

Yukon's future.
Our priorities.



Our plan.

What We Heard Report:
Early Consultation Phase



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An Introduction

The Yukon government (YG) has established an independent financial advisory panel that will advise on options to return Yukon to a healthy financial position and ensure that it can fund the priorities and goals of the Territory. These goals are outlined in a statement of Government Priorities and reflect the government's vision for Yukon in five years. They include:



Our people-centred approach to wellness helps Yukoners thrive.



Our strategic investments build healthy, vibrant, sustainable communities.



Our strong government-to-government relationships with First Nations foster reconciliation.



Our diverse, growing economy provides good jobs for Yukoners in an environmentally responsible way

YG recognizes that it is not just about what government does, but how it does it that is important. To support and inform the work of the independent Yukon Financial Advisory Panel (YFAP), a two phased public engagement process will provide input and feedback for the Panel's consideration. YG recognizes its responsibility to involve people affected by decisions in conversations that help shape those decisions. This report provides highlights and summaries of the input and feedback collected during the early consultation phase of this process.

The engagement process was launched on June 14, 2017 and closed July 14, 2017. It was an intensive period that hosted an online discussion forum, online survey and opportunities for video and written submissions. More than 200 Yukoners provided their input and feedback.

A NOTE TO READERS: We want to say thank you to all those who have participated in this engagement process. We are grateful to those who shared stories, provided input and feedback and contributed to the conversation.

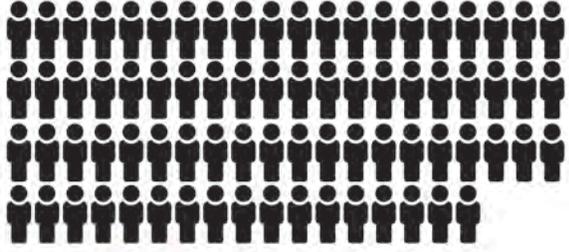
Engagement Results & Key Findings

PARTICIPATION RATES:

How they participated



Online Discussion Forum



77 REGISTERED USERS



29

COMMENTS

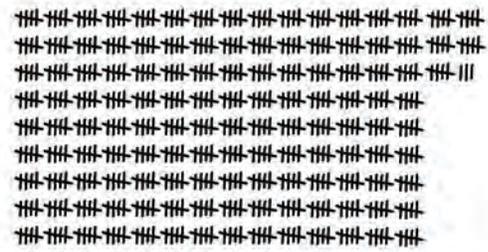


108

PEOPLE LIKED THE PAGE



Online Survey



138 SURVEY SUBMISSIONS



Yukon Talks



5 VIDEOS

- ▶ Tourism Industry Association
- ▶ Yukon Chamber of Mines
- ▶ Anti-Poverty Coalition
- ▶ BYTE
- ▶ Yukon Council of First Nations



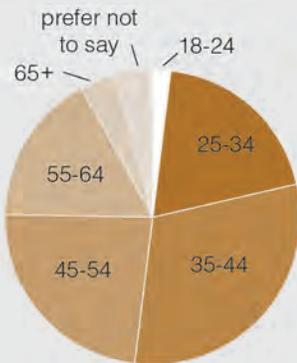
Written Submissions

4 { NGOs
Industry
Organizations } **+** **3** Individual surveys

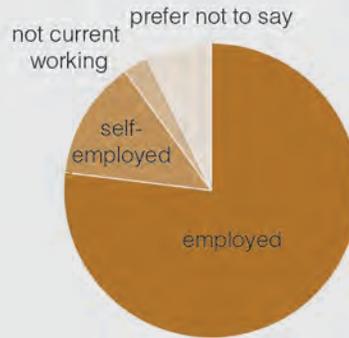


Who participated

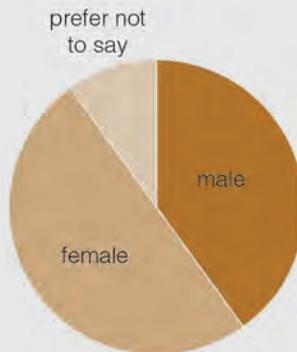
Age



Employment



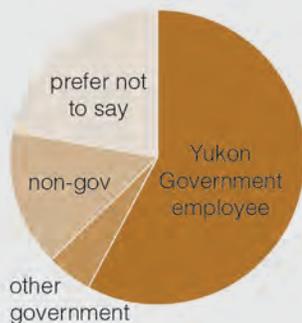
Gender



Location of Residency



Employer



Success of Priorities

Success of Priority 1 ...as described by Yukoners



Our people-centred approach to wellness helps Yukoners thrive.

Respondents provided input and feedback about healthcare, education, aging in place, among other topics. The table below provides a summary of Priority 1 success descriptions. It also includes action items or tangible recommendations to achieve success as noted by participants.

Success of Priority 1 means that...

| | |
|----------------------------|---|
| <i>Health care related</i> | <ul style="list-style-type: none">• Invest into the system and constantly evaluate the efficiency and effectiveness.• Provide programs and services that empower people to make the difference in their own lives rather than needing regular support for critical or acute issues.• Yukoners will have access to healthcare at all stages of their life.• Mental health and wellness needs are supported.• YG invests substantially in the social determinants of health - the social structures and systems that shape people's lives (poverty, housing, food security, employment and education).• Easy access to family doctors. |
| <i>Education related</i> | <ul style="list-style-type: none">• There are increased rates of high school graduation.• There are education options to meet a variety of learning programs, some of which are profitable and others that build other benefits. |
| <i>Generally</i> | <p>Investments are made into early intervention programs, to reduce future costs and pressures of long-term health care.</p> <p>All Yukoners have access to basic needs, services and programs and considerations are made for the most vulnerable.</p> <p>Wellness goes beyond healthcare and education. It also includes how we experience living, working and interacting in our communities. This also needs to be a consideration when developing and maintaining programs and services.</p> |

Recommendations to achieve success include...

Policy & Service Delivery Structure

- Support subsidies and tax benefits geared towards healthy activities and lifelong wellness.
- Consider the options and impacts of aligning long-term healthcare needs and access of services with income testing.
- Increase collaboration between acute care and community healthcare to reduce costs.

Regarding specific services and programs

- Increasing, including mid-wifery into healthcare.
- Invest in programs and services to support seniors to age in place.
- Add trades and technology learning earlier in schools.
- Investment in restorative justice programming.
- Incorporate more lifelong learning opportunities and programs.
- Improving legal aid and more actively involving First Nations in how the legal aid process is implemented and accessed.

Success of Priority 2 ...as described by Yukoners



Our strategic investments build healthy, vibrant, sustainable communities.

Respondents provided input and feedback about access to housing, building and maintaining of infrastructure and how to continue to support thriving communities outside of Whitehorse. The table below provides a summary of Priority 2 success descriptions. It also includes action items or tangible recommendations to achieve success as noted by participants.

Success of Priority 2 means that...

- Yukoners are able to purchase, rent and/or access housing.
- Ensure the services Yukoners need are available in their chosen community (healthcare, food, transportation). Provide opportunities for communities to access financing and resources to meet their own needs, as they best understand the local context.
- Yukon government continues to increase internet connectivity around the territory.
- Invest in a variety of infrastructure including roads, bridges, recreational infrastructure and considerations and planning for how it is to be maintained.

Recommendations to achieve success include...

Policy & Service Delivery Structure

- More needs-based programming rather than universal access. Comparisons of real costs would be valuable.
- The Government of Yukon should partner with the federal government or the various cities/communities to invest in affordable housing for Yukoners.
- Policy, regulation, grant or program options to support more Yukoners to purchase land and homes.

Regarding specific services and programs

- Excellent highway maintenance to support safe road conditions.
- Increased government staff and infrastructure presence in the smaller communities.

Success of Priority 3 ...as described by Yukoners



Our strong government-to-government relationships with First Nations foster reconciliation.

Respondents provided input and feedback about the importance of building relationships with First Nations governments, continually looking towards collaborative approaches to services and initiatives while also establishing respectful boundaries and areas of contribution. The table below provides a summary of Priority 3 success descriptions. It also includes action items or tangible recommendations to achieve success as noted by participants.

Success of Priority 3 means that...

- Yukon government will continually build relationships with First Nation governments.
- By building relationships that support collaborative approaches, Yukon government and First Nations governments will find and define what equitable contribution to programs and services initiatives look like in action.
- Yukoners have a better understanding of the history, past relationships and current situation and issues facing First Nation communities in Yukon.
- Reduce barriers to First Nations people accessing the programs and services needed.

Recommendations to achieve success include...

*Policy &
Service
Delivery
Structure*

- More opportunities for First Nations to be at the decision making tables and work together towards a common future for First Nation citizens and all Yukoners.

*Regarding
specific
services
and
programs*

- Yukon Forum continues as a way to continue building a strong government-to-government relationship.

Success of Priority 4 ...as described by Yukoners



Our diverse, growing economy provides good jobs for Yukoners in an environmentally responsible way

Respondents provided input and feedback about the living wage, diversifying the economy, how YG can support private business, what the linkage is between environment and economy and much more. The table below provides a summary of Priority 4 success descriptions. It also includes action items or tangible recommendations to achieve success as noted by participants.

Success of Priority 4 means that...

- Everyone who works earns a wage they can live on.
- We build an economy and job opportunities that are beneficial to Yukoners of today and tomorrow both in and outside of Whitehorse.
- We will have an economy diversified beyond government, tourism and resource extraction. It would actively work with local contractors, technology innovators and First Nation development corporations.
- We respect and understand the connection between environment and our economy. We are surrounded by beautiful, pristine wilderness that we want to keep for future generations while also building an economy that provides income to Yukoners.
- Yukon government considers the impacts of where government jobs are placed. As a significant driver of the economy, local community positions need to remain outside of Whitehorse.
- Yukon government has a better understanding of how its policies, rules and legislations impact local business owners and operators.
- Yukon government continually looks for programs and services to support building and growing private businesses while also working collaboratively with other service providers to ensure no duplication of services.

Recommendations to achieve success include...

Policy & Service Delivery Structure

- Small business tax should be favourable to Yukon-based smaller companies rather than larger corporations.
- Continuing to use the transfer payments to develop a private sector economy.
- Defining what value we put towards procuring local and what targets we are aiming to achieve.
- Empowering First Nation Development corporations to be more active in exploring and developing potential streams of employment and resource.
- Establishing subsidies for installing wind or solar power or other “green investments” on homes and businesses.

*Regarding
specific
services
and
programs*

- Develop a competitive and sustainable regulatory regime which includes investing in science to increase the knowledge we have of our landscape. This will help ensure we make the very best decisions for our future Yukon. (Investing in policy can improve the regulatory regime in a way that supports or even attracts business while conserving the environment.)
- Ensuring first-time mortgage borrowing programs continue to exist if it is economically feasible.
- Continuation of Yukon's numerous grants for Yukoners who start businesses in the territory.
- Allocating natural resource tenures to private sector investors that will enhance the success of our industrial sectors.
- Approvals for resource development projects that fully recognize real cost of remediation and risk to environment.
- Provide seed money for green energy projects and support for creative thinkers to develop Yukon as a green energy innovation hub.
- Construct a gathering circle in the community that would help create temporary jobs for community members and youth.
- Investment in a wetland inventory will define where wetlands are on the landscape and how they interrelate with other geo-physical features. Inventories can help assist in decision making by identifying potential conflicts between land uses and in identifying possible solutions.
- Rebates and financial incentives should be considered for the reduction of fossil fuels, development of renewable resources and appliance conversions for renewable energy such as biomass heating systems.

Additional Considerations for YG Program and Service Delivery

Find Government Operations Efficiencies

Participants believed emphasis should be placed on reducing expenditure by improving efficiency within YG programs and services. One need identified was to streamline processes and use new tools and ways of doing business.

- ▶ *'Hire efficiency experts to identify the waste - there is a lot of waste i.e. people travel to meetings that could be done by conference calls or Skype.'*
- ▶ *'There's too much unnecessary travel to remote communities, which puts a burden on health care providers - emphasis and support should be for those services to be provided via telehealth.'*

Also, respondents suggested improving efficiency by reducing redundancies that exist within YG departments and programs.

- ▶ *'YG is wasting a lot of money on programs that duplicate, or are wasteful.'*
- ▶ *'Work towards a more efficient use of government resources (especially people). More can be done when human assets are truly utilized to their full potential.'*
- ▶ *'There are a lot of redundant positions in YG. Taking a look at how work is assigned to roles within the territorial government, and how individuals are spending their time would provide an opportunity to restructure with resultant cost savings.'*
- ▶ *'Do we need to hire third parties to provide certain services if a Government Department can handle that work?'*

Furthermore, participants recommended analyzing current programs and services and cutting back those not providing return on investment.

- ▶ *'Look to removing or scaling back programs that have outlived their usefulness. Consider a rapid scan of programs to find obvious candidates to be removed due to lack of activity or interest by the public.'*
- ▶ *'There are many opportunities to find efficiencies, but some low value programming must be stopped.'*

Finally, participants suggested YG review how to reduce “working in silos” and instead establish work processes that provide collaborative, integrated services.

- ▶ *‘A “one government” approach to service/program development, implementation, and evaluation. The breaking down of silos.’*
- ▶ *‘A technology/systems committee should be made that crosses all departments and helps them to share systems and services and help they work together to purchase/build shared solutions.’*

YG Service & Program Review

Participants commented on the need for overall review of current expenditures to eliminate wasteful spending.

- ▶ *‘The YTG has a sorry record of capital expenditures. Overspending and underestimating costs are frequent.’*
- ▶ *‘Pay attention to misuse of funding and looking at proper and effective allocation.’*
- ▶ *‘Get financial system in order so that government knows how much money is going to different organizations.’*

As part of the overall review, a review of contracting and procurement processes is also seen as an important step to support cost savings.

- ▶ *‘Recognize that timeliness and planning/approving things well in advance is both fiscally responsible and allows for efficient project management. In my department, last minute decisions seem to be the new normal and it is costing literally degrees of magnitude more on projects. So, in essence, we're doing less and it's costing more, simply because approval of projects is not happening in a timely manner.’*
- ▶ *‘Currently, travel is approved one month out, guaranteeing that the travelers will pay top dollar for flights and accommodation. Projects that have a small window of opportunity (i.e. projects that need to run in the summer) need to be approved months ahead of time, not days or weeks.’*
- ▶ *‘Cut down on unwanted expenditure, review the processes where money is spent, can things be done differently so that the expenditure can be reduced? Review government expenditure on outsourced work.’*

**Input for
Financial
Planning
Considerations**

Criteria and considerations to guide financial planning

Participants were provided background information regarding Yukon's financial planning as well as current projections of anticipated revenue, spending levels and financial assets. They were asked to consider this information and provide, from their perspective, key considerations or criteria to guide Yukon's financial planning. A summary of key themes can be found below.

Deficits & Debt – Yes, No, Sometimes

Participants had varied responses regarding preference or tolerance to spending more than was received. Some participants felt YG should not be spending more than is received, especially related to operations and management spending.

- ▶ *'No deficits.'*
- ▶ *'No debt - we can't borrow our way out of this situation. Yukoners need to take responsibility for today, focus on making every tax dollar count'*
- ▶ *'We cannot spend more than we bring in.'*

Other participants saw value in deficit spending in support of longer-term goals but for a limited period of time and with an active plan to return to non-deficit spending scenarios.

- ▶ *'Running deficits for specific periods is acceptable to address short-term issues (e.g. need for stimulus during a downturn), as is carrying and servicing some level of debt. But we cannot get into a pattern of continual deficit and growing debt.'*
- ▶ *'The best politicians raise taxes when necessary and they also lower spending. They explain what they are doing and why - this is so difficult. However it is prudent fiscal management.'*
- ▶ *'Be sure to provide good reasons for planning a deficit budget and show a plan for reversing the deficit budget.'*

Participants also requested the Panel consider what are the essential programs and services and what are the “nice to haves”.

- ▶ *“Our gov't seems to spend a lot of money on 'the frills'. As a family would plan - the frills come last. Ensure the basic needs are taken care of and done well. Then/if we can afford 'frills', they are done.’*
- ▶ *‘Needs vs. wants. Maintain service levels that are considered critical (i.e. Emergency response capability, healthcare, infrastructure), while limiting new growth in human resource capabilities that aren't extremely specialized. Basically, cap spending on non-essential services, and limit hiring to specialists who are really necessary for operations.’*
- ▶ *‘Be sure to provide good reasons for planning a deficit budget and show a plan for reversing the deficit budget.’*

Consider the Return on Investment – Economic, Social, Environmental

Participants suggested that financial planning requires an eye to return on investment as well as an appreciation and understanding that there are social and environmental benefits beyond the financial or economic benefits. Respondents suggested looking at methods that support analysis of the invested money and the corresponding benefits.

- ▶ *‘Solid return on strategic investments i.e. increased number of new jobs, direct and indirect, increased tax revenues.’*
- ▶ *‘Stop, stop, stop wasting our money on new capital projects with limited return for the investment. I've looked at the budget and I deal directly with a number of YTG branches on a regular basis. What seems apparent to me is the disproportionate investment in new capital projects at the cost of responsible maintenance of infrastructure already in place.’*
- ▶ *‘It would be good to analyze what is the actual return on investment.’*
- ▶ *‘Too often, we simply assume that a steadily increasing GDP and population (i.e. economy) is a good thing, when we all know that there has to be an end, eventually. We do, after all, inhabit a finite territory in a finite country on a finite planet.’*

Benefits and Limitations of “Made in Yukon”

Participants had diverging perspectives related to supporting a “Made in Yukon” approach. Essentially, participants outlined the various perspectives of the benefits of using Yukon-based people and services compared to finding options from outside Yukon. Those that supported using business and services from Yukon people and companies suggested it benefits local economies. In contrast, those who opposed this approach suggested only using Yukon based people and services that impact the potential value for money spent.

- ▶ *“Look at what the other provinces/territories have as solutions, and see what we can share, or model after. Not everything needs to be a 'Made in Yukon' solution, why re-invent the wheel when you can buy one for cheaper?”*
- ▶ *‘Look for local opportunities and partner with all governments within the Yukon to achieve these economically and using local work forces.’*

Align Long Term Plans with Financial Availability

Participants saw value in planning for the future and ensure that the plans for services, programs, policies and infrastructure align with the available financial resources.

- ▶ *‘Start planning for our future generations.’*
- ▶ *‘Long term planning to meet future needs at today's starting point. Develop a strategy that stays in place over government change to meet the 10-25 year plan.’*
- ▶ *“Sustainable, long term planning rather than quick fixes.”*
- ▶ *‘Need to identify the biggest gaps and coming changes. Prepare for aging infrastructure.’*

Make the Difficult Choices with ALL Yukoners in Mind

Financial planning is broad and needs to serve the needs of many. It needs to consider the young and the old, the majority and the minority, the urban and the remote. Participants noted these are difficult choices and will need thoughtful consideration.

- ▶ *‘What is in the best interest for Yukoners, not Government? Will this program/project provide long term benefit to the territory?’*
- ▶ *‘Yukon should make decisions that benefit all Yukoners collectively rather than individual industries for historical sake (mining).’*
- ▶ *‘Need to ensure what decisions are made are best for all Yukoners-not just First Nations. We need to ensure that the bar is equal and that we don't end up in a situation where Non-First*

*Nations become disadvantaged.
Need to work towards equality.'*

Advice or guidance to identify financial planning options

Participants were also asked to provide their advice and guidance to YFAP to build into identifying options for a healthy financial future. A summary of the emerging key themes can be found below.

Incorporate evaluation measures, and metrics to align activities and desired outcomes

In order to evaluate the return on investment and ensure money, resources and time are used wisely, it was suggested by participants to incorporate more concrete evaluation measures and metrics to determine success of outcomes of various programs and services.

- ▶ *'Focus on outcomes. Determine now what outcomes you expect from the Financial Advisory's work, and determine how you will know if you have achieved them. Be a role model for government and the private sector in how to make evidence-informed decisions. Develop an evaluation framework for your work.'*
- ▶ *'Review government projections at the start and mid-point of the past ten fiscal years, and compare them to actuals. More critical and deeper reviews of financial requests from departments during the fiscal year and as part of the budget process is necessary'*
- ▶ *Constructively re-evaluating existing budgeted programs and services for continued relevance, and sun setting them where they aren't aligned.'*

Investigate Options to increase revenue

The need to raise additional revenue was suggested by participants. There were differing views on the best way to do this effectively. Some suggestions for revenue generation were increasing taxes, raising user fees for public services, increasing royalties and exploring the use of new models for raising revenue.

- ▶ *'Wood permits, hunting licenses, campground fees, use of river ferries, etc. are free or very cheap - increases could easily be put in place that would make Yukon more on par with other jurisdictions, and create extra revenue to help pay for these services.'*
- ▶ *'Taxes and royalties for extractive industries (and those others that exploit the environment) must be increased, Higher taxes for higher earners (both commercial and individual).'*

- ▶ *'Look at some of the interesting new models, such as social impact bonds and examine some areas where they might be viable in Yukon (e.g. to reduce recidivism of inmates).'*

Consider Income testing.

- ▶ *'Start to work on a common income test for all YG programs. Work on an options paper to determine the costs and benefits of income testing across YG programs.'*

Reduce Civil Service & Salaries

- ▶ *'The ever-expanding civil service must be curtailed. The use of reclassifying supervisors and managers to directors and up is a black hole of deficit spending for no gain. Some senior types and the bottom tier of workers are the producers.'*
- ▶ *'The government could reduce costs by restructuring to a more efficient organizational chart so that there aren't so many high paying manager's jobs. Too many white collar workers.'*
- ▶ *'Can we evenly distribute more work to existing staff so that we don't need to hire more staff but yet do this in a healthy way?'*

Support for growing private sector

There was also feedback that suggested an investment and focus on private sector success and minimizing the role of government.

- ▶ *'Government should always be focused on downsizing itself, becoming more efficient and effective. It should be strong, minimal, and provide guidance and regulation to allow the private sector to grow in a way that benefits all of us as well as our environment.'*
- ▶ *'Grow the tax base by promoting private sector growth, and to the degree that this is unsuccessful, reduce government expenditure.'*
- ▶ *'We should look at different ways to encourage tourism and home entrepreneur hours and other methods to boost the economy without oil and gas. We need a good panel of creative people to look at the Yukon's future to ensure we have a bright financial future for the Yukon.'*

**Continued
Meaningful
Engagement**

This final section presents the key themes of input received in response to the following question:

When the Yukon Financial Advisory Panel is engaging with Yukoners, what will ensure the process is meaningful?

About engagement overall...

Based on the responses received from participants, one of the critical aspects of meaningful engagement is demonstrating the link between input and feedback provided and final outcomes and recommendations of the Panel. It is important to participants that the Financial Advisory Panel consider and use the input and feedback from Yukoners and demonstrate their input made an impact in their decision-making and consideration process.

- ▶ *'Listen to what is said. We don't need another "fake engagement."*
- ▶ *'Not just listening but statements back of what is possible and feasible. Often when we talk we never are told no and why not. So do not be afraid to say yes and why; and also say no and why not.'*
- ▶ *'Valuable recommendations are heard and acted upon'*
- ▶ *'People need to see in the report that is produced that their opinions were heard.'*
- ▶ *'Actually listen to Yukoners instead of just going through the motions! Maybe publish the most reoccurring ideas so that everyone can see as the process evolves.'*

Respondents are keen to see open communication and regular reporting of relevant information and updates on project progress.

- ▶ *'Reporting back. Reporting on what was heard and, if the suggestions are not incorporated, why not.'*
- ▶ *'That they garner enough interest for people to actually participate. People need to see in the report that is produced that their opinions were heard.'*

Participants identified the desire to have a non-political process, where the results or recommendations are NOT subject to the whims of political pressure.

- ▶ *'Are they non partisan? Are they willing to encourage the Yukon government to be fiscally prudent if need be? Blame always happens when a change of government happens about misspending and deficits. Will they be able to design a course where there isn't this type of recourse if there is another change of government in five years.'*
- ▶ *'Keep open minds and think beyond the next election. Remember that is about people's lives and livelihoods.'*

- ▶ *'There is probably nothing that can or will be done to make this meaningful. The politicians pretend to engage, then do what they want to do anyway.'*
- ▶ *'Sound decision making requires decision makers to use all information that is available, not just the information that suits that their agenda. See it as a challenge to be a well-informed non-biased decision maker.'*

Participants want to see an openness and willingness for change and that change is a result of the conversation and engagement process.

- ▶ *'Actual change, not just meetings, committees, talk, toe dragging, but actual change brought about by issues identified and action taken.'*
- ▶ *'Be up front that YG is going to face some difficult decisions in the face of deficits, and put real options in front of people for feedback. DON'T do what the Federal Liberals did with the electoral reform survey, and ask people vague questions about their values. It frankly feels condescending. Show people real options with pros and cons.'*

About who participates

Participants expressed the importance of taking into account the diversity of Yukoners and that the results of the process should not be driven by or cater to special interest groups.

- ▶ *'Input from all age groups as each group will have different priorities and all of them are important. Sit down with all aspects of communities to get good information'*
- ▶ *'Consulting across all communities and populations.'*
- ▶ *'The process will only be meaningful if you take stock of the broad spectrum of people you represent.'*
- ▶ *'Individual Yukoners will be consulted and engaged and their input be used to make important decisions. Business and corporations won't hold all of the influence.'*
- ▶ *'If they listen and learn, I'm concerned about role of special interests groups and political parties.'*

About engagement tools & tactics

Respondents felt communication should be delivered in a multifaceted approach – through community town halls where participants can be heard in person, and using various media channels and other opportunities for public engagement.

- ▶ *'Talk to people in person and record what people say and what their ideas are. Surveys are one thing but most people don't have time to fill these out. Give people an opportunity to anonymously fill out a quick and easy survey to put their ideas forward.'*
- ▶ *'Effective means of engagement that allow a wide number of participants - and varied means.'*
- ▶ *'As much as possible, all stakeholders in each community are consulted and given a chance to provide feedback through surveys like this and community meetings and other engagement at community events.'*

Participants feel communication should be made available in a way that is easily accessed and understood by everyone. This includes plain language and presenting information in easily understood formats.

- ▶ *'Ensuring that as many people as possible can participate.'*
- ▶ *'Ask questions people understand and can answer with productive comments.'*
- ▶ *'Address many demographics and populations; make the engagement accessible and enticing.'*
- ▶ *'Providing forums where people are heard and understand what is being discussed. Often people who work in YG have their own language as do specialist in the various fields and the public does not understand what is being said. In other words, simplify the language. Have small gatherings so people feel comfortable talking in the group.'*

About keeping the engagement going

Participants suggested there is value in Yukon Government continuing this conversation after the Panel has completed its options and recommendations.

- ▶ *'Continued engagement is important.'*
- ▶ *'A voice for the public - young and old, retired and working people.'*
- ▶ *'Community forums and focus groups with people impacted by decisions to hear about issues.'*
- ▶ *'Welcomes the opportunity to participate in the Yukon government's financial planning and priorities consultation.'*
- ▶ *'Unambiguous, well-balanced, fully implemented policies that incorporate the input from as many stakeholders as possible will provide certainty for industry.'*