

Dialogues on Readiness

Preparing for Industrial Development in Northern BC Communities: Kitimat



Prepared by the Community Development Institute
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Marleen Morris and Greg Halseth
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Availability

Copies of this project report may be accessed through the UNBC Community Development Institute's website at:

<http://unbc.ca/community-development-institute/research-projects>

Project Reports

1. **Dialogues on Readiness:** Executive Summary
2. **Dialogues on Readiness:** Kitimat
3. **Dialogues on Readiness:** Prince George
4. **Dialogues on Readiness:** Prince Rupert
5. **Dialogues on Readiness:** Terrace

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1. Dialogues on Readiness

Preparing for Industrial Development in Northern BC Communities

Northern BC is in a period of growth not seen since the 1950s-1970s era of province building. Communities and regions are experiencing transformational change as the industrial, manufacturing, and natural resource sectors – including oil and gas, mining, forestry, and energy – expand and renew.

Over the past several months, a broad consensus and common interest has emerged among government, community, business, and industry for a better understanding of the opportunities, pressure points, and processes associated with the development of large industrial projects. People have expressed the need for all parties to better understand each other's roles, processes, and pressure points throughout the project lifecycle, including proposal development, review, construction, and operation.

The **Dialogues on Readiness** project was designed to develop a better understanding of these issues. The project explored the following themes:

- The level of understanding of the process and timing associated with the development of large projects in the community.
 - Information about the phasing and staging of large industrial projects.
- Community factors that need to be considered in order to be prepared and ready for large industrial projects.
 - Capacity in areas including local workforce, housing, education, health, community services, community amenities, the voluntary sector, transportation networks, and local economic and business development.
- Community processes and mechanisms for enhancing readiness, building community capacity, and engaging government, industry, business, and the community.

The research in this phase of the **Dialogues on Readiness** project was conducted in Kitimat, Prince George, Prince Rupert and Terrace during the summer of 2013 and focused on the oil and gas sector.

2. Methodology

2.1 Research Ethics

The University of Northern British Columbia Research Ethics Board must review all research conducted by the Community Development Institute. The Board reviewed the interview questions in the spring of 2013 and permission to perform the study was granted. Upon agreeing to take part in the project, each participant signed a consent form (see Appendix A), which outlined the purpose of the study and stated that their participation was voluntary and that their contributions would remain anonymous and confidential.

2.2 Key Informant Interviews

Participants from four Northern BC communities (Kitimat, Prince George, Prince Rupert, and Terrace) agreed to take part in this study. Participants included individuals from a range of sectors: local government, education, industry, not-for-profit organizations, health care, economic development, cultural organizations, emergency services, social services, and the local business community.

Each participant was invited to participate via email. Their contact information was obtained through public records, referrals from other interested community members, or through the local advisory committee member that assisted the Community Development Institute in this project. For Kitimat, 13 interviews were completed, conducted in-person and by telephone.

2.3 Interview Questions

The interview questions (see Appendix B) were sent out in advance to give participants time to reflect on the topics and focus on a few areas of particular relevance to them. The interview included five major sections.

Part 1: Participants were asked about their previous experience with the oil and gas industry, including information about roles and lessons learned.

Part 2: Participants were asked how informed they felt about the oil and gas projects proposed for Northern BC, as well as the source and quality of the information they received.

Part 3: Part 3 focused on questions about community readiness for major oil and gas industrial projects; participants were asked to identify present and future pressures and opportunities facing their communities.

Part 4: Community preparation was the focus of Part 4. This section explored a number of subtopics, including housing, labour force, skilled trades, post-secondary education and training, Kindergarten to Grade 12 education, health care, community and social services, economic development services, public safety, recreation and sports facilities and programs, cultural facilities and programs, transportation, business, and the environment. For each of these topics, participants were asked what the community has done to get ready, what needs to be done and by who, and what happens if nothing is done. Due to the breadth of this portion of the interview, participants were asked only to comment on those areas that they felt were particularly relevant to their knowledge, expertise, or personal interest.

Part 5: Participants commented on community vision and coordination, in order to determine whether organizations are taking steps to identify community needs and opportunities, whether they are creating a plan for how the community can align itself to get ready for potential oil and gas projects, and whether they are working to establish collaboration between the many key individuals and organizations in the communities, including industry and government.

2.4 Analysis

All interviews were digitally recorded. Notes were made from the recording of each interview to identify the main points and themes. These notes were sent back to each participant for review to ensure that their views were accurately reflected. Responses to the interview questions were then sorted by topic and compiled into a main summary. From this, common themes were identified through a qualitative content analysis. In addition, a number of unique observations and innovative suggestions were identified. The report follows the same pattern as the interview questionnaire.

3. Kitimat: A brief profile

Kitimat is located on the Kitimat Arm of the Douglas Channel along the north-central coast of British Columbia. It is accessible by Highway 37 and the Northwest Regional Airport, and is located in traditional Haisla territory. According to the census data from Statistics Canada, Kitimat has a population of approximately 8,300 people, with an all-time high of 12,800 in 1981.

Kitimat was an instant town constructed in the 1950s by the Aluminum Company of Canada (Alcan), which built an aluminum smelter on the waterfront and recruited national and international workers to construct and run the facility. According to District of Kitimat records, 2,500 workers were enlisted for the first year of construction and this number increased to approximately 11,300 over the following five years. Once the Alcan smelter and town construction was complete, another boost in population occurred in 1969 when the Eurocan pulp mill was built, and again in 1981 with the construction of the Ocelot (Methanex) methane plant.

The Methanex plant was shut down in 2006 and the Eurocan pulp mill closed in 2010. Rio Tinto Alcan (formerly Alcan) has undertaken a major modernization project at its aluminum smelter, which is bringing many temporary construction workers to town. In addition, the community is preparing for billions of dollars in potential investment from large corporations for the proposed production and shipment of liquefied natural gas, an industry that is new to the region; the natural gas product would be shipped to Asian markets. Lastly, Enbridge's proposed Northern Gateway Pipeline, if approved, would transport bitumen from the Alberta oil sands to the port at Kitimat for shipment to Asia.

4. Dialogues on Readiness Interview Results

For the District of Kitimat, the *Dialogues on Readiness* project conducted 13 interviews; 12 in-person, and one by telephone. This is an analysis of information that the interviewees provided in response to questions about community readiness for possible large-scale industrial projects, particularly in the oil and gas sector.

4.1 Part 1: Previous Experience and Lessons from Large-Scale Industrial Projects

4.1.1 Have you had previous experience in dealing with large-scale industrial projects?

Many interviewees have experience with large-scale industrial projects as a result of living in Kitimat, which is a town built around industry, including aluminum smelting, pulp and paper, and methanol and ammonia production. Several stated that they were currently working on aspects of the Rio Tinto Alcan smelter rebuild. Some residents have also lived in other resource-extracting regions.

4.1.2 What was your role(s) dealing with large-scale industrial projects?

Some interviewees have worked in government, community, and social services, and have interacted with industry representatives through committees and ongoing professional relationships; others have worked directly for industrial manufacturers.

4.1.3 What key lessons have you gained from previous experiences with large-scale industrial projects?

A question about key lessons from previous experiences was asked because these are often valuable in informing approaches to current projects.

In a district that is dependent on industry, it is impossible to discount its significant influence on the community and its various agencies. It was observed by a number of respondents that large-scale industry now considers its social license much more seriously than it did in the past. Industry typically looks for conduits to connect with the community, and identifies key leaders to partner with. In the experience of some of the interviewees, it is beneficial for community organizations to partner with key company contacts, and direct the company's energy toward the community's priority projects and objectives. In Kitimat, organizations with limited resources and capacity, for example, social services, indicated that they have found it productive to form an interagency group with a unified voice for connecting with industry.

Long-time community members who were interviewed questioned the permanency and reliability of industry and are concerned that any new companies will shut down, as others have in the past. A number of participants observed that many residents do not become engaged until they see evidence that the projects are truly happening, because in the past, many proposals did not come to fruition.

From the perspective of community relations and safety, interviewees' experiences with work camps have been mostly positive. Typically, industry camps have tight controls, and employees risk losing their jobs if they behave unacceptably in the community. However, the people who are more loosely affiliated with the projects can cause social disruption in the community through involvement in the drug trade and other illegal activities.

4.2 Part 2: Awareness and Information

4.2.1 How informed are you about proposed oil and gas projects in this area, what are your sources of information, and what kinds of information are you getting?

How informed do you feel?

Some of the interviewees, particularly those who are closely involved with the project proposals, feel quite informed and have a good understanding of the proposed projects. Others feel less well informed, and generally keep track of the flow of information about the projects. A few indicated that they choose not to focus on the topic; they intend to seek out information if the projects proceed.

What are your sources of information?

Many interviewees rely on a variety of information sources: community discussions; word-of-mouth and information sharing among friends, family, and colleagues; media; proponent announcements and information sessions; and community groups that share research and perspectives. Some interviewees have roles in the community that allow for interaction with project proponents, through which information and updates are obtained.

What kinds of information are you looking for?

Interviewees indicated that they are looking for information about the anticipated population growth in Kitimat (including temporary and permanent residents), the proponents' progress in their planning processes, and general information such as the expected volume of resource extraction and locations of installations. Some are also interested in knowing about how companies are supporting the community. Social media and community groups provide critiques of the oil and gas projects and their potential impacts.

Are there gaps in the information you are getting?

Interviewees stated that in many cases, the advocates and proponents of oil and gas projects minimize the potential negative impacts, while opponents minimize the potential benefits. Interviewees indicated that the local news media has been covering the issue, but that the reporting mirrors the information that is used by community groups. Unbiased and independent information is, according to many of the interviewees, difficult to obtain.

Some participants felt that those opposed to oil and gas development are more effective at distributing information than the proponents, while others felt just the opposite was true. Interviewees felt that to be wholly informed, people must seek reliable, balanced information. They

highlighted that staying abreast of the information is difficult because it is voluminous and constantly changing.

There was a sense that the general public is not aware of community public forums and public information opportunities. Of those who do know, interviewees felt that some are hesitant to attend because they feel uncomfortable being seen at the meetings. The process of becoming informed about projects, which includes attending a variety of meetings, can be especially challenging for people who feel they need to preserve a neutral perspective in their professional roles. Some of the interview participants felt that the community is not hearing perspectives of residents who are struggling financially; they are challenged to advocate for themselves.

Several interviewees felt that the oil and gas industry, including proponents and industry associations, should do more to educate the public about the industry in general, since it is new to the area. It was suggested that they could do this by explaining the industry terminology, processes, and technology; describing the size and magnitude of the projects; and making technical information more understandable. Interviewees also felt that industry could provide more information about the federal and provincial regulations and local bylaws that govern project construction and operation, including approval and inspections processes. It was noted that the best way to deliver this information is through community forums that provide people with both an opportunity to ask questions, and written information to take away.

4.3 Part 3: Community Readiness

4.3.1 What are some key pressures the community faces as it prepares for potential oil and gas industrial projects?

The purpose of asking interviewees to name key pressures was to gauge which overall issues – both concerns and opportunities – first come to mind.

Interviewees felt that the present discussion is focused on the social, economic, and environmental impacts of the proposed projects. Generally, the community is not yet concerned with preparedness; many residents are awaiting confirmation that the projects will proceed before they spend time thinking about how to prepare. Others, however, are concerned that this approach will not leave enough time to capitalize on the potential long-term benefits that would offset community costs.

Participants in the interviews felt that Kitimat residents have tended to focus on the direct benefits of economic upswings, such as construction jobs and increased business traffic. A shift in thinking is required to plan for indirect and long-term impacts and benefits. There is an understanding that the anticipated permanent population increase would not exceed Kitimat's capacity; in fact, the District has been larger in the past. However, some anticipate that the oil and gas industry will create a more significant level of growth and change than is expected by the community.

4.4 Part 4: Community Preparation

Interviewees were invited to describe pressures associated with potential oil and gas projects, what is being done to get ready to address them, what needs to be done to get ready, and what will happen if the pressures are not addressed. Interviewees provided information based on their professional role and knowledge, and some also offered insight based on general knowledge they brought as residents.

4.4.1 Housing

Housing: Pressures

The combination of a limited housing supply and significant growth in the number of incoming industry workers has drastically increased housing demand in Kitimat. According to several interview participants, many landowners are evicting tenants in order to renovate their properties and charge higher rents, which industry workers earning higher wages are willing to pay. As a result, residents on low or fixed incomes are being forced to live in substandard housing that may be unhealthy or overcrowded; some even choose to live outdoors. In order to address this issue, participants indicated that local non-profit societies are now working with BC Housing to create subsidized housing. Kitimat has one women's shelter, while men in need of shelter are taken to facilities in Terrace.

Ownership of the single-family housing stock is in flux. It was noted that industry employers have purchased some homes to accommodate their employees, which removes these from the rental pool. Interviewees noted that some long-time residents with grown families are taking the opportunity to sell their homes to realize a significant profit, and many are leaving the community.

Temporary workforce accommodations, or "camps", already exist in the community to support the Rio Tinto Alcan Modernization Project. Generally speaking, interview participants anticipated that many oil and gas construction workers will reside in similar camps, the size and location of which have not been confirmed. These camps offer services and activities for workers, and many have "zero tolerance" for substance use and community disruption. It was recognized, however, that there is a strong likelihood that some of the sub-contractors on these projects will house their workers in the community, rather than in organized camps. Unlike organized camps, community living situations are not supervised and workers will not have access to services and activities.

Housing: What is already happening to get ready

Interviewees indicated that a major focus for the community has been planning accommodation for the construction workers that will be required to build the proposed plants and terminals. Industry proponents are being asked to provide the best possible information about the workforce that will need to be accommodated in the community, and the timeline for their arrival and departure.

Participants reported that there are discussions about sequentially phasing project timelines to decrease the impact on the community and economize on camp facility costs. Rezoning has been approved in Kitimat for a work lodge on a site adjacent to Strawberry Meadows, which would provide temporary workforce accommodation. The rezoning approval included a required monetary contribution from the project proponent to fund affordable housing for the community. Proponents of oil and gas projects are being asked to consider supporting the construction of social housing as part of their legacy. In terms of current construction, interviewees noted that some new homes are being built.

Interviewees indicated that the District of Kitimat has formed a housing committee. A housing needs assessment has been completed and is being used as the basis for discussions with BC Housing about a social housing project.

Housing: What needs to be done to get ready

Interviewees suggested that Kitimat would benefit from exploring the experience of other communities in similar circumstances, with a focus on both short-term construction worker accommodation and long-term accommodation for the operational phase of these projects. This research could inform policy and actions going forward.

Interviewees felt that opportunities to create long-term housing benefit from the current industrial investment in the community should be explored and a strategy developed. A need was identified for an integrated community dialogue about housing options. This would be an opportunity to bring together discussion on a number of housing needs and options.

Interviewees said that it is important that discussions between BC Housing and community non-profits about social housing projects continue. This could include exploring the potential to convert workforce housing into housing for low-income people and seniors.

4.4.2 Labour Force

Labour Force: Pressures

The interviews identified a mismatch between expectations, jobs, and skills in the community. Given the scale of the construction projects underway, there is an expectation in the community that Kitimat residents will find employment. Reflecting the opinions of the community, interviewees indicated that concerns had been expressed that local skilled labour is not being recruited and hired by industry, and people from other locations are being contracted instead. Another issue related to a mismatch of jobs and skills has emerged as a result unskilled workers arriving in Kitimat expecting that there will be jobs, only to find that most positions available are for specific skilled trades.

Interviewees identified growing labour shortages in a range of community social service areas, for example, children's daycare, substitute teachers, and school custodians. There are also shortages in the areas of management, administrative, and office staff. In the service industry many employees at local businesses, particularly cooks and waitresses, are being pulled into higher paying jobs at the camps. This has opened up job opportunities for local youth. Overall, there is a concern that local businesses will lose employees to industry because they are not able to offer the wages and benefits industry can offer.

In terms of planning ahead, it was noted that most businesses and organizations in the community are not aware of the number of construction and operational workers that may be coming to work on these projects. This makes it difficult for the community to plan for the future. Interviewees felt that industry should be encouraged to share employment information.

Labour Force: What is already happening to get ready

With regard to preparations for the construction phase of the anticipated projects, interviewees indicated that the District of Kitimat is in discussions with industry about labour requirements for projects, local supply and service opportunities, and accommodation for temporary workers. Other initiatives that were mentioned in relation to preparation for project construction included the report of the Northwest Regional Workforce Table that identified the jobs required, the labour supply issues, and a training plan to address the needs. Interviewees also mentioned the involvement of industry in working with high schools to get students ready for skilled trades training.

It was noted that the Haisla are developing agreements with companies regarding construction and long-term operational employment positions for Haisla people, and are working with colleges to prepare students for these long-term high-skill job opportunities.

Labour Force: What needs to be done to get ready

Interviewees felt that the local labour force must obtain skills that are needed for oil and gas industry jobs. If this does not happen, local people will not be prepared to take advantage of employment opportunities during either the construction or operational phase of these projects.

Participants stated that the number of jobs, types of jobs, and timeframes need to be understood by organizations that help to prepare the labour force: schools, post-secondary institutions, community organizations that support workers, as well as workers themselves. In addition to jobs in the skilled trades, interviewees felt that people need to be made aware of employment opportunities in social service and social support positions. Work in this area needs to address barriers to labour force participation, such as availability of childcare and transportation.

Participants emphasized the need to inform local residents about the importance of education and skills training. Historically, people could obtain good-paying jobs without post-secondary education or having graduated from high school, so many people are unaware of the qualifications required for employment in the current job market. Students and parents need to be made aware of how critical a Grade 12 education is to future opportunities. Adults need to be able to assess their qualifications and experience against those that are required for employment and, if necessary, pursue skills training or upgrading.

While most interviewees recognized that fly-in/fly-out workers will be required during the construction phase of these projects, many felt that the operations phase workforce should, as much as possible, be from the region and be expected to live in the community.

4.4.3 Post-Secondary Education and Skilled Trades Training

Post-Secondary Education and Skilled Trades Training: Pressures

Participants indicated that there is a need to ensure that young people have the education and training required to take advantage of the new job opportunities. Young people need to be aware of the career opportunities that will be available to them and be informed about the post-secondary training that is required to get these jobs. Interviewees felt that post-secondary institutions needed to engage in outreach activities to learn more about, and develop plans for, reducing barriers to pursuing the opportunities.

Interviewees also noted that there is a need to provide opportunities for older workers to upgrade their skills so that they continue to have employment in the community. Many of these people worked for decades in the forest industry with a Grade 10 or Grade 12 education, however, it was recognized that this level of education will not be adequate for the jobs that are emerging. It was also recognized that there is a need to assist new immigrants – many of whom have the skills for employment – with obtaining the required certifications.

Many interviewees felt that, given the expectations and importance of education and training, additional funding should be made available.

Post-Secondary Education and Skilled Trades Training: What is already happening to get ready

Several of the people interviewed noted the work of the Northwest Regional Workforce Table, which identified the required jobs and labour sectors in short supply, and developed a regional skills training plan. Multiple agencies participated and the process was co-chaired by the Kitimat Economic Development Office. Some of the initiatives that emerged include:

- Development by industry of in-house training for employment.

- Discussions by educational institutions on how to improve the design of apprenticeship programs.
- Integration by Northwest Community College (NWCC) of essential skills training (three examples are document use, reading text, and numeracy) into skilled trades training programs so that the students will be better prepared for their jobs.
- Adapting existing NWCC courses for the mining industry so that they are relevant for oil and gas training, which decreases the time and costs for making the training available.
- Piloting at NWCC a training approach for Aboriginal students that has been successful in Kamloops. The process involves skills assessments, ‘upskilling’ and testing, and then ladders students into trades training programs.
- Offering English language programs targeted at family members of people who have moved to Kitimat from other countries to work on projects.

Post-Secondary Education and Skilled Trades Training: What needs to be done to get ready

It was suggested by many of the people interviewed that proponents be encouraged to invest in local post-secondary training. This would give Kitimat residents the opportunity to train for and take up core community service and support jobs, as well as longer-term operational industry jobs. It was noted that, for many people, traveling outside the community for education is not feasible, and alternative online courses can take much longer to complete. Retraining people who have been laid off from forest industry jobs for oil and gas employment was identified as a priority. In all areas, additional government funds for training and education are needed.

4.4.4 Education – Kindergarten to Grade 12

Education – Kindergarten to Grade 12: Pressures

Participants felt that the school district will be expected to adapt to increasing enrollment and expectations for course delivery. They noted that Kitimat schools closed as a result of the declining population, and it was felt that these may need to be re-opened as the population increases. Several interviewees mentioned that local high schools have not been able to offer some of the upper-level science and math courses that are required for post-secondary training in the fields that will be opening up in Kitimat. Interviewees felt that these courses should be available in Kitimat. Currently, students have to take these courses by internet correspondence or in Terrace, and there was concern that this lowers the number of students enrolled. Some participants mentioned that attracting new teachers and other school staff has also been challenging.

Education – Kindergarten to Grade 12: What is already happening to get ready

Interviewees spoke highly of the existing program that is helping students who wish to pursue career opportunities in the trades: the Accelerated Credit Enrolment in Industry Training (ACE IT)

program. This program allows students to take college-level trades courses while completing their high school diploma. It was noted that high schools are also offering courses such as practical math to help students be successful in the workplace.

Participants noted that schools in Kitimat have had positive relationships with industry, including a long-lasting partnership with Alcan (now Rio Tinto Alcan), which hosted education programs for students, provided sports coaches, and funded playgrounds and special equipment.

Education – Kindergarten to Grade 12: What needs to be done to get ready

Participants felt that the school district will need to prepare for the increased population that is anticipated as people move to the community to take up the operations jobs in the oil and gas sector and other industries. In doing so, participants felt that the district needs to ensure that students will have access to the courses that will prepare them for post-secondary education and careers in the community and in the region. It was emphasized that students should have the opportunity to be prepared for the full range of careers that will be available. In addition to the direct jobs with industry, there will also be jobs in the service and supply sector, and in the business, community, and public sectors.

Another concern expressed by interviewees is the particularly low high school graduation rates in Kitimat, especially among Aboriginal students. They felt that youth must be encouraged to ‘aim high’ and be supported toward employment that is fulfilling, interesting, and long-lasting.

4.4.5 Health Care

Health Care: Pressures

It was noted by interviewees that the nature of the anticipated oil and gas projects means that the health system in Kitimat would be challenged in the short term to serve the large number of workers that will be in the community for the construction phase of the LNG facilities. Once the construction phase is complete, however, the long-term operational phase workforce will be significantly smaller.

Interviewees felt that the experience in other resource communities suggests that the health system also needs to be prepared for an increase in the conditions associated with community and personal change, including substance abuse, addictions, violence, and domestic violence.

Health Care: What is already happening to get ready

Through the interviews, it was learned that Northern Health is working to identify the impacts of the oil and gas industry on health care needs. Northern Health is working with industry to explore primary health care service delivery needs in Kitimat and has also completed research on the health impacts of work camps to inform their advice, preparations, and response.

Health Care: What needs to be done to get ready

Participants stated that a study is needed on the anticipated burden of oil and gas projects on health care service and facilities in Kitimat. The study must consider needs during both the construction and operational phases of these projects, and allow for service expansion and contraction as the population changes. Interviewees recognized that the availability and quality of health services are key elements of a resident attraction strategy, and this should influence decisions to allocate additional capacity to local and regional health services in Kitimat.

4.4.6 Community and Social Services

Community and Social Services: Pressures

In the experience of interviewees, many social issues are exacerbated during the construction phase of industrial projects. This emerges from the influx of transient workers, which can create social disruption in the community.

Interviewees also observed that the long work shifts, which are characteristic of both the construction and operational phases, can strain family relationships. These shifts, which often begin early and end late, can make it challenging to find childcare. A shortage of childcare was identified by interviewees as a major issue in the community – waiting lists have doubled, and before and after school care programs are full and do not operate during summer months. Interviewees were of the opinion that the shortage of childcare could be attributed, in part, to a loss of early childhood educators who have chosen to work in higher-paying industry positions instead of childcare.

Interviewees were concerned about women's issues. Many of the highly-paid jobs in industry are typically male-dominated. This makes it difficult for single mothers (female-lead households) to find highly-paid employment, which limits choice in housing and makes it hard to make ends meet. Interviewees expressed concern that women who are already vulnerable to sexual exploitation will be impacted even more if the size of the male workforce increases.

Participants reported that stress and mental health issues are increasing in the community, and indicated that this is contributing to longer waiting lists for counseling services. It was noted that this is coming at a time when many longtime residents, the core of the volunteer cadre in Kitimat, are taking advantage of rising house prices by selling their homes and leaving the community. This is leaving large gaps in volunteer-run organizations.

Community and Social Services: What is already happening to get ready

Interviewees mentioned that the District of Kitimat provides annual funding for social services in the community, which adds capacity in this sector. An interagency group of social and community service providers meets regularly to share information on their activities and challenges.

In order to help people who are challenged financially, Kitimat has a food share program and community garden, which local businesses fund with in-kind contributions. It was noted that hundreds of people regularly access the service, including long-time families hurt by climbing rents and the high cost of living, as well as people who have come to Kitimat to find work but have been unsuccessful.

Interviewees also spoke of the work the community does to help integrate newcomers. It has developed an information booklet for new residents and organizes 'welcome dinners' to provide an opportunity for new arrivals to make connections with each other and with long-time residents.

Community and Social Services: What needs to be done to get ready

It was noted by several interviewees that a study regarding the potential effects of new oil and gas projects on social services must be completed in order to ensure that the community has an integrated plan for meeting social service needs. This plan could also be used to make the case to the provincial government and other funding bodies for more funding. It was felt that a paid social services coordinator would reduce some of the strain on these organizations.

Interviewees felt that it is important that the community welcome new residents. One way to build on the solid base that is already in town is to encourage newcomers to get involved in community events. It was also suggested that newcomers be encouraged to volunteer. This would help them meet people in the community and would reduce the burden on existing volunteers.

Interviewees expressed concern that sexual exploitation may increase if oil and gas projects proceed. Programs that address sexual exploitation and offer support to affected individuals are needed.

Given the present and expected shortage of childcare, it was suggested by several people interviewed that industry be approached to fund early childhood educator training programs. This would help mitigate some of the anticipated pressures that new oil and gas projects could place on childcare services.

4.4.7 Economic Development

Economic Development: Pressures

According to the people who were interviewed, it is expected that proposed oil and gas opportunities will increase Kitimat's population and tax base, and contribute to creating a diversified local economy through the establishment of support services and businesses. It was felt that the challenge and opportunity for the District and the community is to leverage short-term industry opportunities to create long-term economic development. This was seen as an essential

step toward turning a possible boom and bust situation into long-term stable prosperity for the community.

Some interviewees noted a concern about the ability to maintain the quality of life in Kitimat given the anticipated level of economic development. They highlighted Kitimat's natural beauty, affordable housing, and community spirit as elements they felt were vulnerable to disappearing.

Economic Development: What is already happening to get ready

Several interviewees mentioned the discussions that are occurring on a regional basis between the communities of Kitimat, Prince Rupert, and Terrace. Some of these conversations have focused on the possibility of negotiating a revenue-sharing agreement with the Province, which would distribute the revenue received from industry throughout the region to help all communities accommodate the pressures of industrial growth. Interviewees observed that some regional communities, particularly Kitimat and Prince Rupert, are not as concerned about such an agreement because the oil and gas projects being planned are located within their municipal boundaries, which means taxes would flow to the local government. Terrace, on the other hand, will not have projects within its boundaries, so will not receive direct tax dollars, yet will still feel the impacts of increased industry, including pressures on physical infrastructure, health services, and housing. Some interviewees in Kitimat stated that they do not support a revenue-sharing model because, while it would benefit Terrace, Kitimat has nothing to gain from such an arrangement.

The work that is being done to identify labour force needs and create strategies for increasing local employment with the proposed oil and gas projects was mentioned by several interviewees. They also noted that the District of Kitimat and Chamber of Commerce were helping local businesses position themselves to take advantage of the opportunities presented by this new industry. Several interviewees mentioned that the District has been proactive in supporting economic development, hiring additional planners and economic development staff. It was noted that the economic development department has been active in developing relationships with the proponents of the oil and gas projects. These relationships will help the community anticipate the needs of these projects in order to get ready.

Economic Development: What needs to be done to get ready

Several interviewees felt Kitimat should focus on lobbying provincial ministries for more support in building capacity for economic development and infrastructure cost sharing. They highlighted the fact that the tax revenues from these projects will flow only after operations have begun. The growth pressures, however, will impact the community in the construction phase, long before the taxes begin to flow. It was suggested that the economic development office needs to work closely with the Province in order to obtain funding to deal with the construction phase pressures and influence the expectations that will be established for incoming proponents.

Interviewees stressed that in the midst of potential oil and gas development, Kitimat needs to preserve the features of the community that are attractive to both industry and new residents to ensure that it remains viable. These include a striking natural environment, affordable housing, and high-paying industry jobs.

4.4.8 Business Development

Business Development: Pressures

Interviewees observed that economic growth brings competition, resulting in loss of clients for long-standing local businesses. Some of the challenges mentioned in the interviews were: losing employees to higher-paying industry jobs; losing market share to new businesses; reducing hours of operations because of staff shortages; and being overworked as a result of staff shortages. Other pressures mentioned include increasing rental costs for office and business space and being forced to compete with brand chains in Terrace. Nonetheless, the retail sector in Kitimat is being revived in response to the economic changes occurring in the community, but interviewees report that it is not an easy road.

With regard to supporting workforce development initiatives, it was noted by several interviewees that it is often the small businesses that are willing to accept trades apprentices. Unfortunately, once these employees have completed their certification they are often lured to large industry employers who can offer higher wages and full-time hours. This is a pattern that larger businesses were encouraged to address.

Business Development: What is already happening to get ready

Small business owners and employees identified a need to upgrade their training, but because businesses are short-staffed, they cannot find the time to take part in a full program. To address this issue, condensed courses are being offered, but registration is low for the above reasons.

Interviewees also noted that economic development agencies have designed workshops to help small businesses ready themselves for a changing market. These workshops introduce business owners to the oil and gas industry, familiarize them with the application process for proponents' procurement lists, and emphasize the need to be proactive in order to be in a position to profit from potential economic opportunities.

Business Development: What needs to be done to get ready

Several interviewees were of the opinion that businesses need to consider adapting the services they offer in order to take advantage of the opportunities to work with the oil and gas industry. This will require understanding the needs of the oil and gas industry, which are different from the needs of other industries, such as forestry and aluminum smelting, that have figured predominately in Kitimat's history. It was suggested that businesses should come together to develop ideas and

plans for offering a coherent range of services and supplies to the industry, ensuring that these plans fit with the long-term opportunities that will be available in the community. It was noted that such planning would require information about future opportunities to serve the oil and gas industry, which could be offered by industry proponents.

Some interviewees mentioned that it has been suggested to small retail businesses that they stand to gain a great deal simply by extending their working hours. This would allow industry workers to visit the businesses in the evenings once they have finished work. According to those interviewed, there has been resistance to this idea, perhaps due to the labour shortage that is impacting small businesses.

4.4.9 Public Safety

Public Safety: Pressures

Interviewees observed that recent drug-related crime incidents have compromised the feeling of safety that many people value about living in Kitimat. This type of crime is not unexpected where there is a large influx of temporary workers and high-paying jobs, but it came as a shock to citizens nonetheless since they are accustomed to living in a small, tight-knit community. It was felt that the community should be careful to focus on the reality and statistics related to the incidence of criminal activity, rather than on perceptions, as perceptions often overstate the issues and problems related to public safety.

Interview participants reported that fire and ambulance call levels are on the rise and it was noted that the introduction of the oil and gas industry to Kitimat would stretch the resources of the 20-person department. If call volumes increase further and the types of emergencies change, more personnel and training will be required. It was also mentioned that staff will require training on the different methods used to deal with oil and gas incidents.

It was noted that the police service in Kitimat was reduced recently after an industry closure. It is expected, however, that the number of staff would be increased if Kitimat's population grows. Interviewees mentioned that social services and mental health services work closely with public safety departments, but the available resources are limited. If the population increases, these resources will be stretched.

Public Safety: What is already happening to get ready

Interviewees mentioned that a "readiness study" for fire and ambulance services is underway in Kitimat to prepare for future resource and organizational requirements. At the same time, these services are engaged in conducting safety reviews and approvals for oil and gas projects, which require significant resources and time.

Public Safety: What needs to be done to get ready

Interview participants noted that police, fire, and ambulance departments will need to develop service plans to make a case for additional resources from the Province, and strategies for accomplishing this task will need to be prepared. These plans must include the additional functions and areas of responsibility that may be required in order to provide appropriate services, given the industries that will be present in the community. For example, public safety responders will need to be trained in fire suppression involving hazardous materials related to oil and gas. It was felt that industry should be a major partner in this training.

Lastly, it has been observed that other communities experiencing large oil and gas developments have seen increases in domestic violence. Therefore, more education and awareness about violence and assault prevention are needed.

4.4.10 Recreation, Sports Facilities and Programs

Recreation, Sports Facilities and Programs: Pressures

Interviewees felt that Kitimat's industrial tax base has supported excellent recreation facilities, especially for a small community. As the town becomes busier, recreation staff are reporting heavier facilities use and are experiencing strains on their time and resources. Interviewees noted that zoning has been approved for work camps to be located within community neighbourhoods, which will likely increase the use of recreation facilities. Accessible outdoor recreation amenities, such as trails and fishing spots, are also becoming more frequently used, and many of those interviewed highlighted the need for proper maintenance to preserve the integrity of these places.

Recreation, Sports Facilities and Programs: What is already happening to get ready

It was learned through the interviews that the District's leisure services department is developing baseline data on their current services, usage numbers, and revenues for comparison with previous and future levels.

Recreation, Sports Facilities and Programs: What needs to be done to get ready

Interviewees felt that recreation services need to prepare for anticipated population growth, both during the construction phase and the operational phase. It was suggested that leisure services could partner with industry on various programs, such as employer subsidies for employee recreation passes or on initiatives such as community outdoor recreation projects. Companies may wish to donate to recreation facilities, but it was suggested by interview participants that they should not be pushed to do so, since industry already pays municipal taxes that contribute to these services.

4.4.11 Cultural Facilities and Programs

Cultural Facilities and Programs: Pressures

Interviewees indicated that the community should expect that many of the operations workers who will settle in Kitimat will be immigrants. While this could be a challenge for the community, it was noted that Kitimat was founded with a large immigrant population.

Cultural Facilities and Programs: What is already happening to get ready

Interviewees did not identify any activities that are taking place to get ready.

Cultural Facilities and Programs: What needs to be done to get ready

It was noted by several people interviewed that the community should be prepared to welcome new immigrants. It was suggested that the existing cultural organizations should be encouraged to be involved in developing programs and assistance for these new residents. It was also suggested that there would be a role for the museum in highlighting the contributions of immigrant communities to Kitimat. Participants stated that industry should be encouraged to take part in established activities and events that bring the community together, to show that they support – and see themselves as part of – the community.

4.4.12 Transportation and Infrastructure

Transportation and Infrastructure: Pressures

Interviewees noted that growing industry activity has had an impact on transportation to and from Kitimat. Existing flights to Terrace are often sold out, and as a result, WestJet now offers flights from Vancouver. Car rental companies at the airport have expanded their operations, but cars can still be in short supply. There is a shuttle service between Kitimat and the airport, and industry provides bus transportation for employees.

Within its boundaries, the District of Kitimat has identified the need for upgrades to its roads to support industrial development. Interviewees stressed that these upgrades will be required for the construction phase of the oil and gas projects, when heavy vehicles will be moving through the community. While it is felt that the upgrades should take place immediately, it was noted that the District cannot afford to undertake these projects until industry taxes begin to flow in.

Transportation and Infrastructure: What is already happening to get ready

It was noted that the District of Kitimat has identified a number of key projects and has invested in some road infrastructure improvements.

Transportation and Infrastructure: What needs to be done to get ready

Interviewees placed a great deal of emphasis on the need for a replacement bridge over the Kitimat River in order to safely access industry sites, but highlighted that the cost of \$60 million is not affordable for the District. Discussions are being held with the Province regarding provincial ownership of West Side Road, which would reduce the financial burden on the District.

Interviewees also noted that bus service between Kitimat and Terrace should be reviewed and improved, traffic safety needs to be enforced, and regulation and safety of marine traffic from the oil and gas industry must be carefully monitored.

4.4.13 Environment

Environment: Pressures

Interviewees noted that many people choose to live in Kitimat because of its natural beauty and some fear that the oil and gas industry brings too much intrusion and risk to the environment. There are concerns about oil spills on land and in the water, and even though the systems are designed for maximum safety, oil companies' safety records and level of environmental responsibility do not generate confidence. Interviewees mentioned specific concerns about Kitimat's water supply and the large footprint of the oil and gas project sites on the land. Others fear that increasing demands on infrastructure, for example sewer systems, will also impact the environment.

Environment: What is already happening to get ready

Interviewees noted that each of the proposed oil and gas projects must go through a federally regulated environmental assessment process, and that these assessments are currently underway.

Environment: What needs to be done to get ready

Interviewees suggested that industry proponents should provide information about environmental challenges and measures that will be put in place to safeguard the environment. This information should be delivered in workshops and made available in written form.

4.5 Part 5: Vision and Coordination

4.5.1 Identifying Community Needs, Opportunities, Challenges, and Bringing Groups Together to Plan

Current Initiatives

While Kitimat has an Official Community Plan (2008), participants felt that it should be updated to take into consideration the industrial developments that have occurred since that time and anticipate future needs based on the projected growth associated with the oil and gas projects that are being proposed. Another option would be to develop a plan for the construction phase of the projects that have been proposed and to use scenario planning to anticipate options and choices that will emerge during the operations phase of these projects.

It was suggested that District of Kitimat should take the lead role in bringing groups together for the purpose of preparing the community for the oil and gas development that is being proposed. People identified the need for information on what the community could expect and dialogue about what could be done to ensure that Kitimat retains its high quality of life and benefits from the industrial investment if it is approved.

Who is involved, leading, engaged, or missing?

Interviewees felt that the District should take a leadership role in bringing groups together to plan and there was a strong sense that industry, local businesses, community and social service agencies, and residents should be involved in this process.

How could it be more effective?

Most interviewees felt that the best way to ensure that planning is effective is to engage all sectors in the community in the planning process. It was also felt that information about what the community could expect as a result of the proposed industrial development would be critical to the planning process. While the District was identified as the organization to lead this process, it was also recognized that they would need to work with partners who could bring the full range of expertise and information to the table.

Where is funding coming from?

Funding was not specifically discussed in the interviews.

4.5.2 What is being done to develop a community vision, and what needs to be done?

Current Initiatives

In addition to updating the Official Community Plan, participants said that Kitimat should develop a community vision and sustainability plan. A community vision and sustainability plan would describe what the community wants to gain from the forecasted “boom” and how to avoid a potential “bust”. Some ideas were to envision a legacy for Kitimat and to define what it means to be sustainable. This work should result in a vision that encompasses economic, social, and environmental sustainability.

Who is involved, leading, engaged, or missing?

People mentioned that the District should take the leadership role in developing a community vision and plan. The community at large needs to be involved, as well as industry partners, economic development agencies, the Chamber of Commerce, and the Haisla Nation. Social planning and interagency groups should also be involved as they possess a great deal of knowledge about the community that must be considered in developing the vision.

How could it be more effective?

Participants concluded that the process to develop a vision or sustainability plan should build on dialogues and initiatives that are already underway in the community. It was noted that it would be important to bring outside expertise and information to the process, and ensure that the process was seen as being balanced and neutral. It was suggested that now would be a good time to create a vision because the community’s future looks promising.

Where is the funding coming from?

Funding was not specifically discussed by the participants.

5. Conclusion

The purpose of the *Dialogues on Readiness* project was to better understand the opportunities, pressure points, and processes associated with the development of large industrial projects. Specifically, the project explored:

- The level of understanding of the process and timing associated with the development of large industrial projects.
- Community factors that need to be considered in order to be prepared and ready for large industrial projects.
- Mechanisms for readiness, community capacity, and the ongoing involvement by government, industry, and communities.
- This phase of the project was conducted in Kitimat, Prince George, Prince Rupert and Terrace, and focused on the oil and gas sector.

Through interviews with a broad cross-section of residents whose work or volunteer activities were related to community readiness, it was found that a number of positive things are happening:

- Through the Northwest Regional Workforce Table, a Regional Skills Training Plan was developed which identifies high-demand occupations and actions that will help meet the demand.
- NWCC has partnered with regional school districts to offer the ACE IT program, which allows students to take college-level trades courses while completing their high school diploma.
- A housing committee has been established and a housing needs assessment completed.
- A food share program and community garden have been established to help families and individuals who are struggling with the cost of living.
- The District of Kitimat has been proactive in supporting economic development, hiring additional planners and economic development staff.
- A “readiness study” for fire and ambulance services is underway.

The interviews also identified a number of areas where participants felt that action was required in order to be prepared for large industrial projects in the oil and gas sector:

- In light of the anticipated industrial investment in the community, there is a need to develop an integrated vision and plan for the future. The plan would outline how Kitimat could realize long-term benefit from the anticipated industrial investment in the community and reduce its vulnerability to “boom and bust” cycles. The plan should be inclusive of the economic and social sectors and provide opportunities for participation by all community residents.

- Kitimat would benefit from developing a housing plan that considers short and long-term housing needs. Participation by industry and information regarding anticipated employment would help to ensure that the plan is on target. The discussions that have begun with BC Housing regarding the development of a social housing project should continue.
- There is a need to provide opportunities and address the barriers that keep older adults from pursuing training and skills upgrading. These barriers include childcare, transportation, access to locally-delivered programs and courses, and funding for tuition and supplies.
- There is a need to focus on educating youth: to increase high school graduation rates, provide senior level high school math and science courses in Kitimat, and to provide more help for students with special or additional needs.
- Youth and their parents should be made aware of the career opportunities that will be available in the region, not only through direct employment with industry, but in service, support, public sector, and community services as well.
- Health care services in Kitimat should be reviewed to ensure that there is the capacity to meet community needs.
- Community and social services agencies need better information about the impact of oil and gas projects so that they can plan for increased need and make the case for additional funding support.
- The business community would benefit from having a coordinated strategy for taking advantage of the opportunities to meet the needs of the oil and gas industry.
- A plan to welcome and integrate new residents into the community should be developed, with consideration of both the construction and operations phase opportunities and challenges.
- There is a need for better communication, coordination, and collaboration between economic, business, community, and social development agencies in the community and region in order that the plans and actions that are developed are integrated, complementary, and comprehensive.
- Given that the oil and gas industry is new to the area, there is a need for public education that builds awareness of the regulations, approval processes, timelines, and monitoring and reporting requirements for these projects.

Enhancing community readiness will better position the community and region to realize long-term benefit from the anticipated activity and investments by the oil and gas sector. Working together, the community and industry can realize the mutual benefit that comes from having a qualified workforce, an attractive community that can attract and retain workers, a strong and diversified business sector, and a robust community and social services sector. Building a resilient community with a sustainable economy will ensure that Kitimat remains vibrant and viable well into the future.

6. Appendix A: Dialogues on Readiness Consent Form

Dialogues on Readiness: Preparing for Industrial Development in Northern BC

Purpose – A common interest has emerged among communities, regions, and industry for a better understanding of the opportunities, pressure points, and processes associated with the development of large industrial projects. The objective of the project is to further dialogue and understanding about this development, including mechanisms for readiness, community capacity, and the ongoing involvement by government, industry, and communities. This phase of the project will focus on developments in the oil and gas sector.

How Respondents Were Chosen – Interview participants were identified from publicly available lists as well as from local suggestions of people who have the potential to provide information on community readiness for industrial development.

Anonymity and Confidentiality – The names of participants will not be used in any reporting, nor will any information which may be used to identify an individual be used within the project reporting. All information shared in the interviews will be held in strict confidence by the researchers. All records will be kept in a locked research room at UNBC and will be accessible only to the research team. The information will be kept until the final project report is complete, after which time, shredding and file erasure will destroy all information related to the interview.

Potential Risks and Benefits - This project has been assessed by the UNBC Research Ethics Board. The project team does not consider there to be any risks to participation. It is hoped that by participating, people will be able to help prepare the community for large industrial investment.

Voluntary Participation - The interview will be audio recorded and a summary of key themes will be created. A key thematic summary of the interview will be sent to each interviewee, and they will have one week to provide any edits or corrections back to the research team. Participation in the interview is entirely voluntary and, as such, people may choose not to participate. Interviewees may choose not to answer any questions that make them uncomfortable, and they have the right to end their participation in the interview at any time and have all the information they provided withdrawn from the study and destroyed. The interview is expected to last 45 minutes.

Research Results - In case of any questions that may arise from this research, please feel free to contact Dr. Greg Halseth (250-960-5826; halseth@unbc.ca) or Marleen Morris (250-960-9806; mmorris@unbc.ca) of the Community Development Institute at UNBC.

Complaints - Any complaints about this project should be directed to the Office of Research, UNBC (250) 960-6735, or e-mail reb@unbc.ca.

I have read the above description of the study and I understand the conditions of my participation. My signature indicates that I agree to participate in this study.

(Name -please print)

(Signature)

(Date)

7. Appendix B: Dialogues on Readiness Interview Questions

Part 1: Opening Questions

1. Have you had experience in dealing with large scale industrial projects?
 - a. If so, where and when?
 - b. Was it during the planning phase, construction phase, or the operating phase of the project?
 - i. Prompt: Were these multi-year projects? Were there multiple projects involved?
2. What was your role?
3. What were the key lessons from your experience?

Part 2: Awareness and Information

1. How informed do you feel about the oil and gas projects that are being proposed for this area?
 - i. Prompt: Differentiate for the different projects: Pipelines, LNG plants, refineries.
 - ii. Prompt: Balanced, comprehensive, up-to-date, understandable.
2. Where do you get your information?
 - i. Prompt: Media, social media, websites, organizations, other people (word of mouth).
 - ii. Prompt: Which sources are best? Why?
3. What kind of information are you getting? Why is it relevant to you?
4. Are there gaps in the information you are getting? Why would this information be relevant to you?

Part 3: Community Readiness

1. What are some of the key pressures the community is facing as it prepares for potential industrial development?
 - i. Prompt: labour force / availability of labour, transient people / workers, public safety, crime, housing, community services, environmental impact, noise, traffic.

Part 4: Community Preparation

I would now like to ask, probe a little deeper, into some specific areas related to community pressures and community readiness.

Housing

1. What are the pressures around housing?
 - i. Prompt: suitability of current housing stock, type and tenure of housing, cost, overcrowdedness, camps.
2. What is being done to get ready?
3. What needs to be done to get ready? By whom?
4. What happens if this is not addressed?

Labour Force

1. What are the pressures around the labour force?
 - i. Prompt: shortage of workers, shortage of specific skills, cost of labour, retention / length of stay, local / non-local hiring, long distance labour commuting, Aboriginal hiring.
2. What is being done to get ready?
 - i. Prompt: recruitment / retention programs, marketing campaigns, industry/government/education collaboration.
 - ii. Prompt: Who are the opportunities focused on? Who should they be focused on?
3. What needs to be done to get ready? By whom?
4. What happens if this is not addressed?

Skilled Trades

6. What are the pressures around skilled trades training?
 - i. Prompt: local opportunities, right offerings available, timing (when courses are offered), Aboriginal focus, focus on long-term / chronically unemployed.
7. What is being done to get ready?
 - i. Prompt: recruitment / retention programs, marketing campaigns, industry/government/education collaboration.
 - ii. Prompt: Who are the opportunities focused on? Who should they be focused on?
8. What needs to be done to get ready? By whom?
9. What happens if this is not addressed?

Education and Training (Post-secondary)

1. What are the pressures around post-secondary education and training?
 - i. Prompt: local opportunities, right offerings available, timing (when courses are offered), Aboriginal focus, focus on long-term / chronically unemployed, student funding issues.
2. What is being done to get ready?
 - i. Prompt: recruitment / retention programs, marketing campaigns, industry/government/education collaboration.
 - ii. Prompt: Who are the opportunities focused on? Who should they be focused on?
3. What needs to be done to get ready? By whom?
4. What happens if this is not addressed?

Education (K-12)

1. What are the pressures around K-12 education?
 - i. Prompt: existing / anticipated school capacity, age, availability of higher level high school courses.
2. What is being done to get ready?
3. What needs to be done to get ready? By whom?
4. What happens if this is not addressed?

Health Care

1. What are the pressures around health care?
 - i. Prompt: number of physicians, ER, other health professionals (physiotherapy, occupational therapists).
2. What is being done to get ready?
3. What needs to be done to get ready? By whom?
4. What happens if this is not addressed?

Community and social services

1. What are the pressures around community and social services?
 - i. Prompt: availability of services to deal with / welcome the influx of new residents, anticipated social and crime issues, immigrant settlement.
2. What is being done to get ready?
3. What needs to be done to get ready? By whom?
4. What happens if this is not addressed?

Economic development services

1. What are the pressures around economic development services?
 - i. Prompt: availability of services to develop or manage a community economic development plan, local business development, local business succession planning, business and industry attraction and retention, availability of market trend data for local business.
2. What is being done to get ready?
3. What needs to be done to get ready? By whom?
4. What happens if this is not addressed?

Public safety

1. What are the pressures around public safety services?
 - i. Prompt: police, fire, ambulance, justice
2. What is being done to get ready?
3. What needs to be done to get ready? By whom?
4. What happens if this is not addressed?

Recreation and sports facilities and programs

1. What are the pressures around recreation and sports facilities and programs?
 - i. Prompt: recreation facilities and programs, outdoor recreation, environment.
2. What is being done to get ready?
3. What needs to be done to get ready? By whom?
4. Who should fund this?
5. What happens if this is not addressed?

Cultural facilities and programs

1. What are the pressures around cultural facilities and programs?
 - i. Prompt: cultural facilities and programs, groups and organizations.
2. What is being done to get ready?
3. What needs to be done to get ready? By whom?
4. Who should fund this?

5. What happens if this is not addressed?

Transportation

1. What are the pressures around transportation?
 - i. Prompt: local / regional roads, industrial traffic, air line connections, rail connections.
2. What is being done to get ready?
3. What needs to be done to get ready? By whom?
4. What happens if this is not addressed?

Business

1. What are the pressures around business and the retail / service sector?
 - i. Prompt: knowledge of procurement and contract opportunities, ability to recruit, skills, wage differentials with major employers, employee retention, cost, local cost of living, availability of business services (accounting, IT, marketing).
2. What is being done to get ready?
3. What needs to be done to get ready? By whom?
4. What happens if this is not addressed?

Environment

1. What are the pressures around the environment?
 - i. Prompt: increased population, increased traffic, water supply and treatment, risk of accidents, greenhouse gas emissions.
2. What is being done to get ready?
3. What needs to be done to get ready? By whom?
4. What happens if this is not addressed?

Part 5: Community Vision and Coordination

1. What is being done to identify the community needs, opportunities, and challenges that will emerge as a result of the industrial investment?
 - i. Prompt: building community capacity, diversifying local economy.
 - a. Who is involved?
 - b. Are outside agencies and organizations engaged in the process?
 - ii. Prompt: provincial ministries / agencies, regional bodies.
 - c. Is there anyone missing from these dialogues?
 - d. Who is taking the lead?
 - e. What could be done to make this work more effective?
 - f. Who is currently funding this work?
2. What is being done to develop a vision for the community?
 - i. Prompt: for now, for the future? Is discussion based on community assets and aspirations?
 - a. Who is involved?
 - b. Are outside agencies and organizations engaged in the process?

- ii. Prompt: provincial ministries / agencies, regional bodies.
 - c. Is there anyone missing from these dialogues?
 - d. Who is taking the lead?
 - e. What could be done to make this work more effective?
 - f. Who is currently funding this work?

- 3. What is being done to bring groups in the community together to understand and plan for the needs, opportunities, and challenges that will emerge as a result of the industrial investment?
 - a. Who is involved?
 - b. Are outside agencies and organizations engaged in the process?
 - i. Prompt: provincial ministries / agencies, regional bodies.
 - c. Is there anyone missing from these dialogues?
 - d. Who is taking the lead?
 - e. What could be done to make this work more effective?
 - f. Who is currently funding this work?