

Lessons from Economic Upswings: A Case Study of the Peace River Region

Summary Theme Report

Prepared for:



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Availability

Copies of this project report have been provided to the KTIDS Northwest. Copies of the report have also been deposited in the Kitimat Public Library and the Terrace Public Library. They may also be accessed through the UNBC Community Development Institute's website at: www.unbc.ca/cdi/research.html.

Project Reports

- Lessons from Economic Upswings: A Case Study of the Peace River Region
- Lessons from Economic Upswings: Summary Theme Tables
- A Historical Guide of Recent Events across the Peace River Regional District: 2000-2012
- An Inventory of Community and Economic Development Strategies and Plans across the Peace River and Northern Rockies

Contact Information

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1.0 INTRODUCTION

When industrial investments come to small communities, the impacts can be significant and transformative. These impacts occur in all sectors – social, community, service, economic, and governance. The Terrace and Kitimat region of northwest BC has been home to a range of large industries since the early 1950s. The region is now on the cusp of new and large industrial construction projects that will change and renew the local and regional economies. The projects will also impact and change the communities.

Other regions in BC have considerable experience with large industrial projects. Most notable is the Peace River region in northeast BC which has recent and continuing experience with major coal, oil, and gas developments. This project is designed to collate lessons and experiences from the Peace River region so as to inform decision-makers and community economic and social development organizations in the Terrace-Kitimat corridor on effective responses to the opportunities and pressures of large industrial projects.

The project work was carried out by a research team from the UNBC Community Development Institute in the spring of 2012 with the goal to provide local leaders with information relevant to decision-making over community planning and infrastructure investments. This report includes a summary of themes identified from stakeholder interviews in the Peace River region.

Table 1.1: Timeline

April 2012	<ul style="list-style-type: none">• Project outline developed• Project Contribution Agreement confirmed• UNBC Research Ethics Board process completed• Research team established• Draft interview guide
May 2012	<ul style="list-style-type: none">• Interviews completed• Interviews transcribed• Interviews sent to participants for review
June 2012	<ul style="list-style-type: none">• Analysis of interview data
July 2012	<ul style="list-style-type: none">• Complete draft summary theme report
August 2012	<ul style="list-style-type: none">• Complete final report for interviews
September 2012	<ul style="list-style-type: none">• Review project report with KTIDS Northwest• Community meeting to share results

Source: KTIDS Northwest Project 2012.

2.0 METHODOLOGY

The data and information for this project was collected through key informant interviews with a broad range of stakeholders in the Peace River region.

Key Informant Interviews

Key informant interviews were conducted in the spring of 2012. The purpose was to collect in-depth information about key pressures and responses to major industrial development. Key informants were drawn from community groups, service provision agencies, local and regional government, and businesses / industry. Participants were recruited through publically available lists, as well as through local recommendations of residents who have an interest in the impacts of major industrial development. There were a total of 21 interview participants. A general breakdown of interview participants by community sector is shown in Table 2.1, and a breakdown of knowledge areas addressed by interview participants is shown in Table 2.2.

Table 2.1: Interview Respondents

Sector	Number of Respondents	% of Respondents
Community groups	10	47.6
Community services	10	47.6
Economic development	7	33.3
Local / regional government	7	33.3
Education	5	23.8
Health	3	14.3
Energy	2	9.5
Environment	2	9.5
Protection services	2	9.5
Agriculture	1	4.8
Housing	1	4.8
Transportation	1	4.8
Total	21	

Source: KTIDS Northwest Project Interviews, 2012.

Note: participants could identify multiple roles.

Table 2.2: Participant Knowledge Areas

Sector	Number of Respondents	% of Respondents
Local /regional government	13	61.9
Physical infrastructure	14	66.7
Regional transportation	16	76.2
Housing	21	100.0
Education	20	95.2
Health	18	85.7
Community services	15	71.4
Protection services	14	66.7
Recreation	16	76.2
Hiring	21	100.0
Business recruitment / retention	14	66.7
Environment	14	66.7
Total	21	

Source: KTIDS Northwest Project Interviews, 2012.

Note: participants could identify multiple knowledge areas.

Research Ethics

Research conducted by the Community Development Institute is bound by protocols at the University of Northern British Columbia that require all survey or interview guides be submitted to UNBC's Research Ethics Board for review. A key component to this protocol is to provide research participants with a copy of the consent form (Appendix A) that outlines the purpose of the study, how the research process will protect their anonymity and confidentiality, and that their participation is voluntary.

Interview Questions

The purpose of this project was to explore the pressures, actions, and lessons learned from communities across the Peace River Region so as to inform decision-makers and community and economic development groups in the Terrace-Kitimat corridor about effective responses to the opportunities and pressures of large industrial projects. This report assembles a summary of key issues as identified from our interviews. In total, 12 key topic areas were explored including:

- Local / regional government policies,
- Physical infrastructure,
- Regional transportation,
- Housing,
- Health care,
- Education,
- Community services,
- Protection services,
- Recreation services,
- Hiring,

- Recruitment / retention of businesses, and
- Environment.

A detailed description of questions asked in each section of the interview guide is provided in Appendix B. In general, participants were asked questions about:

- Key pressures experienced from large industrial development project;
- Actions undertaken to prepare for, and respond to, pressures and needs associated with large industrial development projects; and
- Advice that they would provide to other regions engaging with large industrial development projects.

Analysis

During each interview, comments were recorded and notes were taken. Qualitative analysis was done to identify, code, and categorize patterns and themes that emerged from open-ended questions. Each qualitative table consists of theme headings and sub-headings. The theme headings are bolded and have a numerical count beside them of the total number of comments received for that particular topic. Under each theme are sub-headings that are in plain, non-bolded font. These cover the range of issues captured under a key theme. Beside each sub-heading is a numerical count of the total number of participants that raised a specific issue. When all of the sub-heading comments are added up, they indicate the number of times that a particular theme was raised.

The report also includes a series of one page summaries for each topic area (Appendix C). These one page summaries capture key points respecting “pressures”, “actions”, and “advice”. The summaries were suggested by the project advisory committee as a useful mechanism for sharing findings with other people, organizations, and audiences.

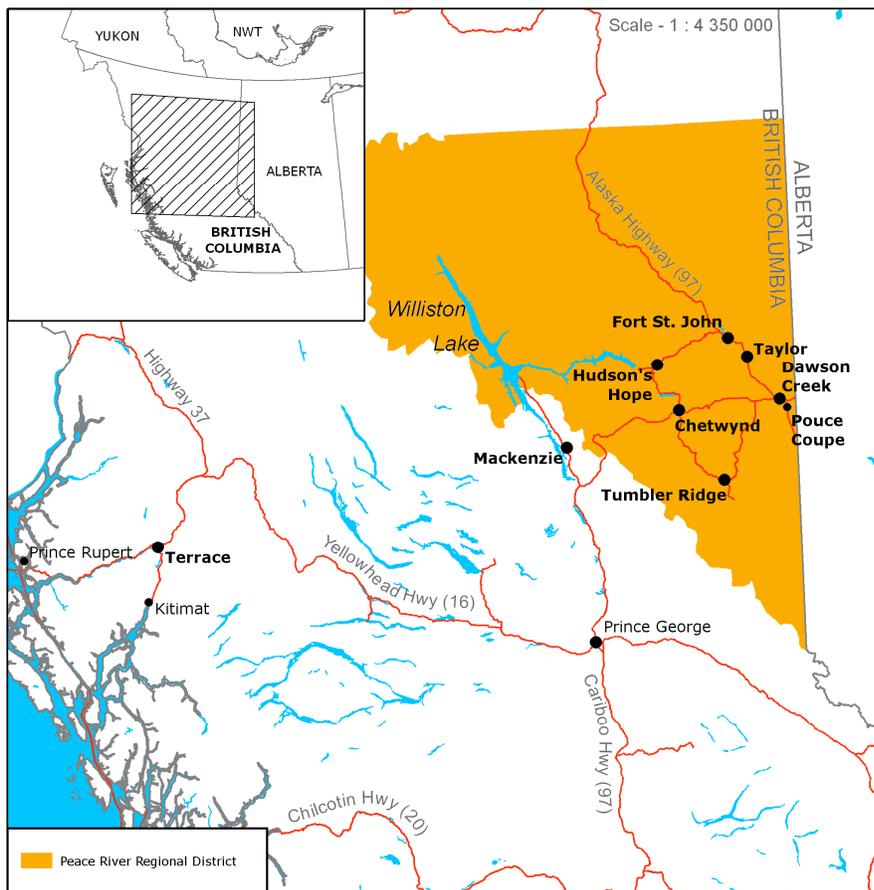
3.0 RESULTS

This part of the report includes a discussion of the key themes that emerged from the key informant interviews.

Background

Interview participants were asked to identify large industrial development projects in the Peace River region (Figure 1). Four key types of industrial development projects were discussed (Table A1). First, numerous oil and gas related projects were identified, such as Encana, Spectra, Shell, Talisman Energy, and other related fracking activities. The next most prominent industrial activity was mining with several operations identified around Tumbler Ridge and Hudson's Hope. In addition to the expansion of wind farm projects, participants highlighted several forestry (i.e. logging, sawmill, and pulp and paper) and bio-energy related projects (i.e. co-generation and pellet plants) around the Peace River region. Other important activities in the region included agriculture, construction, and hydro development. Several participants also stressed the important role of their community as a service centre for education, health, community, transportation, and retail services.

Figure 1: Map of Peace River Region



3.1 LOCAL AND REGIONAL GOVERNMENT POLICIES

Pressures

- Complexity of operations
 - With multiple levels of government
 - With multiple stakeholders (i.e. industry, First Nations, communities, etc.)
 - Difficult to stay on track
- Taxation pressures
 - Limited tax revenues
 - Industry located outside municipal boundaries
 - Transient workers do not pay taxes
 - Competing with Alberta border communities that do not have HST / PST
- Limited jurisdiction
 - To respond to industry needs (i.e. airport infrastructure, education services, etc.)
- Lack of communication
 - Between community and industry
 - Before and after industry project is developed
 - To communicate opportunities to residents
- Lack of information
 - About the transient population
 - About industry needs
 - Uncertainty regarding growth / potential projects

Actions

- Advocacy
 - Lobbying senior government to address issues
- Funding
 - Fair Share Agreement
 - Working to establish other trust funds
- Policies and regulations
 - Updated rezoning / Official Community Plan
 - Working to complete Integrated Community Sustainability Plan
- Recruitment of developers
- Special council meetings
 - To keep development permits on track
 - To avoid holding up development
- Collaboration / Communication
 - Interagency groups / roundtables / leadership circle
- Information and research
 - Transient counts
 - Assessment tools for industry projects

Advice

- Communications
 - Have early conversations with broad stakeholders (i.e. industry, provincial government / agencies, First Nations)
 - Engage with frontline workers
 - Use clear language
 - Promote clear intention of meeting
- Advocacy
 - For the use of best practices
 - To maximize tax dollars to the community
- Benefit agreements
 - Use environmental review process to initiate discussion about benefit agreements
- Collaboration
 - With all stakeholders (i.e. provincial government, industry, communities, First Nations)
- Planning
 - Ensure all forms / by-laws / policies in place
 - Ensure light / heavy industrial land is allocated for development
 - Don't stop planning just because the price of the commodity goes down
- Infrastructure
 - Develop infrastructure that is appropriate for future uses / standards
- Research and information
 - Obtain industry list of needs
 - Assess overall community impacts
- Ensure adequate human resources are in place
 - To process permits
 - To track / update data and information
- Power / jurisdiction
 - Understand limitations of local government jurisdiction in overall regime

3.2 PHYSICAL INFRASTRUCTURE

Pressures

- Increased demands on infrastructure (i.e. traffic, water, sewage, utilities)
- Limited availability of water resources
- Public conflict
 - Concerns with how industry obtains access to, and continues to use, farm water
- Aging infrastructure
 - Pump stations / water lines need to be upgraded
- Funding
 - Fair Share revenues do not cover infrastructure costs
- Limited planning
 - Infrastructure is not designed for expansion
- Information and research
 - Transient numbers are not considered in infrastructure development
- Communications
 - Industry secrecy makes it difficult to anticipate needs

Actions

- Funding
 - Fair Share Agreement
- Infrastructure
 - Reclamation plant developed to resell water to industry
 - Water meters installed
 - Upgrades (i.e. sewage, water treatment plant, roads)
 - Expansion of infrastructure (i.e. water treatment plant)
 - Expansion of four way stops
- Policies and regulations
 - Water use and conservation policies developed for both residents and industry
 - Updated development permit processes
- Collaboration
 - Waste water treated to support Shell operations
 - Industry / farm agreements for water access
- Research and information
 - To support infrastructure planning
- Communication

Advice

- Planning
 - Pay attention to expansion capacity of infrastructure
 - To sustain growth potential
 - To respond to industry needs
- Collaboration with industry
 - To develop new sewage infrastructure (i.e. if industry needs sediment / holding ponds)
 - To develop new water treatment plants
- Infrastructure
 - Develop a bio-energy program to heat public buildings
- Research and information
 - To support infrastructure development

3.3 REGIONAL TRANSPORTATION

Pressures

- Demands on transportation infrastructure
 - Heavy highway traffic
 - Impacts of heavy trucks on roads
 - More traffic on rural roads
- Financial barriers
 - Maintenance / repair costs of highways and other transportation infrastructure
 - Charters don't pay terminal fees
 - Limited investment by CN in rail infrastructure
 - No budget increases to accommodate increased use
- Limited jurisdiction
 - Highway upgrades beyond local government jurisdiction
- Availability
 - No intercommunity bus service
 - No scheduled flights
- Distance to airport / public transportation
- Infrastructure capacity
 - Short airport runway / limited airport capacity
 - Limited transportation infrastructure to bring in workers
 - Trains not used to fullest capacity
- Safety
 - More accidents
 - Overloaded trucks
 - Winter conditions
- Human resources
 - Aging truck drivers

Actions

- Research and information
 - Traffic counts completed
 - Studies to expand / attract airlines
 - Provide statistics / information to airlines
- Funding
 - Fair Share Agreement
 - Provincial funding provided for highway improvements
- Planning
 - Planned improvements for road access
 - All roads rated as part of road maintenance program
- Expansion of infrastructure
 - Twinning of highways
 - More passing lanes
- Collaboration
 - Airport society formed
 - Committee formed to address air travel costs
 - Staging areas created to pick up workers
 - Collaboration between Northern Health Authority and non-profit to provide transportation for health care patients
- Private charters (buses / planes)
- Recruitment of airlines
- Informal ride sharing networks

Advice

- Research and information
 - Assess demands for fly-in / fly-out workers
 - Complete traffic counts
 - Include truck weights in studies
- Planning
 - Leverage assessment of commuter traffic to address other needs
 - Build two additional lanes separately to ensure lanes remain open to residential / industry traffic
- Communication
 - Ensure MLA understands growth pressures
- Infrastructure development
 - Develop a range of infrastructure
 - Ensure there is a long runway in place to attract airlines
 - Expand highway infrastructure
- Education and training
 - Provide safety training
 - Pay attention to training the next generation of truck drivers

3.4 HOUSING

Pressures

- Availability
 - Lack of housing (i.e. multi-family, seniors, low-income)
 - Difficult for government / health care workers to get housing
 - Lack of rental accommodations
 - Limited hotel / campsite vacancies for tourists
- Affordability
 - High housing / rental costs
 - Older, more affordable housing stock being renovated into higher cost housing
 - Lack of low income housing
 - For service industry workers, women leaving transition house, seniors, etc.
- Population dynamics
 - Influx of workers / transient population
 - Workers not settling with families
 - Increase in seniors / aging workforce
- Development challenges
 - Lack of developers
 - Remoteness deters developers
 - Limited access to land
 - Previous economic shocks deter investment
- Funding
 - Lack of funding for low income / transitional housing
 - Limited funding for housing network
- Lack of construction trades

Actions

- Planning
 - New zoning bylaws / Official Community Plan (OCP) encourage high density / secondary suites
 - Local government ensures industry has a plan to house workers
 - Facilitate plans / agreements between industry and housing sector
- Expansion of housing infrastructure
 - Expansion of social housing, rental housing, hotels, multi-family dwellings, and seniors' housing
- Industry investments / agreements
 - With hotels / apartments
 - Housing purchases
 - Work camps
- Service / hospitality companies purchased housing for workers
- Recruitment of developers
 - 5 year tax break on multi-family unit investments

- Housing forums

Advice

- Planning ahead
 - Efficient planning department to process permits
 - Ensure updated bylaws / OCP in place to avoid development delays
 - Cheaper to work with existing infrastructure
 - Diversify housing stock
- Communication
 - Early/routine communication with stakeholders (i.e. industry, government, community groups)
 - Connect developers to stakeholders
 - Talk to developers to understand their needs for services / supports
- Research and information
 - Avoid forecasts skewed by projects coming in/out
 - Have good knowledge of development community

3.5 EDUCATION

Pressures

- Education / training needs
 - Trades training
 - Retraining of older workforce
 - High school completion / upgrading
- Limited education / specialized training
- Infrastructure
 - Technology / equipment used in industry changes quickly
 - Few training locations / lack of schools
- Program operations
 - Disconnect between industry needs / training
 - (i.e. equipment used in training vs. industry)
 - Need standard curriculum for worker mobility
 - Short timeframe for program development
 - Training timeframe not efficiently designed
- Human resources
 - Shortage of instructors
 - Affects program scheduling
 - Staff cuts
- Financial barriers
 - Provincial funding cutbacks
 - Makes joint training difficult
 - High tuition / accommodation costs
- Policies and regulations
 - Disconnect between northern needs and provincial policies
 - National initiatives for oil/gas training lag behind development
 - Changes to safety regulations
- Lack of communication between industry and education sector

Actions

- Research and information
 - Acquired list of industry needs
 - Industry / training needs assessment
- Communications
 - Routine college / industry communication
 - Industry / trades committees
- Collaboration
 - Partnered with other communities to share capacity
 - Dual credit trades program with high school
 - Program developed with industry
 - Worker orientation with industry at college

- Joint Trades Committee
- Infrastructure
 - Oil rigs, simulators, innovative creation of additional space, new equipment, student residences
- Development and availability of programs
 - First Nations training, apprenticeships, regional development, management, services, upgrading, wind energy, social work, early learning centres
- Recruitment
 - Work to attract Aboriginal students
 - Target people outside the workforce
- Funding
 - Cost recovery
 - Labour Market Consortium Funding
 - Employer funding

Advice

- Communication
 - Early discussions with industry
 - Hold industry open houses
 - Communicate education timeframes to industry
- Research and information
 - Identify changing industry needs
 - Identify capacities / gaps
- Collaboration
 - College / industry collaboration to obtain funding and design programs
- Program development
 - Develop programs in timely manner
 - Focus on mandatory safety training
 - Offer current licensing
- Funding
 - Develop tuition assistance
 - Get program sponsorship for programs
 - Secure provincial government support
- Human resources
 - Use local resources / capacities
 - Need journeymen to mentor apprentices

3.6 HEALTH CARE

Pressures

- Limited availability of services
 - No walk-in clinic
 - Limited access to doctors
 - Limited access to emergency services
 - Limited weekend / after hours coverage
 - Limited mental health supports
- Additional demands from transient workers
- Emergency room used for non-emergency needs
- Long wait lists
- Recruitment / retention
 - Doctors, nurses, surgeons, paramedics
- Burnout of health care workers
- Small / aging hospital infrastructure
- Proximity to services
 - Pressure for emergencies
 - Pressure for births
- Lack of planning for projected increases
 - Census does not accurately reflect needs
- Lack of funding
 - Front line workers not in secure positions
 - Inability to change government funding as population increases

Actions

- Research and planning
 - Conducting own census to identify accurate demand (residents / transients)
- Infrastructure
 - New hospital / walk-in clinic
 - Expansion plans include seniors' care facility
- Availability of services
 - Extended hours
 - Expansion of support programs
 - Doctor's office functions as walk-in clinic
- Training
 - College / UNBC Northern Medical Program
- Recruitment
 - Committees formed to address recruitment
 - Doctors recruit from home countries
 - Joint recruitment between Northern Health Authority (NHA) and school district
- Funding

- Advocacy for more provincial funding
- Industry sponsored cross medical training
- Funding received for needs assessment
- Funding received for mental health / drug addictions program for women
- Partnerships
 - Medical Services Working Group
 - Industry / community partnership to place doctor in community
 - Community donated land for new hospital

Advice

- Communication
 - Early discussions with industry / NHA
- Research and information
 - Obtain industry emergency plans, projected health needs, and on-site health services
- Planning
 - Ensure NHA addresses both industry / community needs
 - Ensure NHA has plans in place to address projected increases
- Funding / benefits
 - Advocate for northern living allowance
 - Ensure industry / First Nations are part of advocacy group
 - Understand it takes a long time to get funding in place
- Infrastructure
 - Ensure that a helipad is in place
 - Prepare for stresses to infrastructure
- Availability of services
 - Ensure walk-in clinics are in place to avoid overuse of emergency ward

3.7 COMMUNITY SERVICES

Pressures

- Availability
 - Reductions in community / social services
 - No substance abuse centre
 - Lack of supports for unemployed / immigrants
- Changing demands for services
 - Increased demands / long wait lists
 - Increased demand for couples / family counselling
 - Transient population creates more pressure
 - Unprepared and unemployed workers
- Financial Barriers
 - No redistribution of government funding with growth
 - Charities / foundations have changed policies for allocating funding
 - Community groups lost provincial funding
 - People have limited financial management skills
- Human resources
 - Lack of social workers
 - Pressure to take extra shifts
 - Extra duties assumed leads to burnout
- Operations
 - Departments working in isolation
 - Limited capacity to implement action plan
- Changing expectations for operations
 - Movement to integrated / shared model for program / organizational operations
 - Movement to business model
 - Social service planning not viewed as local government / business responsibility

Actions

- Community action plan created by family friendly initiative
- Expansion of services
 - Parenting supports, women's centre, restorative justice program, etc.
- Collaboration
 - Coordinating / inter-agency committee
 - Early childhood planning committee
- Funding
 - Community, business, corporate donations
 - Senior government funding
 - Community groups reallocated resources
- Human resources
 - Shared grant writer
 - Workloads expanded

Advice

- Communications
 - Routine communication to ensure all groups working in same direction
 - Align messages with local government
 - Promote importance of strong social services
 - Promote available financial supports
- Collaboration
 - Strong partnerships with other agencies
 - Ensure coordinating committee in place
 - Identify and develop opportunities for other stakeholders
- Development of supports
 - Addictions supports
 - Family resources for non-emergencies
 - Settlement supports for immigrants / new residents
- Financial management
 - Find projects that will interest industry
 - Share space and administrative costs
- Operations
 - Re-brand non-profits to expand supports
 - Ensure adequate staffing levels in place
 - Stay flexible with hours
 - Obtain a clear understanding of how all systems are interlinked

3.8 PROTECTION SERVICES

Pressures

- Crime / social issues expanding
 - High wages leads to negative behaviour
- Human resources
 - Inexperienced RCMP officers
 - Lack of RCMP officers
 - Difficult to recruit victims services workers due to competition from high industry wages
- Funding based on inaccurate census data
- Operations
 - Community policing program suffered
 - Expanded workloads for RCMP
- Infrastructure
 - Current building not suitable to meet expanding industry / population needs
- Community dynamics
 - Increased population puts strains on resources

Actions

- Communication
 - Obtained understanding of the capacity of mine rescue, fire department
 - Routine communication with community groups, local council, industry
- Planning
 - Annual performance plan identifies concerns
 - Protection services strategy completed
 - Detachment growth areas identified
- Collaboration
 - Mine rescue teams / fire department have joint training
 - Provincial intelligence network for crime
 - Mutual aid agreements between industry / fire department
- Funding
 - Community to pay for extra resources if needed
- Human resources
 - Increased RCMP personnel
- Policies / regulation
 - Mine rescue services required on site at all times

Advice

- Collaboration
 - Develop mutual aid agreements for equipment / assistance
 - Share training facilities
- Plan for increases with infrastructure / capital assets
- Communicate emerging issues
- Pursue industry funding to acquire equipment, training, and infrastructure
- Human resources
 - Monitor workloads / training needs
- Reinforce strong community policing policy

3.9 RECREATION

Pressures

- Increased demand for recreation (i.e. events, activities, amenities)
- Human resources
 - Declining volunteerism
 - Transient workers have limited connection to place
- Lack of recreational facilities (i.e. both general and for youth)
- Limited access to recreation
 - Campsites full of workers cannot accommodate tourists
 - Facilities not open year round
- Financial costs to access programs
- Remoteness limits growth of recreation

Actions

- Expansion of indoor recreation
 - New recreation facility, new youth centre, new fitness facilities, new museum
- Expansion of outdoor recreation
 - Skate park, campgrounds, hiking trails, etc.
- Infrastructure updated
 - Campsites updated / expanded
 - Old arena turned into indoor soccer pitch
 - Curling rink used for indoor soccer
- Financial support
 - Fair Share funds used to expand recreation facilities
 - Share operating costs for facilities
 - Free recreation programs for youth
- Industry partnerships
 - Industry sponsorship of events
 - Workers camps equipped with recreation / social infrastructure
 - Industry partnerships to develop community recreation infrastructure
- Technology
 - Swipe cards used to provide workers with 24 hour access to fitness facilities

Advice

- Pursue industry funding
- Infrastructure
 - Camps need recreation facilities / programs to keep workers busy
 - Expand social infrastructure
- Communication / promote benefits for diverse range of residents
 - (i.e. mothers, disabled, seniors, etc.)

3.10 HIRING

Pressures

- Availability of human resources
 - Shortage of trades / skilled labour
 - Shortage of service sector workers
 - Shortage of community service workers
- Recruitment / retention
 - High turnover
 - Competition amongst employers
- Capacity
 - Small contractors / non-profits have a lack of management skills
 - Young workforce with limited experience
 - Aboriginal workforce has training gaps
- Financial barriers
 - Cannot compete with industry wages
 - High cost of living
- Operations
 - Business hours affected by staff shortage
 - Quality of service affected
 - Increased workloads
 - No succession plans
 - No resources to review applications
- Policies and regulations
 - Bureaucracy / costs with immigrant workers
 - More certifications required
- Education and training
 - Limited training to support advancement
- Cultural barriers
 - Difficulty for Aboriginal workers to leave reserves

Actions

- Job advertising (i.e. job fairs, international recruitment, job boards, word of mouth)
- Technology infrastructure (i.e. Internet, one-stop shop for bidding on industry service and supply contracts)
- Communication
 - Interagency / multi-stakeholder communication
- Collaboration
 - Agency collaboration for joint recruitment / ads
 - Skill Force Roundtable
- Recruitment / retention strategy
 - Family-friendly business certification

- Recruitment / retention incentives
 - Cater to family needs
 - Vacation / health benefits
 - Financial / fitness incentives
 - Rewards for staff loyalty
- Flexible scheduling
- Education and training
 - Training for mandatory certification
 - Training to build capacity for local bidding on industry service and supply contracts
 - Literacy programs
- Research and information
 - Track Aboriginal hiring at hospital construction

Advice

- Research and information
 - Develop databases of useful resources
 - Identify needs early
- Planning
 - Promote family-friendly business certification
 - Plan for turnovers
 - Be prepared to import labour / expertise
 - Increase frontline resources
- Communication
 - Provide accurate information (i.e. about the job and the community)
 - Provide information about amenities, climate, cost of living, etc.
 - Maintain interagency communication
- Collaboration
 - Follow models like North Opportunities
 - Work with stakeholders at all levels
- Infrastructure
 - Provide camp space
 - Coordinate community and industry infrastructure development
- Hiring procedures
 - Clearly identify what you're looking for
 - Develop intake procedures that make people feel valued
- Operations
 - Create a family-friendly culture
 - Develop positive team environment
 - Make realistic promises
- Be aware of the risks with incentives
 - Ensure people are committed for the right reasons
- Education and training
 - Advocate business orientation program
 - Mentor Aboriginal people

3.11 RECRUITMENT / RETENTION OF BUSINESSES

Pressures

- Research and information
 - No information about why businesses left
 - Difficulty determining future demands
- Communication / collaboration
 - Limited coordination across businesses
 - Difficulty finding information about contract bids
 - Difficulty finding contractors
- Human resources
 - Difficulty hiring / finding good workers
 - Oil / gas sector poaches workers
 - Labour turnover
 - Immigrant workers have limited visa terms
 - Lack of available contractors
 - Spouses of industry workers don't have to work
 - Puts additional pressure on available human resource pool
- Limited capacity
 - Chamber of Commerce
 - Service sector
 - Limited ability of contractors to do scale of work required by industry
- Education and training
 - No time for workshops / training
- Financial barriers
 - Cost of commercial space
 - Cost of contractors
 - Triple net costs (i.e. taxes, maintenance, cleaning, snow removal, utilities)
 - High cost of living
 - Contractors can wait up to 6 months to get paid by industry
 - Small contractors do not have large lines of credit to hold themselves over until paid by industry
 - Long-term contracts do not exist due to competitiveness of industry
- Policies, regulations, procedures
 - Contractors don't meet industry procurement requirements
 - Contractors needed to submit payables to Houston, Texas
 - Businesses in electoral areas don't need business licenses
 - Encourages businesses to locate outside of municipal boundaries
- Infrastructure
 - Limited commercial space
 - Commercial space is not attractive
- Attitudinal barriers
 - Perception of the north makes it difficult to attract business operators / staff
 - Out-of-town shopping affects viability of operations

- Deters investment

Actions

- Research and information
 - Asked businesses about expansion plans
 - Completed assessment of commercial space
 - Energy Services BC provides information about procurement requirements
 - Identified opportunities for commercial investment
 - Industry updates and conferences are routinely organized
 - Mayor from Fort McMurray shared lessons
- Developing a business retention strategy
- Collaboration
 - Roundtable on economic development being formed
 - Relationship building when industry comes in
 - Horn River Basin Group formed to meet monthly to discuss small business / contractor issues with industry and to facilitate growth and engagement
- Marketing
 - Business profiles given to industry
 - Investor packages
- Human resources
 - Immigrant / temporary foreign workers
 - Economic development officer hired to recruit businesses
- Education and training
 - Chamber Learning Network
 - Community Futures workshops
 - Guest speakers discuss marketing strategies
 - Training business ambassadors
- Expansion of commercial space
- Expansion of infrastructure
 - RED Link (Regional Economic Development) used to facilitate contractor preparedness to pursue Request for Proposals
 - Quick pay implemented to provide efficient method for industry to pay local suppliers and service providers
 - Invoices can be submitted on-line
 - Most small businesses now receive money from industry within 30-45 days

Advice

- Communication
 - Address communication gaps amongst stakeholders
 - Communicate needs early
 - Establish routine communication mechanisms with government / industry to identify emerging projects and to facilitate long-term planning
- Collaboration

- Bring stakeholders together to collectively move agendas forward
- Ensure education supports in place to support business development
- Share costs for needed information / development of strategies with other communities
- Promote business case for attracting new ventures
- Need a local payment system in place to quickly process contract invoices
- Don't miss opportunities (i.e. laundry / transportation services to industry) that will be taken up elsewhere

3.12 ENVIRONMENT

Pressures

- Concerns with industry practices
 - (i.e. fracking, gas flares, sour gas burn off, logging operations)
- Environmental assessment
 - Debates with industry standards
 - Concerns with transparency / speed of environmental impact assessment
- Water security / quality
- Air quality
- Impacts on wildlife (i.e. caribou / bears)
- Impacts on First Nations traditional land use
- Loss of agricultural land
 - Due to encroachment of housing / industry

Actions

- Water conservation
 - Water meters / water conservation bylaws developed
 - Water Utility Fund established
- Environmental guidelines
 - Industry meets environmental standards
 - Environmental impact assessments
- Consultations
 - Site C review panel / consultations
- Communications
 - Elected officials visit industry operations
- Research and information
 - Water / air quality studies completed

Advice

- Planning and consultation
 - Need routine discussions between industry / community to work through issues
 - Include social services to assist those affected
- Policies and regulations
 - Need strong land management regulations
 - Have transparent environmental policies
 - Need resources to enforce regulations
- Communications
 - Familiarity with industry / hold open houses
- Research for best practices / new approaches

4.0 SUMMARY

Communications

- Hold discussions early with stakeholders
- Continue routine communication
- Align messages with local government
- Ensure industry / First Nations are part of advocacy group to address local needs

Research and information

- Know transient population / industry needs
- Provide industry with business profiles
- Obtain accurate information to support planning and investments
- Complete assessment of infrastructure
 - i.e. recreation, commercial, housing, etc.

Planning

- Update policies, rezoning, etc.
- Ensure all forms are in place to efficiently support development
- Ensure adequate staff are in place to process permits
- Identify capacity gaps
- Hold special council meetings to keep development on track
- Ensure plans are in place for projected increases
- Ensure resources are in place to implement strategies / community action plans
- Monitor changing industry needs

Agreements

- For sharing resources (i.e. space, staff, etc.)
- Mutual aid agreements (i.e. for equipment / assistance)
- Agreements with apartments / hotels

Collaboration

- Interagency groups, working groups, roundtables, etc.
- Joint programs
- Joint advertising
- Joint recruitment
- Shared operating costs
- Shared staff
- Pooled resources for information / development of strategies
- Funding
- To keep things streamlined in order to avoid overlapping work
 - Mirror with communications
 - Keep things manageable

Infrastructure

- Develop infrastructure that can accommodate future uses, standards, and needs
- Upgrade infrastructure
 - Multi-functional / multi-seasonal
- Leverage infrastructure development to address other needs

Technology infrastructure

- One stop shop for information / bidding

Programs

- Train the next generation
- Renew the workforce
- Expand programs for women, immigrants, First Nations, unemployed, families
 - Ensure non-emergency needs are also addressed
 - Ensure supports are based on assessments / identified needs
- Extended / flexible hours
- Find programs that industry will support

Operations

- Rebrand non-profit / community services to expand supports
- Develop family-friendly operations
- Provide flexible scheduling / hours
- Develop appropriate recruitment / retention incentives
- Ensure adequate frontline resources are in place
- Monitor workloads / training needs
- Provide mentoring
- Develop a succession plan

Appendix A

Consent form

Community and Regional Impacts of Major Industrial Development
Interview Consent Form – Peace River Region

Purpose – The Terrace and Kitimat region of northwest BC has been home to large industries since the early 1950s. The region is now on the cusp of new industrial construction projects that will change and renew the local and regional economy. But other regions have considerable experience with large industrial projects – including BC’s Peace River region which has continuing experience with major coal, oil, and gas developments. This project is designed to collate lessons and experiences from a range of rural regions so as to inform decision-makers and community economic and social development organizations in the Terrace-Kitimat corridor on effective responses to the opportunities and pressures of large industrial projects.

How Respondents Were Chosen - The interview participants were selected from publically available lists and from local suggestions of people with experience with large industrial construction projects. Interview participants were selected for their potential to provide information that can help to better understand the issues and effective responses needed to respond to the opportunities and pressures of large industrial projects. The interview should take about 45 minutes to complete.

Anonymity And Confidentiality - The names of participants will not be used in any reporting, nor will any information which may be used to identify individuals. All information shared in this interview will be held within 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. We hope that by participating you will have a chance to provide input into issues relevant to the local and regional impacts of large industrial construction projects.

Voluntary Participation - Your participation in the interview is entirely voluntary and, as such, you may chose not to participate. If you participate, you may choose not to answer any questions that make you uncomfortable, and you have the right to end your participation in the interview at any time and have all the information you provided withdrawn from the study and destroyed.

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) in the Geography Program at UNBC. The final project report will be distributed to all participants.

Complaints - Any complaints about this project should be directed to the Office of Research, UNBC (250) 960-6735, or email: 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)

Appendix B

Interview guide

Community and Regional Impacts of Major Industrial Development
INTERVIEW GUIDE

Participant name: _____

Contact information: _____

Interviewer: _____

Date: _____

Interview Time: Start _____ Finish _____

Introduction

A number of regions in the province and around the world have been experiencing significant upswings with new industry, new infrastructure, and new construction. The Peace River Region of BC, for example, has experience with economic booms over the past two decades. The purpose of this research is to bring together lessons and advice acquired through experiences that can be shared with the Kitimat – Terrace corridor as they work through the projects underway in their region. We would like to ask you to share what you think are your recommendations and advice. The questionnaire covers a wide range of topic areas and we ask that you share information on those areas with which you are most familiar.

A. Opening Questions

What role(s) have you had in your community?

What large industrial projects have been developed in your community?

B. Local / Regional Government Policies – Strengthening Communities

What were some of the pressure points experienced with the large industrial project with respect to local / regional government policies?

With respect to local / regional government policies, what was done to get ready for the large industrial project?

What advice for other communities and regions would you have to better address local / regional government issues?

C. Physical Infrastructure

Prompt: roads, sewer, etc.

What were some of the pressure points experienced around physical infrastructure?

With respect to physical infrastructure, what was done to get ready for the large industrial project?

What advice for other communities and regions would you have about how to better address physical infrastructure issues?

D. Regional Transportation

Prompt: highways, airports, rail, etc.

What were some of the pressure points experienced around regional transportation infrastructure?

With respect to regional transportation infrastructure, what was done to get ready for the large industrial project?

What advice for other communities and regions would you have about how to better address regional transportation issues?

E. Housing

What were some of the pressure points experienced around housing?

With respect to housing, what was done to get ready for the large industrial project?

What advice for other communities and regions would you have about how to better address housing issues?

F. Education / Training

Prompt: with industry, within schools, and within colleges.

What were some of the pressure points experienced around education and training?

With respect to education and training, what was done to get ready for the large industrial project?

What advice for other communities and regions would you have about how to better address education / training issues?

G. Health Care

Prompt: ambulance, doctors, etc.

What were some of the pressure points experienced around health care?

With respect to health care, what was done to get ready for the large industrial project?

What advice for other communities and regions would you have about how to better address health care issues?

H. Community Services / Social Services

Prompt: youth / teens.

What were some of the pressure points experienced around community services / social services?

With respect to community services / social services, what was done to get ready for the large industrial project?

What advice for other communities and regions would you have about how to better address community / social service issues?

I. Protection Services

Prompt: RCMP / crime

What were some of the pressure points experienced around protection services?

With respect to protection services, what was done to get ready for the large industrial project?

What advice for other communities and regions would you have about how to better address protection service issues?

J. Recreation / Amenities

Prompt: youth / teens.

What were some of the pressure points experienced around recreation and amenities?

With respect to recreation and amenities, what was done to get ready for the large industrial project?

What advice for other communities and regions would you have about how to better address recreation and amenity issues?

K. Hiring

Prompt: how to approach local hiring, retraining older workers, how to encourage grade 11 students to stay in school until they graduate, acclimatizing incoming workers with the community, linking incoming workers with the community, and addressing needs of unskilled workers who come looking for work.

What were some of the pressure points experienced around hiring policies?

With respect to hiring, what was done to get ready for the large industrial project?

What advice for other communities and regions would you have about how to better address hiring issues?

L. New and Old Businesses (Retention / Attraction)

Prompt: attracting businesses to diversify; business development through procurement.

What were some of the pressure points experienced around attracting / retaining new and old businesses?

With respect to the attraction / retention of new and old businesses, what was done to get ready for the large industrial project?

What advice for other communities and regions would you have about how to better address issues related to the attraction / retention of new / old businesses?

M. Environment

Prompt: general impacts on the environment, community social environment, cultural environment, and natural environment.

What were some of the pressure points experienced around the overall environment?

With respect to the overall environment, what was done to get ready for the large industrial project?

What advice for other communities and regions would you have about how to better address overall environmental issues?

N. Concluding Question

From your experiences, do you have anything else that has not been touched on here that you would like to comment on?

Appendix C

One page issue summaries

Lessons from the Peace River Region around Economic Upswings: Local & Regional Government

Pressures

- Complexity of operations with multiple stakeholders (i.e. industry, First Nations, local/senior levels of government)
- Taxation pressures
 - Limited tax revenues
 - Industry located outside municipal boundaries; transient workers do not pay taxes
 - Competing with Alberta border communities that do not have HST / PST
- Limited jurisdiction to respond to industry needs (i.e. transportation, education, etc.)
- Lack of communication between community, industry, and residents
 - Before and after industry project is developed
- Lack of information
 - About the transient population and industry needs
 - Uncertainty regarding growth / potential projects

Actions

- Lobbying senior government to address issues
- Funding through Fair Share Agreement
 - Working to establish other trust funds
- Policies and regulations
 - Updated rezoning / Official Community Plan
 - Working to complete Integrated Community Sustainability Plan
- Recruitment of developers
- Special council meetings to keep development permits on track / avoid holding up development
- Collaboration / communication through interagency groups / roundtables / leadership circle
- Information and research
 - Transient counts
 - Assessment tools for industry projects

Advice

- Communications
 - Have early conversations with broad stakeholders
 - Engage with frontline workers
 - Use clear language and promote clear intention of meeting
- Advocacy
 - For the use of best practices
 - To maximize tax dollars to the community
- Benefit agreements
 - Use environmental review process to initiate discussion about benefit agreements
- Collaboration with all stakeholders (i.e. provincial gov't, industry, communities, First Nations)
- Planning
 - Ensure all forms / by-laws / policies in place
 - Ensure light / heavy industrial land is allocated for development
 - Don't stop planning just because the price of the commodity goes down
- Infrastructure
 - Develop infrastructure that is appropriate for future uses / standards
- Research to obtain list of industry needs and assess overall community impacts
- Ensure adequate human resources are in place
 - To process permits and to track / update data and information
- Understand limitations of local government jurisdiction in overall regime

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Pressures

- Increased demands on infrastructure (i.e. traffic, water, sewage, utilities)
- Limited availability of water resources
- Public conflict
 - Concerns with how industry obtains access to, and continues to use, farm water
- Aging infrastructure
 - Pump stations / water lines need to be upgraded
- Funding
 - Fair Share revenues do not cover infrastructure costs
- Limited planning
 - Infrastructure is not designed for expansion
- Information and research
 - Transient numbers are not considered in infrastructure development
- Communications
 - Industry secrecy makes it difficult to anticipate needs

Actions

- Funding
 - Fair Share Agreement
- Infrastructure
 - Reclamation plant developed to resell water to industry
 - Water meters installed
 - Upgrades (i.e. sewage, water treatment plant, roads)
 - Expansion of infrastructure (i.e. water treatment plant)
 - Expansion of four way stops
- Policies and regulations
 - Water use and conservation policies developed for both residents and industry
 - Updated development permit processes
- Collaboration
 - Waste water treated to support Shell operations
 - Industry / farm agreements for water access
- Research and information
 - To support infrastructure planning
- Communication

Advice

- Planning
 - Pay attention to expansion capacity of infrastructure
 - To sustain growth potential
 - To respond to industry needs
- Collaboration with industry
 - To develop new sewage infrastructure (i.e. if industry needs sediment / holding ponds)
 - To develop new water treatment plants
- Infrastructure
 - Develop a bio-energy program to heat public buildings
- Research and information
 - To support infrastructure development

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Pressures

- Demands on transportation infrastructure (i.e. impacts of heavy trucks on roads, more traffic on rural roads)
- Financial barriers
 - Maintenance / repair costs of highways and other transportation infrastructure
 - Charters don't pay terminal fees
 - Limited investment by CN in rail infrastructure
 - No budget increases to accommodate increased use
- Highway upgrades beyond local government jurisdiction
- Limited availability (i.e. no intercommunity bus service / no scheduled flights)
- Distance to airport / public transportation
- Infrastructure capacity
 - Short airport runway / limited airport capacity
 - Limited transportation infrastructure to bring in workers
 - Trains not used to fullest capacity
- Safety (i.e. more accidents, overloaded trucks, winter conditions)
- Aging truck drivers

Actions

- Research and information
 - Traffic counts completed
 - Studies to expand / attract airlines (including statistics / information provided to airlines)
- Fair Share Agreement
 - Provincial funding also provided for highway improvements
- Planned improvements for road access
 - All roads rated as part of road maintenance program
- Expansion of infrastructure (i.e. twinning of highways, more passing lanes)
- Collaboration
 - Airport society formed / committee formed to address air travel costs
 - Staging areas created to pick up workers
 - Collaboration between NHA and non-profit to provide transportation for health care patients
- Private charters (buses / planes)
- Recruitment of airlines
- Informal ride sharing networks

Advice

- Research and information
 - Assess demands for fly-in / fly-out workers
 - Complete traffic counts
 - Include truck weights in studies
- Planning
 - Leverage assessment of commuter traffic to address other needs
 - Build two additional lanes separately to ensure lanes remain open to residential / industry traffic
- Ensure MLA understands growth pressures
- Develop a range of infrastructure
 - Ensure there is a long runway in place to attract airlines
 - Expand highway infrastructure
- Education and training
 - Provide safety training
 - Pay attention to training the next generation of truck drivers

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Lessons from the Peace River Region around Economic Upswings: Housing

Pressures

- Lack of housing (i.e. multi-family, seniors, low-income)
 - Difficult for government / health care workers to get housing
 - Lack of rental accommodations
 - Limited hotel / campsite vacancies for tourists
- Affordability
 - High housing / rental costs
 - Older, more affordable housing stock being renovated into higher cost housing
 - Lack of low-income housing (i.e. for service industry workers, women leaving transition house, seniors)
- Population dynamics
 - Influx of workers / transient population
 - Workers not settling with families
 - Increase in seniors / aging workforce
- Development challenges
 - Lack of developers
 - Remoteness deters developers
 - Limited access to land
 - Previous economic shocks deter investment
- Lack of funding for low-income / transitional housing
 - Limited funding for housing network
- Lack of construction trades

Actions

- Planning
 - New zoning bylaws / Official Community Plan encourage high density / secondary suites
 - Local government ensures industry has a plan to house workers
 - Facilitate plans / agreements between industry and housing sector
- Expansion of housing infrastructure
 - Expansion of social housing, rental housing, hotels, multi-family dwellings, and seniors' housing
- Industry investments / agreements
 - With hotels / apartments
 - Housing purchases
 - Work camps
- Service / hospitality companies purchased housing for workers
- Recruitment of developers
 - 5 year tax break on multi-family unit investments
- Housing forums

Advice

- Planning ahead
 - Efficient planning department to process permits
 - Ensure updated bylaws / OCP in place to avoid development delays
 - Cheaper to work with existing infrastructure
 - Diversify housing stock
- Early / routine communication with stakeholders (i.e. industry, government, community groups)
 - Connect developers to stakeholders
 - Talk to developers to understand their needs for services / supports
- Research and information
 - Avoid forecasts skewed by projects coming in/out
 - Have good knowledge of development community

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Pressures

- Education / training needs (i.e. trades, retraining older workforce, high school completion / upgrading)
- Limited education / specialized training
- Infrastructure
 - Technology / equipment used in industry changes quickly
 - Few training locations / lack of schools
- Program operations
 - Disconnect between industry needs / training (i.e. equipment used in training vs. industry)
 - Need standard curriculum for worker mobility
 - Short timeframe for program development
 - Training timeframe not efficiently designed
- Staff cuts; shortage of instructors affect program scheduling
- Financial barriers (i.e. high tuition / accommodation costs)
 - Provincial funding cutbacks makes joint training difficult
- Policies and regulations
 - Disconnect between northern needs and provincial policies
 - National initiatives for oil/gas training lag behind development
 - Changes to safety regulations
- Lack of communication between industry and education sector

Actions

- Acquired list of industry needs; industry / training needs assessment
- Routine college / industry communication through industry / trades committees
- Collaboration
 - Partnered with other communities to share capacity
 - Dual credit trades program with high school
 - Program developed with industry; worker orientation with industry at college
 - Joint Trades Committee
- Infrastructure (oil rigs, simulators, additional space, new equipment, student residences, etc.)
- Development and availability of programs
 - First Nations training, apprenticeships, regional development, management, services, upgrading, wind energy, social work, early learning centres
- Recruitment (i.e. target people outside of the workforce)
- Funding through cost recovery, Labour Market Consortium Funding, employer funding

Advice

- Early communication with industry (i.e. meetings, open houses)
 - Communicate education timeframes to industry
- Identify changing industry needs; identify capacities / gaps
- Collaboration
 - College / industry collaboration to obtain funding and design programs
- Program development in a timely manner
 - Focus on mandatory safety training; offer current licensing
- Funding
 - Develop tuition assistance
 - Get program sponsorship for programs
 - Secure provincial government support
- Use local human resources / capacities
 - Need journeymen to mentor apprentices

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Lessons from the Peace River Region around Economic Upswings: Health Care

Pressures

- Limited availability of services
 - Limited access to doctors and mental health supports
 - Limited access to emergency services; limited weekend / after hours coverage; no walk-in clinic
- Additional demands from transient workers
- Emergency room used for non-emergency needs
- Long wait lists
- Recruitment / retention (i.e. doctors, nurses, surgeons, paramedics)
- Burnout of health care workers
- Small / aging hospital infrastructure
- Proximity to services
 - Pressure for emergencies / births
- Lack of planning for projected increases
 - Census does not accurately reflect needs
- Lack of funding for frontline workers
 - Inability to change government funding as population increases

Actions

- Conducting own census to identify accurate demand (residents / transients)
- New hospital / walk-in clinic
 - Expansion plans include seniors' care facility
- Availability of services
 - Extended hours and expansion of support programs
 - Doctor's office functions as walk-in clinic
- Training (i.e. college / UNBC Northern Medical Program)
- Committees formed to address recruitment
 - Doctors recruit from home countries
 - Joint recruitment between Northern Health Authority (NHA) and school district
- Funding
 - Advocacy for more provincial funding
 - Industry sponsored cross medical training
 - Funding received for needs assessment
 - Funding received for mental health / drug addictions program for women
- Partnerships
 - Medical Services Working Group
 - Industry / community partnership to place doctor in community
 - Community donated land for new hospital

Advice

- Early discussions with industry / NHA
- Obtain industry emergency plans, projected health needs, and on-site health services
- Ensure NHA has plans in place to address projected increases / address industry and community needs
- Funding / benefits
 - Advocate for northern living allowance
 - Ensure industry / First Nations are part of advocacy group
 - Understand it takes a long time to get funding in place
- Prepare for stresses to infrastructure
 - Ensure that a helipad is in place
- Ensure walk-in clinics are in place to avoid overuse of emergency ward

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Pressures

- Availability
 - Reductions in community / social services
 - No substance abuse centre; lack of supports for unemployed / immigrants
- Changing demands for services
 - Increased demands / long wait lists
 - Increased demand for couples / family counseling
 - Transient population creates more pressure
- Financial Barriers
 - No redistribution of government funding with growth
 - Charities / foundations have changed policies for allocating funding
 - Community groups lost provincial funding
 - People have limited financial management skills
- Human resources
 - Lack of social workers
 - Pressure to take extra shifts / duties leads to burnout
- Operations
 - Departments working in isolation
 - Limited capacity to implement action plan
- Changing expectations for operations
 - Movement to integrated / shared model for program / organizational operations
 - Movement to business model
 - Social service planning not viewed as local government / business responsibility

Actions

- Community action plan created by family friendly initiative
- Expansion of services (i.e. parenting supports, women's centre, restorative justice program, etc.)
- Collaboration (i.e. inter-agency committee, early childhood planning committee)
- Funding
 - Community, business, corporate donations, as well as senior government funding
 - Community groups reallocated resources
- Shared grant writer and expanded staff workloads

Advice

- Routine communications to ensure all groups working in same direction
 - Align messages with local government
 - Promote importance of strong social services
 - Promote available financial supports
- Develop strong partnerships with other agencies
 - Ensure coordinating committee in place
 - Identify and develop opportunities for other stakeholders
- Development of supports (i.e. addictions, non-emergency family resources, immigrant supports)
- Financial management
 - Find projects that will interest industry
 - Share space and administrative costs
- Operations
 - Re-brand non-profits to expand supports
 - Ensure adequate staffing levels in place; stay flexible with hours
- Obtain a clear understanding of how all systems are interlinked

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Pressures

- Crime / social issues expanding
 - High wages leads to negative behaviour
- Human resources
 - Inexperienced RCMP officers
 - Lack of RCMP officers
 - Difficult to recruit victims services workers due to competition from high industry wages
- Funding based on inaccurate census data
- Operations
 - Community policing program suffered
 - Expanded workloads for RCMP
- Infrastructure
 - Current building not suitable to meet expanding industry / population needs
- Community dynamics
 - Increased population puts strains on resources

Actions

- Communication
 - Obtained understanding of the capacity of mine rescue, fire department
 - Routine communication with community groups, local council, industry
- Planning
 - Annual performance plan identifies concerns
 - Protection services strategy completed
 - Detachment growth areas identified
- Collaboration
 - Mine rescue teams / fire department have joint training
 - Provincial intelligence network for crime
 - Mutual aid agreements between industry / fire department
- Funding
 - Community to pay for extra resources if needed
- Human resources
 - Increased RCMP personnel
- Policies / regulation
 - Mine rescue services required on site at all times

Advice

- Collaboration
 - Develop mutual aid agreements for equipment / assistance
 - Share training facilities
- Plan for increases with infrastructure / capital assets
- Communicate emerging issues
- Pursue industry funding to acquire equipment, training, and infrastructure
- Human resources
 - Monitor workloads / training needs
- Reinforce strong community policing policy

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Lessons from the Peace River Region around Economic Upswings: Recreation

Pressures

- Increased demand for recreation (i.e. events, activities, amenities)
- Human resources
 - Declining volunteerism
 - Transient workers have limited connection to place
- Lack of recreational facilities (i.e. both general and for youth)
- Limited access to recreation
 - Campsites full of workers cannot accommodate tourists
 - Facilities not open year round
- Financial costs to access programs
- Remoteness limits growth of recreation

Actions

- Expansion of indoor recreation
 - New recreation facility, new youth centre, new fitness facilities, new museum
- Expansion of outdoor recreation
 - Skate park, campgrounds, hiking trails, etc.
- Infrastructure updated
 - Campsites updated / expanded
 - Old arena turned into indoor soccer pitch
 - Curling rink used for indoor soccer
- Financial support
 - Fair Share funds used to expand recreation facilities
 - Share operating costs for facilities
 - Free recreation programs for youth
- Industry partnerships
 - Industry sponsorship of events
 - Workers camps equipped with recreation / social infrastructure
 - Industry partnerships to develop community recreation infrastructure
- Technology
 - Swipe cards used to provide workers with 24 hour access to fitness facilities

Advice

- Pursue industry funding
- Infrastructure
 - Camps need recreation facilities / programs to keep workers busy
 - Expand social infrastructure
- Communication / promote benefits for diverse range of residents
 - (i.e. mothers, disabled, seniors, etc.)

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Lessons from the Peace River Region around Economic Upswings: Hiring

Pressures

- Shortage of trades / skilled labour, service sector workers, and community service workers
- High labour turnover / competition amongst employers
- Limited capacity
 - Small contractors / non-profits have a lack of management skills
 - Young workforce with limited experience; Aboriginal workforce has training gaps
- Financial barriers (i.e. competing with industry wages, high cost of living)
- Staff shortages affect business hours, quality of service
 - Increased workloads, no resources to review applications
 - No succession plans
- Policies and regulations
 - More certifications required
 - Bureaucracy / costs with immigrant workers
- Limited training to support advancement
- Cultural barriers (i.e. difficult for Aboriginal workers to leave reserves)

Actions

- Job advertising (i.e. job fairs, international recruitment, job boards, word of mouth)
- Technology infrastructure (i.e. Internet, one-stop shop for bidding on industry service and supply contracts)
- Interagency / multi-stakeholder communication
- Collaboration (i.e. Skills Workforce Roundtable)
 - Agency collaboration for joint recruitment / ads
- Recruitment / retention strategy (i.e. family-friendly business certification)
 - Cater to family needs, vacation / health benefits, financial / fitness incentives, rewards for staff loyalty
- Flexible scheduling
- Education and training (i.e. literacy, mandatory certification)
 - Training to build capacity for local bidding on industry service and supply contracts
- Tracked Aboriginal hiring (i.e. at hospital construction)

Advice

- Identify needs early and develop databases of useful resources
- Planning
 - Promote family-friendly business certification
 - Increase frontline resources and plan for turnovers
 - Be prepared to import labour / expertise
- Provide accurate information (i.e. about the job and the community)
 - Provide information about amenities, climate, cost of living, etc.
- Maintain interagency communication and collaboration
 - Follow models like North Opportunities
 - Work with stakeholders at all levels
- Coordinate community and industry infrastructure development
 - Provide camp space
- Clearly identify what you are looking for during hiring procedures
 - Develop intake procedures that make people feel valued
- Improve operations (i.e. family-friendly culture, positive team environment, realistic promises)
- Be aware of the risks with incentives / ensure people are committed for the right reasons
- Advocate for a business orientation program
- Mentor Aboriginal people

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Pressures

- Lack of research (i.e. no information about why businesses left, difficult to determine future demands)
- Limited coordination across businesses
 - Difficulty finding information about contract bids / difficulty finding contractors
- Human resources
 - Difficulty hiring / finding good workers; oil / gas sector poaches workers; labour turnover
 - Immigrant workers have limited visa terms
 - Spouses of industry workers don't have to work; puts pressure on available human resource pool
- Limited capacity
 - Chamber of Commerce
 - Service sector
 - Limited ability of contractors to do scale of work required by industry
- No time for workshops / training
- Financial barriers (i.e. costs of commercial space, cost of contractors, cost of living)
 - Triple net costs (i.e. taxes, maintenance, cleaning, snow removal, utilities)
 - Contractors can wait up to 6 months to get paid by industry
 - Small contractors do not have large lines of credit to hold themselves over until paid by industry
 - Long-term contracts do not exist due to competitiveness of industry
- Contractors don't meet industry procurement requirements
 - Contractors needed to submit payables to Houston, Texas
- Businesses in electoral areas don't need businesses licenses; businesses locate outside of town
- Limited commercial space / commercial space is not attractive
- Perception of the north makes it difficult to attract business operators / staff
 - Out-of-town shopping affects viability of operations / deters investment

Actions

- Research to identify opportunities for commercial investment; assess business expansion plans
 - Completed assessment of commercial space
 - Energy Services BC provides information about procurement requirements
- Developing a business retention strategy
- Collaboration (i.e. roundtable on economic development being formed)
 - Horn River Basin Group formed to discuss small business / contractor issues with industry
- Business profiles given to industry / investor packages distributed
- Human resources (i.e. immigrant / temporary foreign workers; economic dev. officer hired to recruit businesses)
- Education and training provided through Chamber Learning Network, Community Futures workshops, guest speakers, and trained business ambassadors
- Expansion of commercial space
- RED Link (Regional Economic Development) used to facilitate contractor preparedness to pursue RFPs
 - Quick pay used to provide efficient method for industry to pay local suppliers / service providers

Advice

- Establish routine communication mechanisms with all stakeholders (business, government, industry) to identify emerging projects and to facilitate long-term planning
- Bring stakeholders together to collectively move agendas forward
- Ensure education supports in place to support business development
- Share costs for needed information / development of strategies with other communities
- Promote business case for attracting new ventures
- Need a local payment system in place to quickly process contract invoices
- Don't miss opportunities (i.e. laundry / transportation services to industry) that will be taken up elsewhere

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Lessons from the Peace River Region around Economic Upswings: Environment

Pressures

- Concerns with industry practices
 - (i.e. fracking, gas flares, sour gas burn off, logging operations)
- Environmental assessment
 - Debates with industry standards
 - Concerns with transparency / speed of environmental impact assessment
- Water security / quality
- Air quality
- Impacts on wildlife (i.e. caribou / bears)
- Impacts on First Nations traditional land use
- Loss of agricultural land
 - Due to encroachment of housing / industry

Actions

- Water conservation
 - Water meters / water conservation bylaws developed
 - Water Utility Fund established
- Environmental guidelines
 - Industry meets environmental standards
 - Environmental impact assessments
- Consultations
 - Site C review panel / consultations
- Communications
 - Elected officials visit industry operations
- Research and information
 - Water / air quality studies completed

Advice

- Planning and consultation
 - Need routine discussions between industry / community to work through issues
 - Include social services to assist those affected
- Policies and regulations
 - Need strong land management regulations
 - Have transparent environmental policies
 - Need resources to enforce regulations
- Communications
 - Familiarity with industry / hold open houses
- Research for best practices / new approaches

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