Town does not have all the municipal buildings it requires to operate and provide services. Extensions are required to the municipal depot and fire hall to join the buildings, for equipment storage and other uses. The Town Hall needs repairs and renovations, upgrades are needed to the arena facility and there is strong demand for a town wellness centre. These projects have been identified in the 2011-

Community Snapshot: Governance

Councilors: 6 plus mayor
Committees of Council: 6
Committees with Council representation: 30+
Municipal management positions: 7
2009 debt servicing ratio: 4%
2009 budget: 10.5 million

2014 Multi-Year Capital Works Program. The Town has sufficient human resources to operate but the capacity to expand services is limited. Labourers, office administrative support and recreation program staff are needed to continue growing the activities of the Town. The main obstacle to more hiring is the challenge of competing with higher wages available from other employers.

Basic Questions of Sustainability	Yes	No
In general are you able to get candidates to run for municipal council?	√	
Does your council hold at least one public council meeting per month?	√	
Has the municipality been able to avoid an operating deficit continuously in the past 2 years?	√	
Is your debt servicing level within the Provincial benchmark of 30%?	√	
Is your Municipal Plan up to date?	√	
Do you have adequate municipal buildings to meet your current needs?		√
Do you currently meet <u>all</u> conditions of your permit to operate your water system?	√	
Are you able to meet <u>all</u> Provincial and Federal requirements for sewage treatment?		√
Do you have sufficient water and sewer infrastructure to meet the needs of your residents?	√	
Does your council keep at hand, adopted rules of procedure?	√	
Do you currently employ <u>all</u> the staff you require to meet the operational needs of you municipality?	√	
Is your sold waste collected at least once a week and disposed of at a department of Environment approved site?	√	
Do you provide, or contract for, adequate emergency response services?	√	

Table 4: Basic Questions of Sustainability

There has been some difficulty achieving an avenue for strong cooperation with other Towns, levels of governments and community service providers. The diversity of backgrounds in Happy Valley-Goose Bay is a strength in many ways (See section 3.2) and it is also a challenge,

particularly from the perspective of governance. There are many layers of government within the town and Labrador including the Town, other municipal governments, the provincial and federal departments and agencies as well as aboriginal governments and organizations locally and regionally. All these entities have their own interests, challenges and objectives for the future, but none has a good understanding of the other, or a systematic means to cooperation. The complexity of the layers of government and governmental agencies creates challenges for mutual awareness and communication.

Enhanced cooperation and communication among community organizations, service groups and governments would make it possible to streamline delivery of services, and share knowledge, human resources and facilities. While there are many programs and services that would benefit the community, there is a lack of human resource capacity within the community to research opportunities, coordinate and prepare proposals and applications. While the Town Council can only take direct actions within the scope of its own mandate, it can work with agencies within the community for mutual benefits.

3.6 Summary of Sustainability Themes to be Addressed

The five sustainability theme areas as shown in Table 5 emerged through the Visioning Workshop, stakeholder interviews, survey results and were informed by an understanding of the town's sustainability issues as discussed above. These five theme areas provide direction for the goals and actions discussed in Sections 5 and 6. Table 5 shows how each area cuts across the five aspects of sustainability.

Sustainability Theme Area	Environment	Society	Culture	Economy	Governance
Vibrant Community	Builds appreciation for surroundings	Establishes social support networks	Community events are part of cultural identity	Engaged citizens foster economic opportunity	Improves the awareness of the public
Work and Learn Locally	Reduce travel for goods and services	Builds on existing social networks	Culture is preserved in business and education	Benefits remain in the community	Leaders support economic development
Healthy Lifestyles	Can increase connectivity with the natural environment	Recreation activities are key to social networks	Identity is related to quality of life.	Increased health and wellness has economic benefit	Programs and facilities are improved with strong administration
Development and Infrastructure	Can reduce greenhouse gases	Appropriate services and development support health.	Built environment influences sense of place	Capital works are a large expenditure	Fiscally responsibility has long term benefits
Cooperative Partnerships	Collaborating can reduce resource consumption	Partnerships create strong social networks	Cultural pursuits benefit from collaboration	Sharing resources can save money	Government is not effective alone

Table 5: Sustainability Theme Areas

4 Vision

A hub that connects people and communities throughout the Big Land, Happy Valley-Goose Bay will be a vibrant, self-sufficient, resilient community, diverse in cultures, rich in arts, full of exciting entertainment and recreational activities. An inclusive, livable community, we will be known as a place where everyone feels welcome and at home. We cherish our natural environment and protect it so that it can sustain us and future generations.

We take advantage of our location within Newfoundland and Labrador to increase business growth and employment. Our people are problem solvers who work together to overcome our challenges and live our dreams.

5 Goals

Theme Area: Vibrant Community

Goal 1: Foster a sense of belonging and unique identity among groups.

Goal 2: Promote opportunities for creative self expression.

Goal 3: Increase and beautify public spaces.

Theme Area: Work and Learn Locally

Goal 4: Attract a diversity of new businesses including smaller industries.

Goal 5: Build opportunities in the tourism industry.

Goal 6: Support post secondary education and training.

Theme Area: Healthy Lifestyles

Goal 7: Provide activities that afford wellbeing to people of all ages.

Goal 8: Pursue high-quality recreation facilities.

Goal 9: Ensure reasonable incomes and adequate, affordable housing for all residents.

Theme Area: Development and Infrastructure

Goal 10: Meet the transportation needs of all people with an effective local and regional system.

Goal 11: Provide consistent water quality and a reliable supply to all households.

Goal 12: Reduce the amount of disposed waste.

Theme Area: Cooperative Partnerships

Goal 13: Collaborate between the various levels and types of government.

Goal 14: Increase citizen participation in municipal decision making.

Goal 15: Share resources between community organizations.

6 Action Plan

The actions proposed have come from the public, stakeholders, Town staff, councillors, and best practices, through the survey, interviews, the visioning workshop and case study research. Key actions have been identified for implementation in the next five year period. Through the ICSP process numerous ideas for action emerged. These are listed in the “Ideas Bank” in Appendix A under the five sustainability theme areas. These ideas will be part of the evolution of the action plan and potential implementation over a 10 and 15 year time frame. Section 6.3 provides direction on how additional initiatives should be reviewed and prioritized for implementation.

6.1 Five Year Priority Actions for Implementation

In the next five year period ten actions have been prioritized for implementation. Table 6: Five Year Priority Actions presents how the actions are related to the goals, the partnerships for implementation, the expected benefits and indicators to monitor outcomes. These actions have been prioritized with guiding criteria, while allowing for creativity and flexibility. Five year priority actions in general will:

- move the community toward its vision and goals
- have significant positive benefits
- maintain existing momentum (funding, public demand, Council support etc.)
- build on existing community/ provincial/ regional initiatives
- reflect a “best practice” adopted elsewhere that would be beneficial for Happy Valley – Goose Bay

Vibrant Community

Action 1: Create an online community calendar of events

Events, meetings and other activities are held frequently in Happy Valley – Goose Bay. The Town will support increased public awareness of these opportunities for involvement by developing an online community calendar. The calendar will use a web based system (e.g., Google calendar) that is linked from the Town’s website. It will be user generated, meaning approved organizations and Town staff will place an ad directly on the calendar from any computer and the public will access and comment on a comprehensive listing of events.

Action 2: Establish a Town beautification policy

Residents and visitors to Happy Valley – Goose Bay would benefit from tidier and more aesthetically pleasing surroundings. A Town beautification policy would set forth a range of initiatives to be undertaken on public and private property by the town and community members. A key component would be an adopt a park or street program, where businesses or service groups take on responsibility improvements to an area. Public consultation should be conducted to determine beautification initiatives and to identify leaders for implementation.

Work and Learn Locally

Action 1: Implement the redevelopment of the Northside Industrial Park

There is momentum building behind the redevelopment of the Northside Industrial Park and the Town is making it a priority. Working with ACOA and other stakeholders the Town will lead efforts to move forward with the Northside Redevelopment Plan. A number of challenges to implementation have been identified in Section 3.4, particularly abandoned buildings and properties, and resolving these will be important first steps. Initially efforts will focus on resolving property ownership issues and establishing a management structure.

Action 2: Develop the tourism industry associated with the Mealy Mountain National Park. With government commitment to the Mealy Mountain National Park, Happy Valley – Goose Bay has secured a valuable tourism asset. There will be opportunities directly related to the park as well as spin offs throughout central Labrador from an increase of visitors interested in ecotourism, outdoor adventure and environmental and cultural experiences, particularly in the context of continued traditional land uses. The Town will work with partners to develop tourism related initiatives associated with the Mealy Mountain National Park.

Healthy Lifestyles

Action 1: Continue the process of design and construction of a Wellness Centre

There is a limited capacity of recreation facilities to accommodate growing demand for a wider range of programs and activities. Increasingly residents of all ages seek social and physical fitness activities. While swimming programs are popular, the existing pool facility is aging. Design and construction of a Wellness Centre has been proposed in the 2011-2014 Capital Works Program, and the Town will continue to seek funding and identify the recreation needs of the community through consultation with the public and community organizations.

Action 2: Review the Municipal Plan for policies to promote affordable housing.

While providing housing is not directly within the mandate of the municipality, they do have a role to play in improving the availability of affordable housing and multi-unit dwellings, and the Municipal Plan is an important tool. The town will review the Municipal Plan to determine which existing policies may deter these forms of development, and develop new policies to encourage them. For example, tax exemptions, mixed zoning, density changes, and incentives for smaller or accessible units are mechanisms that have been successful in other towns.

Development and Infrastructure

Action 1: Undertake strategies for solid waste reduction

Efforts are in place to reduce the volume of waste entering the Happy Valley – Goose Bay landfill and even more progress can be made. The Town will undertake two strategies for solid waste reduction. One, a waste reduction education campaign would promote the municipal recycling regulations and the reduction and reuse of nonrefundable materials. Two, a community composting and wood chipper program, potentially linked to a community gardening program, would reduce organic content entering the landfill.

Action 2: Reopen discussions with DND regarding water and sewage services.

Both Happy Valley – Goose Bay and the base have infrastructure issues which will need to be addressed collaboratively by reopening discussions. Discussions surrounding the use and management of Spring Gulch and its distribution system have been inactive for some time, and there are currently new grounds for negotiation, as DND examines the possibility of using the Town sewage treatment lagoon. A new Town Superintendent of Works has been hired and DND recognizes the need for renewed dialogue on the issue of water and sewer services.

Cooperative Partnerships

Action 1: Coordinate discussions between layers of government and community organizations. The complexity of governance in Happy Valley – Goose Bay necessitates consistent communication. Governments and community organizations would achieve enhanced mutual success through coordinated initiatives, and determine opportunities to promote a regional agenda. The Town will coordinate meetings with other governments and community organizations to provide an opportunity to work together to find common ground on a wide range of topics affecting residents in the region.

Action 2: Establish municipal policy to direct public consultation and participation.

Happy Valley – Goose Bay will establish a municipal public consultation and participation policy to engage the public in meaningful discussion and decision making. The policy will provide a framework for consistent application of public consultation activities. The policy will outline the purpose and nature of consultations and when and how they should be carried out. It will identify guiding principles (ie. transparent, accountable) as well as logistics, such as timeframes and best methods.

Action	Related Goals	Partners	Benefits	Indicators to Monitor
Vibrant Community				
Action 1: Online community calendar	1 2 6 7 15	All approved user organizations	Improved awareness of current events, social connectivity and sense of belonging.	Number of organizations placing ads. Number of people at events.
Action 2: Town beautification policy	1, 2 3 5 7 8	Community groups, business owners, Mealy Mountain Collegiate	More pleasant surrounds. Improved social connectivity and sense of belonging.	Sense of enjoyment among residents

Work and Learn Locally				
Action 1: Northside Industrial Park	3 4 6 8 13	ACOA, property owners, GBAC, DND, ITRD, CLEDB	Clean-up decaying buildings and contamination. Meet demand for commercial and industrial land.	Number of businesses in the Northside. Number of abandoned buildings.
Action 2: Tourism opportunities related to Mealy Mountains National Park	1 2 5 6 7	Parks Canada, Rigolet, Cartwright, LLMTA, Nunatsiavut Government, Innu Nation, Labrador Métis Nation, Mealy Mountain National Park Feasibility Steering Committee	Job creation through sustainable enterprises related to protection and education of the environment and cultural traditions	Number of visitors to Labrador.
Healthy Lifestyles				
Action 1: Wellness Centre	1,2 5 7 8 14 15	Seniors and youth groups, recreation and sport organizations, Friendship Centre, GLRHA, regional municipalities	Increase levels of physical and social activity. Improved health, wellbeing and social engagement.	Number of participants in recreation activities.
Action 2: Promote affordable housing	1 9 15	Friendship Centre, NLHC	Good quality housing that meets the needs and is within budget.	Number of affordable units.
Development and Infrastructure				
Action 1: Water and sewer discussions.	11 13	DND, Department of Environment.	More efficient and better quality services.	Amount spent on water and sewer.
Action 2: Waste reduction	4 3 12	Regional municipalities, MMSB, Department of Environment, Municipal Affairs.	Extended life of the landfill, improved environmental conditions.	Volume of waste disposed at the landfill.
Cooperative Partnerships				
Action 1: Discussion with other governments and organizations.	1 13 15	Aboriginal, federal, provincial governments, regional municipalities, major community groups.	Efficiency and honesty among governments and organizations.	Number of interagency meetings.
Action 2: Municipal public consultation policy	1 14 15	Public and community groups.	Citizen engagement in decision making, social connections.	Number of public meetings.

Table 6: Five Year Priority Actions

6.2 Partnerships

To implement the priority actions the Town must work with various agencies, groups, committees, organizations and other levels of government. Success cannot be achieved unless all stakeholders buy into the idea of collaboration and continually seek mutual benefits. Leaders will be needed to engage the community and acknowledge that there is an important role for the public in achieving these important goals. Enthusiasm of individual residents is important to successful implementation of many actions.

Although this is not a complete list, key organizations for the Town to partner with include:

- Institute for Environmental Monitoring and Research (IEMR)
- Central Labrador Environmental Action Network (CLEAN)
- Central Labrador Economic Development Board (CLEDB)
- Labrador Lake Melville Tourism Association (LLMTA)
- College of the North Atlantic (CONA)
- Mealy Mountain Collegiate
- Parks Canada
- Mealy Mountain National Park Feasibility Steering Committee
- Eastern Labrador Arts Alliance
- The Friendship Centre
- Community Youth Network Happy Valley – Goose Bay
- Serco
- Department of National Defense (DND)
- Goose Bay Airport Corporation (GBAC)
- Grenfell Labrador Regional Health Authority (GLRHA)
- Major business owners and regional employers
- Chamber of Commerce
- Nunatsiavut Government
- Innu Nation
- Labrador Métis Nation
- Municipal governments:
 - Mud Lake
 - North West River
 - Sheshatshiu
 - Rigolet
 - Cartwright
 - Port Hope Simpson
 - Labrador City
 - Wabush
- Key provincial departments and agencies:
 - Tourism, Culture and Recreation
 - Labrador and Aboriginal Affairs
 - Innovation, Trade and Rural Development (ITRD)

- Natural Resources
- Human Resources, Labour and Employment
- Rural Secretariat
- Housing Corporation (NLHC)
- Statistics Agency and Community Accounts
- Atlantic Canada Opportunities Agency (ACOA)
- Human Resources and Skills Development Canada
- MMSB
- Status of Women Canada
- Environment Canada

6.3 Monitoring Progress

The ICSP will undergo periodic evaluation to determine what progress is being made toward achieving the Vision and Goals and what modifications need to be made to respond to changes in our community. The Town will monitor and review progress annually, evaluate the success of implementation, and outline implementation actions for the coming year. The Town will also lead a review the ICSP in greater detail after five years to re-evaluate the priorities, make changes or shift emphasis as required. The five year monitoring and review process will involve community input, and will coincide with capital budget planning and the Municipal Plan Review.

Indicators are an important tool in monitoring and evaluating the implementation of the ICSP. An indicator is a measure that helps track progress over time, and determines changes and trends. An indicator will show whether or not projects, partnerships, policies or other actions are having their intended impact. They will help to identify successes as well as areas that need work.

Targets are measurable goals to work toward for each indicator. A target states how much improvement the communities expect for a particular indicator. Targets are important because they provide a quantifiable way of tracking indicator progress, and help ensure accountability. An initial set of indicators for the five year priority actions has been identified in Table 6 as a starting point for monitoring sustainability in the communities. Indicators and targets should be reviewed and refined as actions are put into place and new data become available.

Appendix A: Ideas Bank

The “Ideas Bank” stores all the great ideas that emerged through the ICSP process. As the five year priority actions are implemented, this ideas bank will be revisited and new priority actions will be selected.

Vibrant Community

1. Create a section of the Town website focusing on arts and culture organizations, events, facilities and traditions.
2. Maintain municipal ownership and volunteer management of the Lawrence O’Brien Arts Centre.
3. Utilize spaces on Town land, such as park space, for local food production.
4. Increase landscaping throughout the town.
5. Establish an award for environmental leadership at the Annual Community Awards Banquet.
6. Develop an education program to prevent illegal dumping.
7. Determine the feasibility of a dog park.
8. Provide basic recreational amenities (park bench, playground equipment) within neighbourhoods.
9. Expand and improve park areas along the Churchill River.
10. Prepare educational materials for newcomers about the complex diversity of the town.
11. Conduct statistical research and analysis in partnership with Community Accounts to better understand the circumstances of poverty in the Town.
12. Develop a community food security plan.
13. Limit home waste pickup to a few weeks rather than all summer.

Work and Learn Locally

1. Support and promote local agricultural enterprises.
2. Conduct a workshop with local stakeholders to evaluate and plan how to meet the demand for improved retail shopping.
3. Maintain awareness of the feasibility of wind power generation and ongoing proposals.
4. Determine the feasibility of wind power generation within the Town.
5. Lobby for additional Provincial tourism funding.
6. Promote apprenticeship and customized programs through CONA with major companies.
7. Partner with CONA to determine areas for effective collaboration.
8. Host public education sessions regarding local economic opportunities.
9. Follow up on implementation of the North East Trade Corridors Transportation Study.

Health and Wellbeing

1. Consider the provision of a seniors’ resource centre and seniors volunteer, recreation and social programs.
2. Market and expand the role of the youth centre, including collaboration between the Friendship Centre, the Community Youth Network and other youth organizations.
3. Organize intergenerational events that promote interaction of people of all ages.

4. Build opportunities for youth and seniors to volunteer together.
5. Create new incentives for volunteers.
6. Explore options to attract the development of a multi-use community hub or town core.
7. Investigate ways to link improved childcare with recreation facilities.
8. Undertake a community gardening program.
9. Support the implementation of recommendations from the HV-GB Community Plan for Addressing Homelessness & Transitional Housing.
10. Consider ways to integrate various community services.
11. Hire a municipal building inspector.
12. Participate in the Tidy Towns program.

Transportation and Infrastructure

1. Upgrade the water treatment system as outlined in the 2011-2014 Capital Work Program.
2. Consider the feasibility of composting biosolids from the sewage treatment plant.
3. Develop a water conservation by-law.
4. Record and monitor drinking water complaints from residents to track occurrences of issues.
5. Ensure Council and staff are familiar with the Regional Waste Management Plan and are in dialogue with other regional municipalities regarding waste management and reduction.
6. Establish a reuse facility for unwanted clothing and household items.
7. Set up an online Free Cycle account for the town.
8. Map and assess the existing network of sidewalks and trails within the town and determine improvements to quality and connectivity of active transportation routes (bicycles and walking).
9. Lobby airlines and the Province for lower travel costs, especially for medical care, arts related endeavors and sports travel.
10. Establish a car pooling network for road transportation to Newfoundland.

Cooperative Partnerships

1. Lobby the province to hold one meeting of the House in Labrador annually.
2. Establish a Joint Council of regional municipalities.
3. Create public information materials explaining municipal processes and current issues.
4. Create processes for information sharing between layers of government and service providers which will ensure efficient and effective delivery of social services.
5. Hire a funding coordinator to research opportunities, inform the public and assist community members with applications.
6. Recruit new members of the community to municipal committees and projects.
7. Continue to build the Town website with interactive features, such as online application processes.
8. Establish shorter timeframes for updating the Town website.
9. Start a Facebook account for the Town.
10. Establish systems for interact, direct deposit and online payment.

Appendix B: Visioning Workshop Group Worksheets Results

Society (Group 1)	
Strengths/Opportunities	<ul style="list-style-type: none"> • Volunteerism – seniors especially • Multicultural & Diversity • Strong sense of community – Willingness to speak up. • Educational opportunities • Youth Groups, Activities, and Social Supports. • Arts and cultural events • Fundraising - Benevolent
Weakness/ Issues	<ul style="list-style-type: none"> • Youth Centre • Senior Centre (Multi-cultural and recreational complex) • Housing affordability • Transportation – Regional and Provincial • 3 aboriginal groups, which the government “Divides and Conquers” • Air Travel Costs
Goals	<ul style="list-style-type: none"> • Solve Weaknesses (see above)
Actions	<ul style="list-style-type: none"> • Settle the Land Claims Agreements • Empower people, agencies and governments to work together, using their strengths, to work on solutions.

Society (Group 2)	
Strengths/Opportunities	<ul style="list-style-type: none"> • Diversity • Growing Communities • Tolerance of culture • Supportive – Variety of community • Lots of cultural exchange
Weakness/ Issues	<ul style="list-style-type: none"> • Lack of affordable housing • Childcare issues • Need for a wellness centre • Current allocated “ghettos” • Influx of people from rural coastal areas • Not accommodating the pedestrian population
Goals	<ul style="list-style-type: none"> • Plan for low income housing • Encouragement of strategies to reduce poverty
Actions	<ul style="list-style-type: none"> • Low income housing in blended neighborhoods to reduce stigma.

Society (Group 3)	
Strengths/Opportunities	<ul style="list-style-type: none"> • Senior Resource Centre • Educated population • Infrastructure • Diverse Population
Weakness/ Issues	<ul style="list-style-type: none"> • Lack of programs for aging society • Lack of daycare • Increase our population • Lack of post secondary opportunities • Educating outsiders about our complex diversity • Post secondary funding for all those who reside in the region • Medical services. ie. Medivac • Affordable housing • Youth centre
Goals	<ul style="list-style-type: none"> • Increase development opportunities which would entice new residents
Actions	<ul style="list-style-type: none"> • Build a seniors resource centre

Environment (Group 1)	
Strengths/Opportunities	<ul style="list-style-type: none"> • Community Organizations (CLEAN and Friends of Grand River) • Land and Wildlife
Weakness/ Issues	<ul style="list-style-type: none"> • Lack of recycling programs and its impact on land and wildlife. • Lack of trust
Goals	<ul style="list-style-type: none"> • Resource management and development in an environmentally sustainable manner.
Actions	<ul style="list-style-type: none"> • Ensure community consultations.

Environment (Group 2)	
Strengths/Opportunities	<ul style="list-style-type: none"> • People becoming more environmentally aware • Programs to help us clean up environments better • Education and encouragement of citizens to garden and teach people how to garden.
Weakness/ Issues	<ul style="list-style-type: none"> • People are still not respecting environment – no changes for illegal dumping • Individuals need to become more responsible too complacent • No power to enforce regulations of environmental issues from province.
Goals	<ul style="list-style-type: none"> • Once source of water for everyone • More leadership in promotion of environmental issues and more education to the community • Proper environmental assessment of Canadian side and other known historic industrial sites • All recyclable not pit into landfill within 20 years • Biosolids recycled instead of going into dump.
Actions	<ul style="list-style-type: none"> • Programs to instill concept of pride in beautifying their land and having a culture of seeing themselves as caregivers • A town permit and land allocation for a community garden. • Engage in consultation with the province about known historical industrial sites. Ie Mud Lake Road Saw Mills.

Environment (Group 3)	
Strengths/Opportunities	<ul style="list-style-type: none"> • Backyard composting • No big polluting industries • Loads of unspoiled nature
Weakness/ Issues	<ul style="list-style-type: none"> • Lack of town recycling and composting • Support and awareness • Landfill • A lack of forwarding thinking • Unsustainable sized homes.
Goals	<ul style="list-style-type: none"> • Need a comprehensive waste management plan. Reuse our waste to benefit us. • Limit size of houses that can be built.
Actions	<ul style="list-style-type: none"> • Town needs to become more involved in the composting issue – Folks need strong guidance • Ability to benefit from creating your own energy. (ie sell back to the grid).

Culture (Group 1)	
Strengths/Opportunities	<ul style="list-style-type: none"> • Strong sense of culture and cultural pride • Welcoming to different cultures • International events (ie. Cain's Quest) • Local festivals and Events
Weakness/ Issues	<ul style="list-style-type: none"> • Stigma • Squabbling between different groups and races • Lack of money for Labrador Tourism (advertising especially)
Goals	<ul style="list-style-type: none"> • Lobby for more tourism dollars (aggressive lobby) • More ability to celebrate, share and partake in the different cultures present.
Actions	<ul style="list-style-type: none"> • See Goals

Culture (Group 2)	
Strengths/Opportunities	<ul style="list-style-type: none"> • Highest % of mutli-culturalism per capita in the in province • Sports organizations and the diversity • Strong arts community • Craft industry.
Weakness/ Issues	<ul style="list-style-type: none"> • Ability to travel due to high travel costs • High usage fees for Rec Centre • High cost of exporting products
Goals	<ul style="list-style-type: none"> • Lobby provincial government for increase of funds for cultural and recreational travel.
Actions	<ul style="list-style-type: none"> • Incentives for volunteers

Governance (Group 1)	
Strengths/Opportunities	<ul style="list-style-type: none"> • Consulting on sustainable visioning • Development of a sustainable plan • Gas tax plan offers more funding (good bonus) • Funding changes with input from community • Regulations established
Weakness/ Issues	<ul style="list-style-type: none"> • Complex community • No awareness of different governing bodies of what other parties are doing or what their regulations are. • Downloading of responsibilities from Federal and Provincial Governments. • No plan for tires for example. Ie. Where do they go? • Regulations from province with no local ability to enforce.
Goals	<ul style="list-style-type: none"> • Enhance co-operation between governing bodies • One source of water for everyone • Create additional dialogue with the province regarding specific provincial regulations.
Actions	<ul style="list-style-type: none"> • Systematic and regular coming together of different types of government in the community.

Governance (Group 2)	
Strengths/Opportunities	<ul style="list-style-type: none"> • Community involvement • Strong partnerships • Good corporate citizens • Wide range of opinions • Accountability • 5 wing Goose Bay
Weakness/ Issues	<ul style="list-style-type: none"> • Volunteer burnout • Budget restraints • Too many hidden agendas • Communications • 5 wing (?Byegracy?) • crown lands in the municipality
Goals	<ul style="list-style-type: none"> • Share information and encourage collaboration • Eliminate overlap and duplication of services
Actions	<ul style="list-style-type: none"> • Develop public relations materials and strategy. Facilitate initial Meetings.

Governance (Group 3)	
Strengths/Opportunities	<ul style="list-style-type: none"> • Strong municipal involvement • Town Pride • Experience mixed with new ideas
Weakness/ Issues	<ul style="list-style-type: none"> • Lack of funding • Our representation in Provincial government feels very colonial or detached.
Goals	<ul style="list-style-type: none"> • Ask that government sits the house in Labrador at least once a year
Actions	<ul style="list-style-type: none"> • Hire a proposal writer to collect funding for our town. • Hire a grant coordinator/researcher that anyone in the community can access for info on grants, help writing them, etc.

Economy (Group 1)	
Strengths/Opportunities	<ul style="list-style-type: none"> • Hub of Labrador • Service centre for coastal communities • Diversified economy • 5 wing Goose Bay • Saw Mill Industry • Mining and Natural resources • Voisey Bay • Relationship with Aboriginal groups • Good corporate citizens • Trans Labrador Highway
Weakness/ Issues	<ul style="list-style-type: none"> • Tourism site development – New Tourist chalet • More degree programs offered locally • More trades offered at CAN • Apprenticeship programs • Budget restraints • Recruitment and retention • Slow paving of Trans. Labrador Highway • No competitive airlines • Processing of resources
Goals	<ul style="list-style-type: none"> • Companies to buy into apprenticeship programs • Enhance relationships with aboriginal groups
Actions	<ul style="list-style-type: none"> • Lobby Government for road along coastal communities • Train locals for local positions.

Economy (Group 2)	
Strengths/Opportunities	<ul style="list-style-type: none"> • Low Unemployment • Booming Construction industry • Lots of jobs • Cheap electricity
Weakness/ Issues	<ul style="list-style-type: none"> • Not looking at green energy • Affordability of housing • More small operations ie. Our own integrated mill • Focus on Mega projects • Income disparity • Not forward thinking • Recruitment/Retention
Goals	<ul style="list-style-type: none"> • Focus on encouraging smaller industry within our community • Sustainable infrastructure (Green, Affordable)
Actions	<ul style="list-style-type: none"> • N/A

Appendix C: Visioning Workshop Results Summary

A Public Visioning Workshop was held in November as a component of the Integrated Community Sustainability Plan (ICSP) being undertaken by the Town of Happy Valley-Goose Bay. The ICSP will be a long-term plan, developed in consultation with community members that will help the Town and its residents to work together to become a more sustainable community. The Plan will present a vision and goals for the future of the community, and include a number of actions that can be taken to achieve the established goals. Please see the contact information on page 2 to obtain more information regarding the ICSP.

The Visioning Workshop brought together leaders from the community to consider the long-term future of Happy Valley- Goose Bay and ways and means to achieve goals for sustainability. Participants formed a shared understanding of the community's opportunities and challenges. Through open conversations they described the preferred future for the town's environment, culture, society, economy, and governance. The results of the Visioning Workshop, input from various stakeholders, and an online survey, will form the basis of the ICSP.

Issues and Opportunities

A discussion of the trends, opportunities and issues influencing the future of Happy Valley-Goose Bay produced many ideas. A complete description and analysis of these factors will be included in the draft ICSP. Some of the key points discussed by participants include:

- There is a general sense of excitement about the future of the Town, as residents are active and engaged;
- The presence of Innu, Inuit, Métis and non-aboriginal peoples create a rich cultural diversity that can be celebrated and promoted;
- The aboriginal population of the Town is increasing, but overall, there is a growing proportion of the population who are elderly;
- The complexity of groups, cultures and levels of government and various agencies, creates challenges for mutual awareness and communication;
- Economic opportunities throughout Labrador are promising;
- Income disparity exists and there is a lack of affordable, suitable housing throughout the Town;
- There is a shortage of skilled workers, and recruitment and retention of labour is an ongoing challenge; and
- The completion of the Trans Labrador Highway will bring new kinds of opportunities and challenges for the community.

Ideas for the Future

The Workshop participants discussed goals for the future of Happy Valley -Goose Bay and identified a list of actions to help achieve those goals. These include:

Environment - The participants identified opportunities to lead environmental education initiatives among residents and foster a sense of environmental responsibility. Encouraging backyard and community gardening was suggested by a number of participants. Diversion of recyclable and compostable materials from the waste disposal site was important to participants

and leadership from the Town in implementation of community recycling and composting programs was suggested. Participants were concerned about sewage entering the Churchill River and are looking forward to the construction of a treatment facility. The municipal water supply was also discussed and it was agreed that efforts will continue to create a more consistent quality of water throughout the Town. There were also concerns about known historic industrial sites which are not well understood. These will require proper identification and remediation.

Culture - It was emphasized that the diversity of cultures creates a complex dynamic in the community and opportunities for celebrating and sharing cultural experiences should be explored to create better understanding among various cultural groups in the town and surrounding area. Participants felt that there are opportunities for expansion of the cultural tourism industry throughout Labrador and increased marketing should be considered. The arts community and craft industry is strong and would benefit from increased promotion, funding for travel, and solutions to the high cost of exporting craft products.

Society- Participants felt that more affordable housing and support services are needed, and that housing should be developed in neighborhoods with a mix of building types and affordability. It was recognized that dedicated spaces for youth and seniors groups are in demand. Some participants suggested that improvements to pedestrian walkways and options for public transportation should be explored, and that options for ground transportation to Labrador City and the island of Newfoundland may become feasible with the completion of the Trans Labrador Highway.

Economy - Participants felt that there are ways for residents of Happy Valley-Goose Bay to take better advantage of the major economic opportunities in Labrador, including Voisey's Bay Mine, the booming construction industry and development of the Lower Churchill Hydroelectric project. They suggested that greater efforts are needed to have major companies and employers more involved in training and apprenticeship programs to promote employment of local people. It was felt by some that although major economic opportunities are important, there is also a need to encourage and support local business ownership in smaller sectors such as forestry, agriculture, retail sales and tourism.

Governance - The key point of discussion among residents was the need for enhanced cooperation between various governing bodies that exist in the community. It was agreed that there would be many benefits from structured, regular meetings of the various levels of government and the Town. Enhanced cooperation would make it possible to streamline delivery of services, share knowledge and enforce various regulations. It was recognized that while there are many programs and services that would benefit the community, there is a lack of human resource capacity within the community to research opportunities, coordinate and prepare proposals and applications.

Appendix D: Community Sustainability Survey

About This Survey

What do you want your community and the region to be like in the future?

The results of this survey will be used to inform the Town Council and staff about your issues and ideas. Your answers will help set directions and priorities over the next 20 years and guide your community toward becoming more sustainable.

Please take a few minutes to complete this survey, and ensure that you have influenced sustainability planning in our community.

1. Cultural sustainability refers to our local arts, culture and heritage assets and what we need to do to protect and enhance these for the future. Please tell us your three most important priorities for cultural sustainability. Choose what you think are the three more important priorities by numbering them in order from 1 (most important) to 3 (least important).
 - Supporting community halls and organizations
 - Encouraging community festivals and events
 - Promoting sport and recreation
 - Promoting local artists
 - Preserving and promoting local identity
 - Maintaining traditional knowledge
 - Other: _____

2. Economic sustainability refers to how well the economy is functioning, opportunities for sustained long-term growth, and peoples' ability to make a comfortable living. Please tell us your three most important priorities for economic sustainability planning. Choose what you think are the three more important priorities by numbering them in order from 1 (most important) to 3 (least important).
 - Attracting outside business investment
 - Continuation and expansion of CFB Goose Bay
 - Investing in infrastructure improvements

- Investing in local businesses
- Diversifying the local economy
- Increasing the capacity of the labour force
- Other: _____

3. Environmental sustainability describes the condition in which our use of natural resources is in balance with nature's ability to replenish them. Please tell us your three most important priorities for environmental sustainability planning. Choose what you think are the three more important priorities by numbering them in order from 1 (most important) to 3 (least important).

- Improving waste management (sewage and solid waste)
- Protecting drinking water
- Improving public awareness of environmental issues
- Protecting wetlands, lakes and rivers
- Ensuring things such as gravel pits, cutouts and old dumpsites are cleaned up
- Reducing air pollution and greenhouse gas emissions
- Promoting energy efficiency of buildings
- Other: _____

4. Social sustainability refers to community wellbeing and includes things such as health, education, housing and social services. Please tell us your three most important priorities for social sustainability planning. Choose what you think are the three more important priorities by numbering them in order from 1 (most important) to 3 (least important).

- Improving healthcare services
- Attracting and retaining new residents
- Attracting and retaining existing residents
- Providing support for an aging population
- Improving access to education

- Providing affordable, good quality housing options
- Improving access to social services, such as childcare, in home support, and counseling
- Other: _____

5. Sustainable governance refers to the ability of local governments to manage and operate the municipality and includes financial viability, effective decision making, and building community capacity. Please tell us your three most important priorities for sustainable governance planning. Choose what you think are the three more important priorities by numbering them in order from 1 (most important) to 3 (least important).

- Operating without debt
- Supporting community groups
- Promoting participation in local government
- Encouraging community volunteerism
- Increasing public input in government decision making
- Increasing partnerships within the region and province
- Recruitment, training and retention of municipal staff
- Other: _____

6. Do you have any other comments/ concerns or ideas related to the future of Happy Valley – Goose Bay?

Appendix E: Survey Results

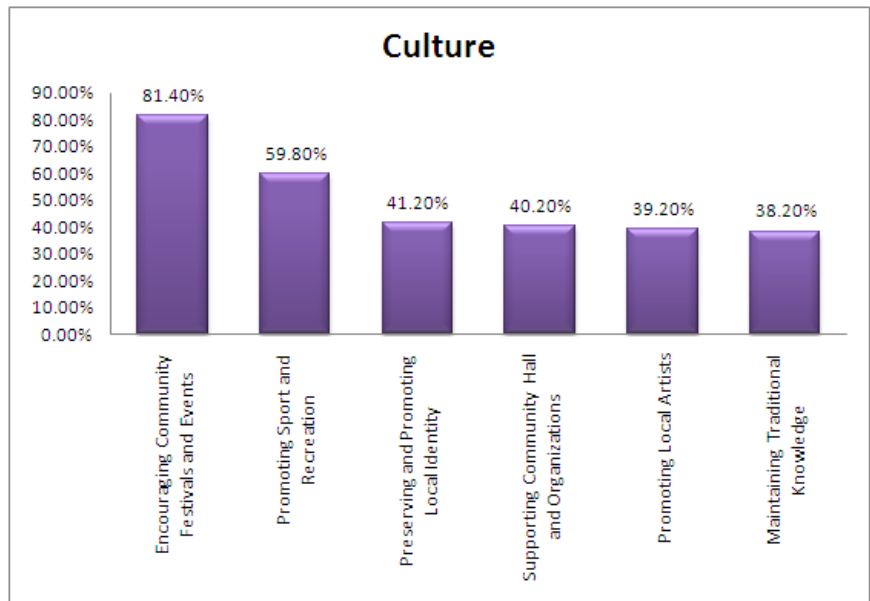
Part 1: Response Analysis

Respondents were asked to identify three priorities and were not required to rank the first, second and third most important priorities. The percentage indicates the proportion of respondents who felt a particular issue is one of three top priorities.

Question 1: Culture

The top three most important cultural sustainability issues to address in the plan selected by survey respondents are:

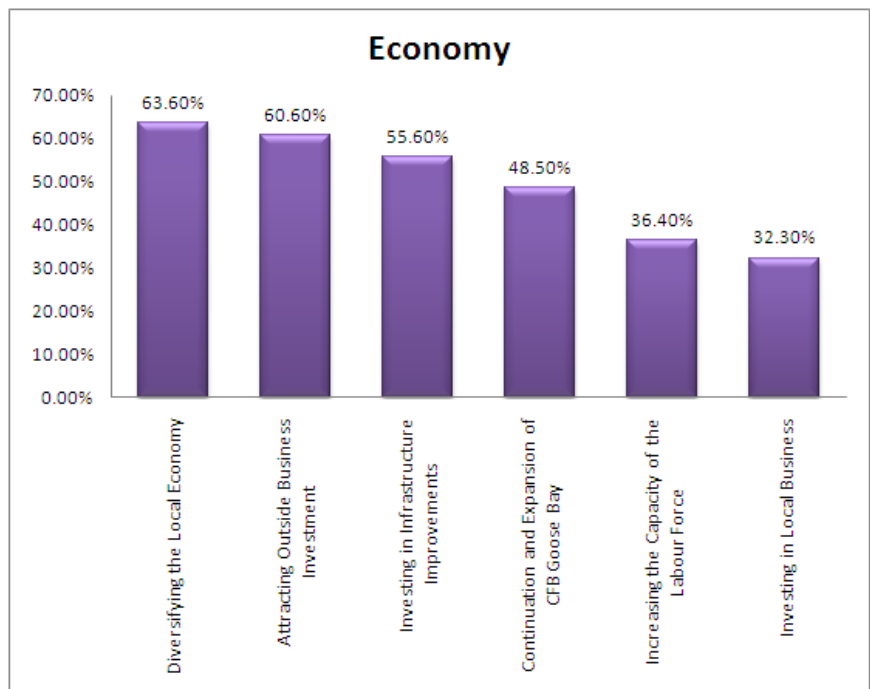
- Encouraging community festivals and events (81.4)
- Promoting sport and recreation (59.8%)
- Preserving and promoting local identity (41.2%)



Question 2: Economy

The top three most important economic sustainability issues to address in the plan selected by survey respondents are:

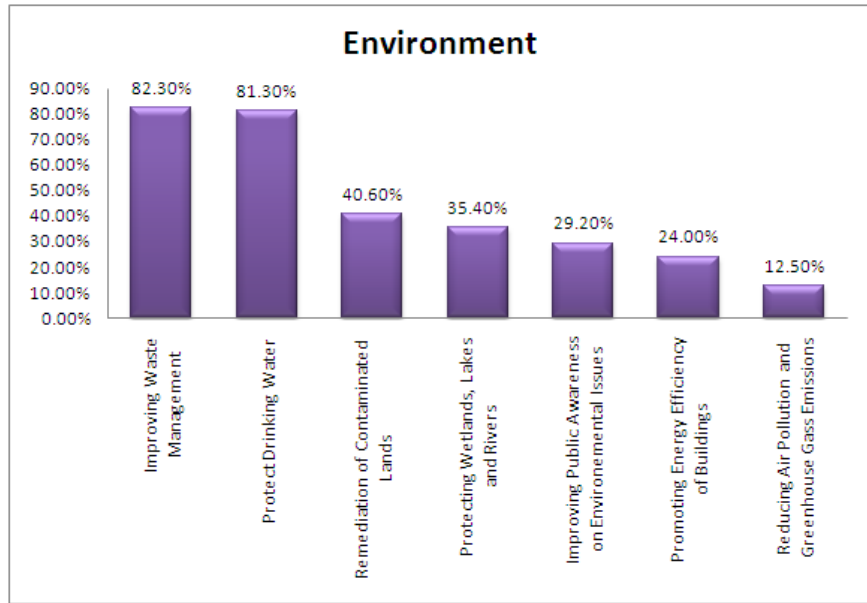
- Diversifying the local economy (63.6%)
- Attracting outside business investment (60.6%)
- Investing in infrastructure improvements (55.6%)



Question 3: Environment

The top three most important environmental sustainability issues to address in the plan selected by survey respondents are:

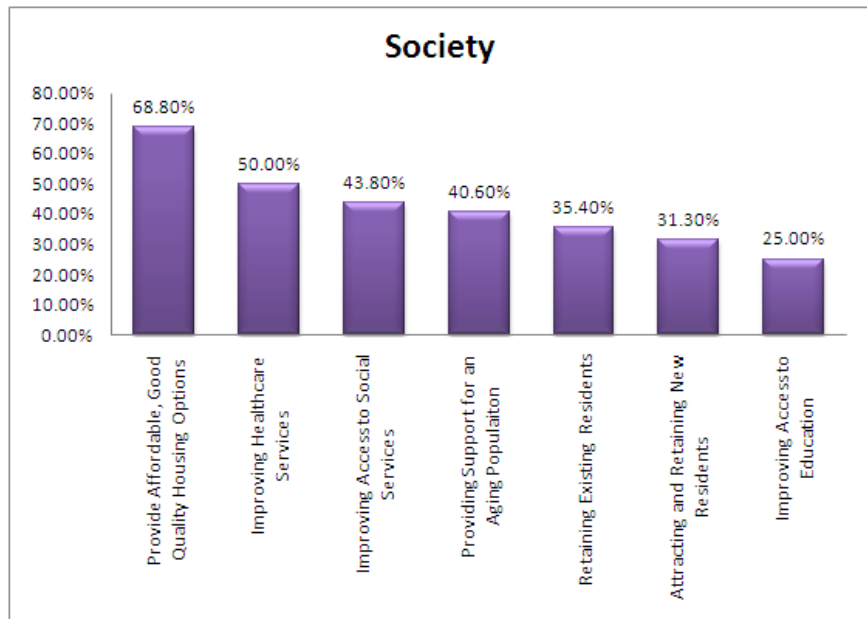
- Improving sewage and solid waste management (82.3%)
- Protecting drinking water (81.3%)
- Remediation of contaminated lands (40.6%)



Question 4: Society

The top three most important social sustainability issues to address in the plan selected by survey respondents are:

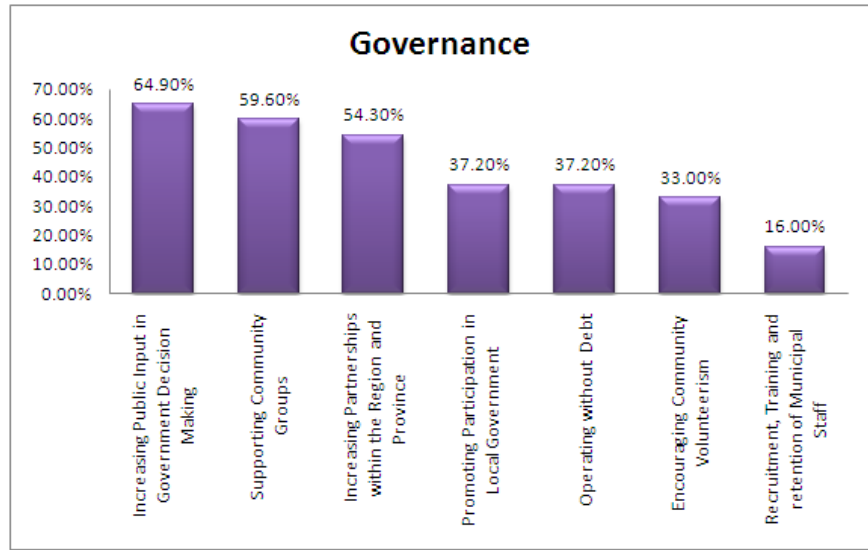
- Providing affordable, good quality housing options (68.8%)
- Improving healthcare services (50%)
- Improving access to social services, such as childcare, in home support, and counseling (43.8%)



Question 5: Governance

The top three most important governance sustainability issues to address in the plan selected by survey respondents are:

- Increasing public input in government decision making (64.9%)
- Supporting community groups (59.6%)
- Increasing partnerships within the region and province (54.3%)



Part 2: Open End Responses

Survey respondents who selected “other” were asked to specify their choices. Respondents were also able to describe any other concerns or ideas through Question 6: Other Comments. A total of 61 open ended responses were received from both sources. The open ended have been copied verbatim, with the exception of minor spelling, formatting correction and omission of direct reference to specific persons.

Question 1: Culture “Other”

1. Partnering across associations and aboriginal groups so no one is left behind.
2. Developing Community Sprit and passion. Help people be proud to live where we love, not question and have NO faith in our Municipal Government and leaders.
3. Sports and recreation in modern communities are really an essential part of healthy community infrastructure - they actually need to be considered in the same category as health and education, they are important parts of the social sustainability category. Sports and recreation, while somewhat determined by geography and heritage, are not primarily cultural in nature. Sports and recreation don't significantly influence who we are, how we see ourselves or what we think about as people. The arts, games, crafts, food ways, heritage and other cultural identity issues are closer to the core of who we are as people. Cultural sustainability ultimately depends on maintaining a sense of place, of geographically determined unique identity and way of life, so much more than sport and recreation in today's society are about.
4. Be more open minded to changes and new ideas for new ventures such as a dog park.

Question 2: Economy “Other”

1. Need more people to have access to good affordable tertiary education ie trades and university education through further development of Labrador Institute programs. Also,

enhancing educational support and promotion to high school students in coastal communities. We also need to attract businesses such as wind power generation or solar power. We could start manufacturing of these types of energy systems here in Labrador that actually support environmental sustainability so we would benefit from these technologies as well as make good profits. Also moving into recycling technology such as composting our biosolids from the sewage plant will provide new jobs as would other types of recycling manufacturing of plastic bottles for example.

2. Promote muskrat river power dam project.

3. Anything that can help trigger a productive and sustainable community SHOULD be considered a priority. We need to do more then focus on Mega projects, we need to take the time and encourage and support local citizens to engage in the development side of the community by having more educational training sessions etc.

4. Consider peak oil and the dramatic impact it will have on the cost of living in the near future - all investments have to be much more concerned with decreasing economic vulnerability to the global market and fossil fuel dependencies - energy and environmental sustainability considerations needs to an essential part of economic sustainability planning. Also, developing a community food security plan has to be at the core of economic, social and environmental sustainability planning.

Question 3: Environment “Other”

1. Preserving the environment is so essential to anything that we do because if we don't preserve it we won't be able to survive. We also need to think in terms of what our children and grandchildren will inherit from our present use of the environment. We need to have respect that there is a balance between development and working in harmony with our plentiful natural resources the we have here in Labrador. I believe that we have a very unique opportunity here to assume a responsible role in stewardship of the environment because so little development has taken place here yet and we still have a beautiful land that we can preserve before it becomes spoiled.

2. Implementation of curbside recycling programs; improved infrastructure for alternative transportation modes, such as real sidewalks and new bicycle trails with solar lighting; sewage treatment facility is a must!

3. Plant more grass around town, make it look green, especially on Kelland Drive.

4. Home waste pickup for only a few weeks each year rather than all summer. Waste piled in front of houses all summer makes the town look like a garbage dump and sends wrong message to tourists.

5. Developing a community food security plan has to be at the core of economic, social and environmental sustainability planning.

Improving public awareness of environmental issues - really, the Canadian public has been so much more aware of the issues than governments have been willing to recognize - actions are

what is needed! Without a focus on real environmental priority actions sustainability planning cannot possibly hope to earn any respect and engagement from the public.

Question 4: Society “Other”

1. There is a great disparity between the rich and the poor in this community. I think that poverty is a very complex social issue and it should be treated as such. We do know that poverty involves generational learning and these poverty cycles involve a number of critical factors that require multi dimensional interventions. I believe that this community needs a focused strategy to address the issue.
2. Better access to outside medical needs that unobtainable in Goose Bay. (Cheaper fares)
3. Provide housing lots in general, not necessarily in the low cost range. Very hard to find any.
4. These are all priorities and CAN be worked on, little by little, we should NOT have to choose.
5. We need to focus on integrated healthy community services - including child care, sports and recreation, home support and care, and other necessary health, social and education services, they are really all of equal importance - We have to return a balance to our communities by developing community-based services plans that return quality jobs to our communities; many of such jobs are in the community service sector!

We have to end the segregation of economic and social planning - a strong community depends on healthy social, environmental and economic integration. And that's where integrated community sustainability planning has to start, by returning a balance to the basic planning process.

One very good starting place for integrating social, environmental economic and cultural sustainability considerations relates to the development of a community food security plan! It will get right to the core of economic, social, cultural and environmental sustainability planning in every community.

6. Healthcare services including: Fulltime Physiologist on staff at LGH, Medivac Services.

Question 5: Governance “Other”

1. Money management of municipal funds should be transparent and responsible with regular input from the community.
2. Having an administration that communicates to its residents in a proactive manner and open manner. Update your website more frequently to improve communication.
3. These are also ALL priorities, our Municipal government should be able to address ALL these issues, if we were better or had the proper leadership to focus on a variety of issues.
4. Ethical practices, professionalism and respect for public office and public services as well as more democratic participation are critical to sustainable governance.

Question 6: Other Comments

1. Talk to the people, not talk down to them.
2. Start a recycling program.
3. This is a really robust community with lots of heart and wisdom. I so respect the council's decision to enter into sustainable practice, and I am very grateful to be given the opportunity to have a voice in this process. I believe that this is what true democracy is all about. Thank you.
4. Shopping in Goose Bay is the pits & the prices are outrages a shopping mall would be great here.
5. Allow and help canadian tire walmart and other business to setup here competition is good also with road to the south coast people will travel here before going to the island also it would bring alot of people from the north coast shopping.
6. I think that it is ridiculous that there is such a shortage of housing in this community. Especially when there are a lot of house on base that could be use for rental for local people, but yet they are just there being empty. Maybe Nfld & Lab housing could use them to rent to low income families or even C.N.A could use some of them for all of the students that come to Goose Bay for schooling and can't get into residence.
7. Maintain political pressure on 5 Wing.

Stop private development of land. The Town could develop residential land without a profit factor and minimize its risk by pre-selling plots of land and then developing when the break-even point has been reached. Housing is becoming unaffordable and there is little incentive for private landlords to construct rental units because the cost of land is partly responsible for making new construction of rental units cost prohibitive for the landlords.

Hire a municipal building inspector.

Don't let development occur at the ends of the runway as this may hinder activities at 5 Wing and jeopardize the future of the Base.

Do not centralize all recreational facilities to the location near the high school. Every residential neighborhood should have a park or playground within walking distance.

We need a new pool.

Apply for more government grants.

Implement a recycling program at the arena.

Stop having Town employees take vehicles home. If someone gets called into work after hours, they should drive to work and pick up a Town vehicle. Are employees paying income tax on the benefit they receive by taking a Town vehicle back and forth to work? I understand the need for a Town constable to take a vehicle home but not in all cases.

Develop more parkland along the river bank.

Support the Snowmobile Club.

Have better signage on roads. For example, stop signs become invisible when there is a six foot snowbank in front of it. Install taller stop signs.

Pressure the provincial government to install crosswalks at the Loring Drive intersection.

Install better lighting and an overhead crosswalk sign on Hamilton River Road near the ball fields (across from Bennett's Ultramar).

Get rid of the scrap yard across from the new liquor store. It is an eyesore in the middle of town.

Construct a better boat launch facility in Terrington Basin. A lot of boaters contribute to the local economy and a floating dock is necessary to tie up your boat when launching and then moving your vehicle/trailer into position.

All these small things add up but I have never really felt I had a forum to offer my comments in a formal way. This survey is an excellent way to solicit input from residents. I hope the results of the survey are released to the public, an action plan is implemented and progress is reported upon. Thank you.

8. Access to medical [care] outside of Goose Bay is very expensive. Most people who travel for medical travel numerous times a year and need better services in place to do so. A person shouldn't have to choose between basic needs and medical travel.

9. The community is very segregated within itself due to separate aboriginal groups. I would like to see partnerships across governments to promote services to everyone. No more separation based on any group affiliations. People need to pool their resources both financial and human for the betterment of all. This is a lofty goal but people are not programs and services should be equitable to everyone.

10. Forget about 5 Wing or the "Americans coming back" or a huge sawmill and the like. Plan to focus on LOCAL industries and business efforts; ecotourism, outfitting, agriculture, a huge Mealey Mtn. Park. "Industries" with a small environmental footprint are most likely to be sustainable!

11. I would like to see more done with the 'older' area of town. I live down at lower end of HV on Hamilton River Road, once a person gets past Corte Real, the sidewalks end. This is a very busy road and many people walk by all the time, some are mothers struggling with strollers, or children trying to ride their bikes and have to use the pavement of the road. A very UNSAFE condition.

The brush grows very fast along many of the older streets, and besides hindering vision, looks very untidy. I pay taxes too and would like to see more done to the older areas not just the new housing divisions.

12. I think that the population of HV-GB is aging and with many retirees it would be beneficial for the town to invest in a recreational complex which would then facilitate an active living program for our seniors and also our youth.
13. I would continue to urge the town not to let one's guard down and continue picking away at DND and possible development at CFB Goose. This is too valuable a resource to let flounder.
14. I personally would like to see some more development in the region, and would like the town to develop water and sewer for new business ventures. Also make it easier to access land if you would like to purchase.
15. Lack of housing is discouraging people from moving to town.
16. Green energy projects are growing at a rate of 20 to 25% yearly and our town should be actively looking for green energy solutions that help diminish greenhouse gas emissions and provide many more jobs than huge MEGA projects like the Lower Churchill Hydro project which provide a NON sustainable, boom/bust economy that will last for only a few years and once the construction phase is over will leave homeowners with little possibility of selling homes they paid entirely too much for during the boom phase. The town could be left with many serviced homes that are unoccupied, to name just one of the issues from this type of development!
17. Bringing all sectors together to work towards our common goals.
18. I love this place!
19. This town should be more proactive in Economic Development with an associated business plan that is transparent and accountable.

There needs to be more affordable land! The town has given too much of a monopoly to contractors and now prices for land are way above market value, only sustained there because of cheap available credit at prime +1. When the rates increase you will have more debt from tax arrears, rapid decrease in housing starts and more social housing demand which is already a chronic problem related to again land availability.

Lower the residential mil Rate!

This town needs more brand chain retailers like Cdn Tire, Walmart, etc the wholesalers have way too much control on retail prices (bottled water prices are tripled, meats are doubled, - proof is when you have residents driving to Labrador City to shop, above average Ebay shoppers, increased courier business from internet shopping etc. The town needs to embrace requests for outside business investment and be proactive in getting it.

20. I would like to see a report on the outcomes of these surveys. It would be great to receive feedback on what the expectations of the community are and what they feel is important. Together, we can then take a collective approach to what items are most important and how to tackle them.

21. Although the mentioned priorities are important to our community, a youth centre for the youth who's parents cannot afford to put them in extra-curricular activities is necessary for youth organizations to keep the "bored" youth off the streets!

22. I think that more thought should be put into the location of new businesses and industrial areas. With the current growth, in my opinion, we are using more "public" or easily viewed areas for industrial buildings, rather than having an "out of sight" area for these structures. It would be good if C-side were reconstructed for this use, rather than having visitors to our town, and ourselves, viewing these rather unattractive industrial buildings.

I also am concerned about traffic flow along HRR, especially with a new grocery and hotel coming to town. Do we now need a loop around town for better flow or can another lane be added? It's incredibly frustrating to be behind a town loader or slow driver now, so I can only imagine what will happen with continued growth along that corridor.

And, speaking of the HRR corridor, I think we should save as much green space as we can there!

23. More retail businesses should be encouraged to open up shop in Goose Bay, for example we NEED a WALMART! There is no good reason why we don't have this store in our community!

24. Better engineering planning...Lethbridge Street a disaster..too many people in a small area. Water project a disaster..money wasted. Still no clean water. Housing development not planned well. Taxing cabin owners who use their cabins strictly for recreation is unfair. Poor way of increasing revenues. Seems desperate.

25. Need more community consultations and engagement with local residents, community groups, business sector etc.

Need to start a FB account to get community information out rapidly to the public.

Need to have an interac machine and direct deposit. We are in 2009, there is NO reason why we should not have these easily obtainable systems.

Need to focus spending on priority issues, not legal fees.

26. I believe the youth of HV-GB need access to a place they can call their own, they need a structured youth centre. A place where they can access services along with a place they can gather and just hang out. A place where they are all welcomed and know they will not be judged.

27. Finding other businesses to invest in our town.

Moving away from the CFB dependency and using their infrastructure to attract outside interest.

We have ideal country for sawmills but they never work why:

Poor business management, no operating plan.

Operating without proper equipment.

Taking off without proper investment.

28. Push Government for greater crackdown on crime, and stop wasting law enforcement resources trying to catch someone going to or from work who may be a little over the speed limit. Don't get me wrong, I don't feel people should be driving nuts, but getting tickets of over \$150.00 for driving 75k on the back road is a bit much, these resources should be used trying to stop criminals from stealing snowmobiles and breaking into cabins and local business here in town.

29. Development and expansion of the Community are all important but please do not forget the social issues and challenges that go along with that - (Increase in crime, addictions, violence, homelessness, etc.) It is crucial that safety nets be put in place to address the fall out of Community growth.

30. Happy Valley Goose Bay has the potential to do so much. But it is important that the Town Officials and Staff work with community groups in order to be in touch with the grass roots happenings in the community.

31. Work on making the community and region less vulnerable to global economic forces beyond all our controls by concentrating on sustainable developments that benefit Labrador first and foremost.

Work on enlightened relationships/partnerships with the First Nations, Metis Nation and the Nunatsiavut Governments in recognition of the history and legacy of colonial injustices which have dominated past relations.

32. There should be more focus on the needs of persons with any type of disability so they can be treated equal to the general population.

33. The appearance of the town is very important and development should be well planned. Businesses should be required to maintain tidy attractive premises. New businesses should have to adhere to basic architectural standards. The green space along the 'stretch' between valley and base is the town's best asset. It is quickly being degraded by sprawling businesses.

Take a good look at each of the entry points to the town through the eyes of a visitor to the area. Can't we improve the ugly bits?

34. It would be an excellent idea to have more of the long time staff take early retirement in order to make room for some more open minded, individuals that are more willing to look at different ventures, different ideas, etc. without immediately turning them down because "that's not the why we do things". Times have changed Goose Bay should as well or there will be more and more people leaving, and less and less people coming in. Make room for new blood!

35. The current conditions of the playgrounds. Lack of programs available for toddlers.

36. Our Town is at a very fragile state and always on the doorstep of something big that is going to happen. We need to be more aggressive on these issues and stop just accepting the crumbs that are thrown our way.

37. In order for the town of Happy Valley-Goose Bay to move forward, it needs to first take care of all the outstanding issues, such as affordable housing, affordable rental housing and lack of landlord accountability.

38. My biggest hope is that the town will continue its current practice of allowing the local arts group to operate the theatre with the assistance of provincial funding. The town's support in this way does not require financial support from taxpayers, but it allows volunteers to have access to and control over the building that lets them expose the public to the maximum amount of high quality programming. I hope the town will continue with this current far-sighted and sensible policy.

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