

Dialogues on Readiness

Preparing for Industrial Development in Northern BC Communities: Prince Rupert



Prepared by the Community Development Institute
University of Northern British Columbia
July 2014

Table of Contents

Acknowledgements.....	3
Availability.....	4
1. Dialogues on Readiness	5
2. Methodology... ..	6
2.1 Research Ethics.....	6
2.2 Key Informant Interviews	6
2.3 Interview Questions	6
2.4 Analysis.....	7
3. Prince Rupert: A brief profile.....	8
4. Dialogues on Readiness Interview Results	9
4.1 Part 1: Previous Experience and Lessons from Large-Scale Industrial Projects	9
4.2 Part 2: Awareness and Information	11
4.3 Part 3: Community Readiness	13
4.4 Part 4: Community Preparation	14
4.5 Part 5: Vision and Coordination	26
5. Conclusion	28
6. Appendix A: Dialogues on Readiness Consent Form	30
7. Appendix B: Dialogues on Readiness Interview Questions	31

Acknowledgements

The Community Development Institute would like to thank all of the leaders, educators, industry representatives, residents, business owners, service providers, and others who took part in the *Dialogues on Readiness* project. Your observations, vision, and innovative solutions make up the body of this report.

Our sincere thanks to Heather Evans, who conducted the community interviews for this project. We would also like to thank the members of our advisory committee: Linda Movold, Trish Parsons, Dave Pernarowski, Philippe Reicher, Finlay Sinclair, Trevor Williams, and Cathe Wishart, who helped guide the project, provided contacts, and offered valuable insight.

The Community Development Institute also wishes to thank our student research assistant team, Erin MacQuarrie, Devon Roy, and Gerald Pinchbeck for their assistance in transcribing the interviews.

Marleen Morris and Greg Halseth
July 2014

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

Contact Information

For further information about this topic and the project, feel free to contact Greg Halseth or Marleen Morris, Co-Directors of UNBC's Community Development Institute:

Community Development Institute at UNBC
3333 University Way
Prince George, BC V2N 4Z9
Website: <http://unbc.ca/community-development-institute>

Greg Halseth
Tel: 250-960-5826
Fax: 250-960-6533
E-mail: greg.halseth@unbc.ca

Marleen Morris
Tel: 250-960-5952
Cell 1: 250-960-9806
Cell 2: 604-785-2584
Fax: 250-960-5606
E-mail: marleen.morris@unbc.ca

Report: 13-02-03

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 Prince Rupert, 13 interviews were completed.

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. Prince Rupert: A brief profile

Prince Rupert is located along BC's north coast and is accessible by air, water, or road (via the Yellowhead Highway). Prince Rupert has a population of approximately 12,500 people, with an all-time high of 16,700 in 1996. The harbour is home to the Prince Rupert Port Authority, which is an international trading port regulated by the Canada Marine Act. BC Ferries runs sailings to Haida Gwaii and Port Hardy, and the Alaska Marine Highway ferries connect Prince Rupert to communities in that state.

The city was founded in 1910 in traditional Tsimshian territory when the Grand Trunk Pacific Railway selected the location for its Pacific terminus. During World War II, US soldiers stationed in the Prince Rupert area built a highway connecting the city to Terrace. After the war, fisheries and forestry became the primary industries; coal and grain shipping followed. Following a significant forestry decline in the 1990s, which was triggered by the softwood lumber dispute with the United States, the pulp mill in Prince Rupert shut down. Together with downturns and closures in the fisheries, Prince Rupert endured some challenging years.

Over the past few years, activity at the port has contributed to the economic growth of the community. The recently founded Prince Rupert Port Authority oversees a new container port and activity is high at the coal and grain terminals. Today, Prince Rupert is preparing for billions of dollars in potential investment from various large corporations for the proposed construction of liquefied natural gas (LNG) terminals; the natural gas would be shipped to Asian markets.

4. Dialogues on Readiness Interview Results

For the City of Prince Rupert, the *Dialogues on Readiness* project conducted 13 interviews; 12 in-person, and one by telephone. This is an analysis of the 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?

Several interviewees have been part of operating large-scale industrial projects, located in Canada as well as internationally, or have been part of reviewing and responding to projects on the community's behalf. For some of interviewees, their first exposure to industrial projects on a large scale is their current involvement in Prince Rupert.

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

Interviewees' involvement with projects was generally related to professional roles including: local government, education and training, safety, and community and social services. Others had worked directly for a project proponent in a management or engineering role.

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

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

Interviewees indicated that, from their experience, when proponents of industrial projects are in the planning phase of a project, they are very interested in learning about the socio-economic context of the community and working with community representatives. Communities have the opportunity to draw on the experience and recommendations that the industrial companies bring from previous projects in different regions of the world. A further lesson about the planning phase is that communities can use this time to determine how to prepare, but should not be surprised if proponents and various levels of government do not want to invest money in community infrastructure and projects until a final decision has been made to proceed with the project.

A key experience that was shared is the strong influence that industries have on the socio-economic characteristics of the population. As community employment opportunities shift toward a new industry, residents who do not participate in the new 'dominant' industry often move away and new people move to town. These residents bring new interests, values, and intentions for the community. Also, the new industry's labour characteristics may contribute to a widening gap between rich and poor, and/or changing income levels.

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?

Interviewees who work with organizations that are directly involved with proponents, for example economic development agencies, indicated that they feel well informed. Several interviewees indicated that they feel at least somewhat up to date and informed about the projects, and realize that more information will be available as the planning and review process advances.

What are your sources of information?

Interviewees gather information from a variety of sources. Media and social media are key sources of information for some interviewees, particularly those who are following along peripherally. For others, the media is one of several sources of information. Many interviewees indicated that community consultations, open houses, and hearings have been informative. Several people mentioned that in-depth discussions are particularly helpful to gaining understanding, for example talking with colleagues throughout the region that are also affected by the projects. Person-to-person connections with industry representatives were also described by respondents as being valuable because they provide opportunities to discuss issues that are not covered in the companies' written communications and general presentations.

What kinds of information are you looking for?

Interviewees indicated that they are looking for information on the following topics: economic benefits, infrastructure requirements, infrastructure financing, workforce demands, job opportunities, workforce accommodation, safety responses, investment amounts, timelines, and stage of environmental review. They are also searching for information about environmental impacts, particularly related to oil and gas projects, which they often get from environmental advocacy groups.

Are there gaps in the information you are getting?

Several interviewees indicated that they felt that the community would benefit from opportunities for open dialogue that presents and considers both concerns and benefits of proposed oil and gas projects. They observed that individuals and groups in the community often coalesce around a given position. These groups then express strong opinions from that position, for example

expressing opposition to projects due to concerns about the environment, or presenting support for projects due to opportunities for economic growth. Interviewees indicated that the local news media has been covering the issue, but that the same polarization that exists in the community is reflected in the reporting.

It was noted that project proponents are delivering information about the oil and gas industry, particularly liquefied natural gas (LNG), to the community. Despite this, interviewees felt that the community-at-large still does not have a firm understanding of what to expect if these projects are developed. They identified a lack of experience with the industry, and a wait-and-see approach to the projects, as contributing to this gap. Some participants expressed particular concern that the community is not aware of the current environmental assessment process, or that they have an opportunity to be involved.

It was also noted that most of the information available, regardless of the source, focuses on the construction phase of the proposed oil and gas projects. While this phase will have a significant impact in the community, it will be short-lived. Interest in information about, and discussion of, the long-term operational phase of these projects has not emerged.

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 issues – both concerns and opportunities – come to mind.

Uncertainty was highlighted as a key pressure. While nobody knows how many projects will go ahead, which ones they will be, and when they will start, participants reported that there is a feeling of urgency to get ready, since the projects will proceed quickly as soon as investment decisions are made. It was noted that preparations such as labour force training and infrastructure upgrades will take time to organize, mobilize, and complete. Agreements and arrangements with industry about community benefits and projects need to be in place in advance of investment decisions.

Interviewees identified labour force issues as both a pressure point and an opportunity for the community. The opportunities will arise from the jobs that will be available and population increase that Prince Rupert could expect as a result. The pressure points identified include the need to develop and deliver training programs so that people can take advantage of the job opportunities, the need for workforce accommodation, the potential for increased social disruption and criminal activity, and the increased demands that will be placed on the service and facility infrastructure in the community.

Several interviewees commented that there are concerns among many in the community about the magnitude and timing of infrastructure upgrades. They noted that Prince Rupert already has an infrastructure deficit, and felt the proposed oil and gas projects would amplify this issue. Some infrastructure upgrades are needed in the short-term, but interviewees noted that it will be difficult for the municipality to fund the projects before it receives taxes from industry. Funding for additional infrastructure upgrades would need to be secured as part of the legacy contribution from project proponents.

Participants identified organizational capacity as another key pressure. Even at the current level of growth and development, organizations in the community report that they are under strain. This means no organization in Prince Rupert has the capacity to take the lead in bringing groups together to plan and prepare for the impact of the proposed oil and gas projects. While some organizations indicated that they have begun exploring the potential need and demand for their services, this work is done in isolation and with limited resources. While considered by some to be essential, there is uncertainty about whether there will be funds available from the provincial or federal government, or from industry, to support these planning efforts.

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 bring as residents.

4.4.1 Housing

Housing: Pressures

Participants noted that rental vacancy rates are very low, and rental costs are high and increasing in Prince Rupert. This is a particular concern for low-income households, some of whom are spending a significant proportion of their income, as high as 70%, on housing that is of poor quality. Some interviewees have a sense that there is an increasing gap between rich and poor in the city, and that the need for affordable housing will increase in the future, especially if lower-income people do not get employment with oil and gas projects. BC Housing has some social housing units in Prince Rupert, but interviewees have not heard about any proposals or opportunities to create additional social housing.

Some interviewees mentioned that there are questions about whether the construction workforce for the projects would be accommodated entirely in temporary camps or within the community. There were differing opinions among interviewees about which option would be preferable in terms of infrastructure, economic benefit, and social dynamics in the community.

With regard to the operational workforce, it is understood by the community that project staff would be permanent residents of Prince Rupert or the surrounding area. While some of these workers will be long-time residents, many will be newcomers to the community. Interviewees noted that housing stock of decent quality and cost is a key factor in attracting and retaining a stable labour force.

Housing: What is already happening to get ready

Interviewees mentioned that some industry proponents are currently preparing socio-economic impact plans, which are expected to identify whether there are requirements for additional housing in the community. This will inform further discussions with the community about their involvement in finding solutions to housing needs.

It was noted that some renovations of the existing housing stock have begun, and development plans for additional units are underway.

Housing: What needs to be done to get ready

Interviewees identified a need for additional social housing, with some mentioning the need for a shelter for men and housing for seniors. It was suggested that industrial projects and new development should be encouraged to contribute to the creation of more affordable housing in the community. Some interviewees mentioned that there are fears in the community that a lack of social housing could result in additional social issues.

4.4.2 Labour Force

Labour Force: Pressures

Interviewees indicated that there is an expectation that industry would hire qualified local residents for jobs, before recruiting labour from outside the community. There is also an understanding that skills training would be required, and that Aboriginal people, youth, and underemployed residents would be proactively engaged in these opportunities. Interviewees expressed some uncertainty as to how local labour agreements and jobs would be allocated and coordinated between First Nations bands and the rest of the community.

It was mentioned that industry needs to provide information to local training institutions and the community about projected labour force needs for the projects, including the number of jobs, the types of positions, and the timelines for hiring. Some of the participants noted that training institutions are under pressure to develop programs that deliver workers when industry needs them. This is a challenge given limited funding and tight timelines.

In addition to direct industry jobs, interviewees indicated that it is anticipated that there will be job opportunities in the support and service sectors. However, since industry can offer wages that are higher than most local businesses can afford to pay, local service businesses will be challenged to retain and attract employees.

Interviewees pointed out that at the same time as industry and local businesses are finding it more difficult to recruit new staff, a number of workers will reach retirement age and will leave the workforce. As the skills shortage converges with departures due to retirement, businesses can expect that labour costs and worker turnover will increase. This could have an impact on the viability of many businesses. Interviewees noted that the ability to attract and keep workers in the community will become increasingly important.

Labour Force: What is already happening to get ready

It was mentioned that both a Workforce Strategy Committee and a Labour Market Task Force are active in Prince Rupert. These groups are working to identify the kinds of jobs, number of workers, hiring timelines, and skills training that will be required. Industry, business, and local government

representatives from Prince Rupert participate on the Northwest Regional Workforce Table, which has developed a training plan for the region.

Interviewees noted that oil and gas companies are in the process of developing engineering plans for their projects. The outcome of these plans will inform labour force requirements, which would be refined by the contractors building the projects.

Labour Force: What needs to be done to get ready

Several interviewees were of the opinion that industry needs to provide timely information about workforce needs. Industry is regarded by the community to be an integral part of the 'solution team' that helps to prepare the local labour force for opportunities. It was suggested that formalized commitments are needed for hiring people from the community and local First Nations.

While people agree that Prince Rupert must be prepared for the impacts of industrial investment, there is some hesitancy about spending too much time and money on forecasting labour force needs. Rather, it was suggested, labour force scenarios should be developed for both the construction and operational phases that allow for a range of options with regard to the number of projects that go ahead and their timelines.

There was strong agreement that the knowledge that has been gained in labour and workforce training studies needs to be communicated to the community so that people understand the opportunities and are motivated to prepare.

4.4.3 Post-Secondary Education and Skilled Trades Training

Post-Secondary Education and Skilled Trades Training: Pressures

Interviewees who commented on post-secondary education and training felt that there is an expectation that post-secondary institutions will deliver the skilled workers that industry needs for the construction phase of these projects. It was noted that, in many cases, this will require the development of new programs and courses. In order to do this effectively and efficiently, these institutions need to have access to information regarding the number and nature of the jobs that will be created. It was noted by interviewees that the budget allocation from the provincial government for program development and implementation often does not cover the full cost of planning and delivery.

Interviewees indicated that there is an expectation in the community that there will be job opportunities for people who want to work, regardless of their education, training, or experience. This means that education and training institutions will be working with people who have significant employment challenges. Interviewees involved in post-secondary education indicated that the sector is responding by creating programs that include skills upgrades, prerequisites, life

skills training and other support to ensure student success. They are delivering programs locally in smaller, more remote communities in order to remove barriers that may otherwise prevent people from getting trained.

Interviewees observed that many Prince Rupert residents have worked throughout most of their careers in industries that are no longer active. These residents need to be informed that there are opportunities for retraining in the oil and gas industry. They also need to be made aware that their previous work experience will contribute to their training. It was noted that loan, bursary, and scholarship opportunities should be made available for those who need financial assistance.

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

Interviewees highlighted that local post-secondary institutions, the Prince Rupert School District, and training institutions benefit from good relationships. Together, they are working on programs that engage students in college-level trades courses while they are still in high school. The Accelerated Credit Enrolment in Industry Training (ACE IT) Program will make it possible for students to reduce their time to graduation and employment.

It was noted by interviewees who are involved in this field in Prince Rupert that training and trades institutions are continuously working with industry to match required training and certification with labour needs. They cited the Coastal Pathways Partnership as an example of a new and successful partnership between Northwest Community College, industry, training institutions, and the School District to provide skills training to students.

It was noted that training institutions are also working on offering programs for recognizing and accepting international credentials, so that internationally trained people who have moved to Prince Rupert can find employment in their field of work.

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

Interviewees emphasized that partnerships are key to delivering targeted and cost-effective education and training. Industry and post-secondary and training institutions need to work together to ensure that courses and programs create direct links and pathways between training and employment. Partnerships between the School District, colleges, and institutes that offer trades training are also important. Participants recommended the continuation and growth of existing initiatives, such as transitional credit programs for trades, high school prerequisites for trades and science programs, and trades orientation for younger students.

It was suggested that post-secondary institutions need to develop housing for students, particularly since market housing in Prince Rupert is increasingly unaffordable. Affordable student housing

would be important in attracting students from other communities to Prince Rupert. This was identified as an area where industry may be able to assist.

Participants emphasized the need to inform local residents about the importance of education and skills training. Given the history of employment in the community, where people could obtain good-paying jobs without post-secondary education or having graduated from high school, many people are unaware of the qualifications required for employment in the current job market. Students and parents need to know 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.

4.4.4 Education – Kindergarten to Grade 12

Education – Kindergarten to Grade 12: Pressures

The Prince Rupert School District currently has about 2,000 students. It is understood from the interviews that the School District's current funding is based on higher than actual student enrolment numbers. This means that 'actual enrolment' would have to exceed the 'funded enrolment' before the District would realize a budget increase. Hiring and retention was said to be challenging for the School District, as many potential candidates do not want to move to Northern BC.

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

As mentioned, the School District is working with post-secondary institutions and industry to provide opportunities for students to pursue trades, including dual credit programs and apprenticeship programs. Interviewees also noted that schools are offering courses in business literacy and are running Junior Achievement programs in partnership with Rotary Clubs. Also mentioned was a pilot entrepreneur certification program, which will be starting at a First Nations high school and Northwest Community College.

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

Interviewees felt that the provincial government needs to commit to a long-term investment in learning by funding programs that target young children up to six years old, to provide foundations so that children are ready for school. Schools need to continue to make links between learning and jobs, advise students and their parents about the demand for trades, and emphasize the necessity of high school graduation for future opportunities.

4.4.5 Health Care

Health Care: Pressures

The nature of the anticipated oil and gas projects means that the health system in Prince Rupert would be challenged in the short term to serve the large number of workers that would 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.

It was noted by interviewees that 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 with a planning committee in order to identify the impacts of the oil and gas industry on health care needs. This group is looking specifically at lessons from the Peace District. Northern Health 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 Prince Rupert. 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 Prince Rupert.

4.4.6 Community and Social Services

Community and Social Services: Pressures

Interviewees expressed concern that community growth and transition associated with the construction phase of oil and gas projects would strain social services in the community and reduce the quality of life. Increased crime – the consequence of having a transient, highly-paid, largely male population – was mentioned as a significant concern. An increase in poverty – the consequence of a lack of work for unskilled labour combined with increased costs for rent, food, and other necessities – was also highlighted as an issue that could emerge during the construction phase. Interviewees felt that this would place additional pressure on services such as the food bank, community meal programs, and shelters.

Several interview participants were concerned that the new community dynamics would create turmoil, instability, and discord in local families, which would put pressure on already strained

resources for counseling and support. Daycare, which is already in short supply, is another issue. Population growth and increased opportunities in the labour force would place additional pressures on daycare capacity and quality.

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

A number of actions were identified by participants as being underway in the community. The City is organizing a roundtable involving industry and social services providers to discuss how to prepare for social change resulting from industrial projects. In addition, a newly formed committee of social agencies, called *Get in Gear*, is meeting to become more familiar with one another's services and challenges. Recognizing that many of the newcomers to the community will be new Canadians, training institutions are augmenting immigrant assistance and welcoming services. A community-to-community forum, organized by Port Edward, brought together local governments to discuss issues of mutual concern and to pursue socially-oriented projects that support their communities. This forum has been organized annually for a number of years.

Non-profit organizations have collaborated on the development and implementation of a life skills program that is being piloted to teach money management and related skills. The purpose is to give people the skills required to manage their lifestyle and save money for the long-term, for example to avoid binge spending and behaviours that have a negative impact on them as individuals and the community.

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

Interviewees spoke to the need for a study to identify the current capacity of social services in the community, quantify industry impacts, forecast the budget and resources that would be required to meet the community's needs, and identify government and industry sources for funding. It was suggested up-front investment in community and social services would contribute to a positive investment climate for business. While it was recognized that the services required would be identified in the study, it was suggested that the community requires additional transition house facilities, a youth centre, daycares, and supported seniors housing.

With regard to integrating newcomers into the community, it was suggested that programs be developed and promoted to involve companies and employees in the life of the community, for example, inviting them to participate in community celebrations, volunteering, sports and other recreation activities.

4.4.7 Economic Development

Economic Development: Pressures

Interview participants involved in this field noted that there are several initiatives taking place. The City of Prince Rupert and the Port of Prince Rupert are focused on attracting and preparing for

major industrial investment. A number of significant oil and gas projects have been proposed in the area and they are waiting for final investment decisions on these; international market factors will have a significant influence on these decisions. Interviewees also mentioned that a number of other initiatives are underway to attract and retain business activity and build the long-term economy, such as plans for downtown business development. Some interviewees noted that economic growth will be constrained because a limited amount of land is available for future development.

Economic Development: What is already happening to get ready

Interviewees indicated that a study of opportunities related to LNG terminals and shipping – for example port servicing, shore-side infrastructure, and provisioning – is currently underway. This study is looking at Gladstone, Australia as a useful case study to help understand the opportunities and challenges related to this type of development. In addition, Tourism Prince Rupert is engaged in a number of initiatives to maximize opportunities from anticipated investment and growth.

Economic Development: What needs to be done to get ready

Interviewees emphasized the need for Prince Rupert to prepare for both the short-term construction phase, and the long-term operational phase opportunities for local and regional economic development. Some of the strategies identified included expanding airport capacity and facilities, diversifying the city's economic foundations, and creating legacies from the current level of industrial development. Finally, it was suggested that there is potential for communities across Northern BC to work together on a labour migration strategy.

4.4.8 Business Development

Business Development: Pressures

Interviewees acknowledged that the relocation of some of the city's retail activity to Terrace during the economic downturn had an impact on the business and retail sector. While some are concerned about this, others are confident and content to wait for business activity in Prince Rupert to spring back.

It is anticipated that oil and gas projects would create significant opportunities for business development in both the short- and long-term, but it was noted that businesses will also likely face challenges with retaining and attracting employees because they will have to compete with higher industry wages.

Business Development: What is already happening to get ready

Interviewees noted that 'boot camps' have been hosted for local businesses to help them get ready for oil and gas business opportunities. These sessions have included information on the formal bidding processes and the detailed qualifications that businesses need to meet. Several businesses

are already taking advantage of an increase in commercial and industrial work that is available in Prince Rupert and the area.

It was noted that business development agencies are working on a downtown business revitalization strategy. A local business gap analysis is also being completed to plan for future business development and attraction initiatives. Local business development agencies are also supporting businesses with recruitment and retention support and business incubation advice. These agencies also regularly host dialogues about issues related to growth and business development.

Business Development: What needs to be done to get ready

Interviewees identified the development of service clusters as having the potential to increase business activity. These service clusters could be developed to address a range of needs in the industry, for example marine provisioning and pipeline maintenance. With regard to the retail sector, it was felt that a business attraction strategy and action plan should be developed. In addition, many existing businesses should be encouraged to refresh their image and increase their hours in order to benefit from growth opportunities. Additional courses and mentoring on self-employment and entrepreneurship are also needed to encourage creative new businesses.

4.4.9 Public Safety

Public Safety: Pressures

One of the key pressures identified by interviewees involved in this area was the need for updated facilities for fire and police services. It was noted that the economic downturn and the consequent budget shortfall had prevented the City from undertaking these improvements. Public safety organizations and others expressed concern that the anticipated worker population during the construction phase of the anticipated projects will result in an increase in drug and gang related crime. There is also concern that some populations, such as young Aboriginal women, would become more vulnerable to exploitation during this period. Participants stressed the need for additional public safety resources for both prevention and response.

Public Safety: What is already happening to get ready

Public safety organizations indicated that they are participating in the *Get into Gear* committee to discuss social service needs related to oil and gas projects in Prince Rupert. These agencies also have a practice of consulting stakeholders to inform their work plan in the community. Interviewees noted that public safety organizations have strong ongoing relationships with the School District and other organizations to implement services such as education programs, community policing, and support for high-risk families.

Public Safety: What needs to be done to get ready

Public safety organizations indicated in the interviews that they will support companies to plan and operate safe workforce camps. As oil and gas construction activity increases in the community, there would be particular focus on preventing and responding to organized crime and drug trade in the community, as well as other emerging issues. It was noted that decisions about additional staff and resources for public safety organizations are made at a provincial level, and would be considered in response to additional population.

4.4.10 Recreation, Sports Facilities and Programs

Recreation, Sports Facilities and Programs: Pressures

There was a mixed response from interviewees about the pressures related to recreation and sports facilities and programs. Some interviewees felt that public recreation and sports facilities could accommodate a steady increase of population and usage, while others thought that they are already functioning at capacity. Similar to the fire and police facilities, City recreation facilities have not been well maintained due to budget constraints. It was noted that the condition of these facilities will make it more difficult to attract and retain new residents.

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

Interviewees noted that the Port of Prince Rupert has funded improvements to the City's recreation facilities. This contribution has created benefit for existing residents and will help attract new workers to the city. The City of Prince Rupert provides reduced rates for recreation to low-income families through a program called *Everyone Gets to Play*. It is anticipated that the demand for this program will expand in the coming years.

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

It was suggested that the City should consider sponsorship opportunities and funding agreements with oil and gas companies to pay for capital improvements and operation of recreation facilities. It was also noted that outdoor recreation amenities should be improved and expanded, including trail networks, camping facilities, and waterfront amenities.

4.4.11 Cultural Facilities and Programs

Cultural Facilities and Programs: Pressures

Prince Rupert benefits from having the facilities of a larger community; however, it was noted that it is a challenge to operate and maintain these facilities and programs with a small population and a limited tax base. The history, culture, and role of First Nations are celebrated at the Museum of Northern BC. The community also has a movie theatre, two dance companies, a film festival, and

live theatre. Participants reported that all of these have been fiscally challenged since the economic downturn.

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

Interviewees indicated that there is no overall cultural plan being developed to prepare for opportunities that will be associated with the anticipated industry investment. The only initiative identified was a discussion between the Tsimshian Nation and the Port of Prince Rupert regarding a new cultural centre on the waterfront.

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

It was suggested by some interviewees that industry be approached to support cultural facilities and programs and that new residents should be encouraged to become participants and contributors to the cultural facilities and programs in the community.

4.4.12 Transportation and Infrastructure

Transportation and Infrastructure: Pressures

Interviewees suggested that transportation and infrastructure in Prince Rupert are seriously stressed. It was noted that the City currently has an infrastructure deficit of \$100 million for required upgrades to roads, the water system, and dam system. In addition, a sewer system upgrade, with an anticipated cost of \$120 million, will be required by 2020 to comply with regulations. Industry transportation needs, particularly during construction, would impact traffic and safety on local roads and highways. There are particular safety concerns on the road between Highway 16 and Port Edward, and it was felt that new truck routes should be designated in Prince Rupert. People interviewed felt that the public transit system in the city is functional, but service is infrequent. The efficiency and capacity of the airport is an issue. Additional scheduled and charter flights to transport oil and gas employees would increase the pressure on this facility.

Transportation and Infrastructure: What is already happening to get ready

Participants did not identify any current initiatives.

Transportation and Infrastructure - What needs to be Done to get Ready

Participants suggested that an assessment of transportation and infrastructure needs must be completed, and the cost of short-term and long-term upgrades estimated. It was proposed that industry's sunk costs in providing roads, sewer, and water to their camps and other facilities should, wherever possible, also serve to upgrade Prince Rupert's infrastructure.

4.4.13 Environment

Environment: Pressures

Interviewees noted that the environmental risks of oil and gas projects affect community safety, environmental integrity, and economic livelihoods in the region. The environmental pressures associated with oil and gas projects have been a focus of community discussion. It was noted that First Nations have taken a leadership role in the discussion around environmental issues in the area. Environmental groups and agencies are providing information about the environmental costs and concerns related to oil and gas projects.

Environment: What is already happening to get ready

As part of its ongoing activities, the Port of Prince Rupert undertakes environmental monitoring related to dust and transportation. The Port also monitors ocean noise and invasive species.

Environment: What needs to be done to get ready

Few participants commented on what needs to be done to get ready for these projects. Of those who did, one stated that local and provincial governments should partner on brownfield redevelopment in Prince Rupert, since unused, contaminated land is an issue in the city. Another interviewee suggested that the 'pro-development' and 'environmental' groups in Prince Rupert need to start working together. Finally, one participant highlighted a need for industry proponents to speak openly about environmental risks so that mitigation plans can be formed.

4.5 Part 5: Vision and Coordination

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

Current Initiatives

Various organizations in Prince Rupert are working on initiatives to coordinate services and the social aspects of growth. Some examples are:

- Economic development organizations working together on opportunities related to tourism, business attraction, and LNG terminals and shipping.
- The establishment by City Council of a roundtable to prepare for social change resulting from industrial investment.
- The Port of Prince Rupert's research and outreach initiatives related to community readiness and capacity for industrial investment.

Who is involved, leading, engaged, missing?

Some interviewees observed that there are many initiatives and intentions to bring groups together and plan for the future of the community, but an important and missing element is a legitimate facilitator and process leader that has the capacity to coordinate the efforts and ensure that the dialogue and planning involves the community as a whole.

It was noted that planning for social development has been piecemeal, and that social agencies and organizations need to be more involved. The opportunity and need to strengthen cohesion between Aboriginal and non-Aboriginal communities was highlighted.

Interviewees felt that industry representatives should be directly involved in the community's planning efforts. Some oil and gas companies are already doing socio-economic impact studies, and should be working with the community on how to interpret and take action on the findings. The community should focus on building relationships with industry and clarifying expectations for long-term involvement in the community.

How could it be more effective?

Interviewees felt that efforts to coordinate and manage the economic and social aspects of growth would be more effective if the community took a proactive stance. This approach would allow the community to get out ahead of the issues and take advantage of the opportunities. It was also suggested that community planning efforts would be more effective if they took an integrated approach to assessing and addressing the full range of impacts – economic, social, cultural, and environmental – of the proposed projects. Furthermore, many people interviewed noted that to try

to differentiate between pressures caused by oil and gas development and pressures caused by other industries was not useful from a community perspective.

Where is the funding coming from?

Interviewees did not specifically address funding.

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

Current / Existing Initiatives to Develop a Community Vision

The City's Official Community Plan (OCP), which is focused on the mandate of local government and is concerned primarily with land use, is considered to be the primary vision for the community. The City approved a 'Quality of Life' OCP in 2008, and, since then, has completed only one minor update to the plan. City Council has also developed a strategic plan, which furthers the directions outlined in the OCP. The Port of Prince Rupert has developed a vision for the waterfront and future facilities involving tourism and development of Cow Bay. In the context of economic change and potential industrial development, there is currently a lot of interest and discussion in the community about how growth could be leveraged to create lasting benefit and shape the future of the community.

Who is involved, leading, engaged, missing?

It was noted that the leadership for a visioning process could be shared among several of the organizations in the community, including the City and the Port. That said, it was noted that these organizations are all stretched by the current level of activity in the community and would need support to conduct the process because they lack capacity and resources to do so themselves. The organizations that need to be involved are community agencies, housing and social services, business and industry, First Nations, the City, and the Province.

How could it be more effective?

Interviewees felt that a neutral facilitator should assist the leadership group in conducting the visioning process. The role of the facilitator would be particularly important given the heightened sensitivity and emotion in the community related to the oil and gas projects. The visioning process should be practical and include strategies to achieve the vision and goals. It was acknowledged that it may be difficult to engage residents fully in the process, but that a survey could be used to solicit input from the residents.

Where is the funding coming from?

Funding was not 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 related to community readiness, it was found that a number of positive things are happening in Prince Rupert:

- The City of Prince Rupert has completed an Official Community Plan and is currently working on establishing a social services roundtable to anticipate and plan for emerging social needs in the community.
- The Port of Prince Rupert is playing a role in supporting economic, business, and community development.
- Post-secondary institutions, the K-12 school system, and industry have worked together on programs that will help young people make the transition from high school into trades training.
- A workforce strategy committee and a labour market task force are active in the community, identifying labour market needs and demands.

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:

- Prince Rupert would benefit from a community discussion that brings together the dialogues that are taking place with regard to economic, social, workforce, and community development. This would create a cross-sector, community-wide approach to planning for development and ensure that plans are integrated, coordinated, and comprehensive. These dialogues must be inclusive of Aboriginal and non-Aboriginal communities.
- There needs to be more focus on readiness for the operations phase of the projects to ensure the community continues to benefit over the long term. This includes consideration of workforce development, housing, education, training, infrastructure requirements, community development, and social service needs.

- Social and community service agencies need to be supported with increased capacity and better information about the impact of the proposed oil and gas sector investment so that they can anticipate and plan for increased service levels.
- Social and community service agencies need to be supported to come together to develop a community-wide, multi-service strategy for meeting service needs.
- There is an opportunity for local business to explore the potential of creating service, retail, and tourism clusters. These clusters would have the ability to attract new business by meeting a broader range of client needs and expectations.
- There is a need for the economic and social development sectors to come together to create an integrated plan that will ensure that Prince Rupert is prepared to take advantage of the opportunities and address the challenges that may emerge from potential oil and gas sector investment in the region. This plan must consider both short-term construction phase and long-term operations phase opportunities and challenges.
- The infrastructure deficit that the city is experiencing should be addressed so that the city can continue to develop economic and business opportunities. This will require partnerships with the Provincial government and possibly industry.
- People in Prince Rupert need to be made aware of the job opportunities that will exist in the community in the future. They must be prepared for, and supported in pursuing, the education that will be required to take up these opportunities. This applies to older adults and young people who have not yet entered the workforce.
- 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 Prince Rupert 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?