

# UNBC's Community Development Institute

## Summer Community Presentations 2010

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# UNBC An Engaged Campus

- ◆ Research and teaching set within northern BC
- ◆ Wide range of disciplines/wide range of topics
- ◆ Regional campuses

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## Community Development Institute

Board of Governors approval, Jan. 2004

Mandate:

“university in the north, for the north”

Strategic Research Plan:

“sustainability of communities”

“to support research and information so that people in northern BC can make informed decisions about their community’s future”

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# Community Development Institute

## Research:

- community initiated
- academic integrity, practical relevance

## Outreach:

- information of tools/practices
- community needs to guide research

## Education:

- role in community capacity building
- skills/education transfer

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# Completed Projects

- ◆ Economic Development
- ◆ Northern Economic Vision and Strategy Project
- ◆ Seniors Issues
- ◆ Community Transition
- ◆ Services: Health, Social, Non-Profit
- ◆ Research in Partnership

All research can be found at:

**[www.unbc.ca/cdi/research](http://www.unbc.ca/cdi/research)**

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# Community Outreach Activities

- ◆ Speakers Series
- ◆ Publication Series
- ◆ Information Sessions

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## Summer 2010 Community Outreach

### Looking Forward/Planning Forward

- ◆ Our Roots
- ◆ Community Development Foundations
- ◆ Community Transition Activity
- ◆ Tips about renewal:  
“Reorienting for renewal”

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## Historical – First Nations

Since Time Immemorial:

- ◆ First Nations have long traded to succeed
  - Obsidian from Mt. Edziza to plains
  - Food trade along the Grease trail
  - Copper from South America found in NWT
- ◆ Creation of trading alliances

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## Background BC – 1950s

- ◆ Resource royalties fluctuating
- ◆ Small / inefficient resource industries
- ◆ Community & industrial infrastructure poorly developed
- ◆ Few secondary / support industries
- ◆ Central / northern BC not linked to markets by transportation
- ◆ BC was a 'have not' province

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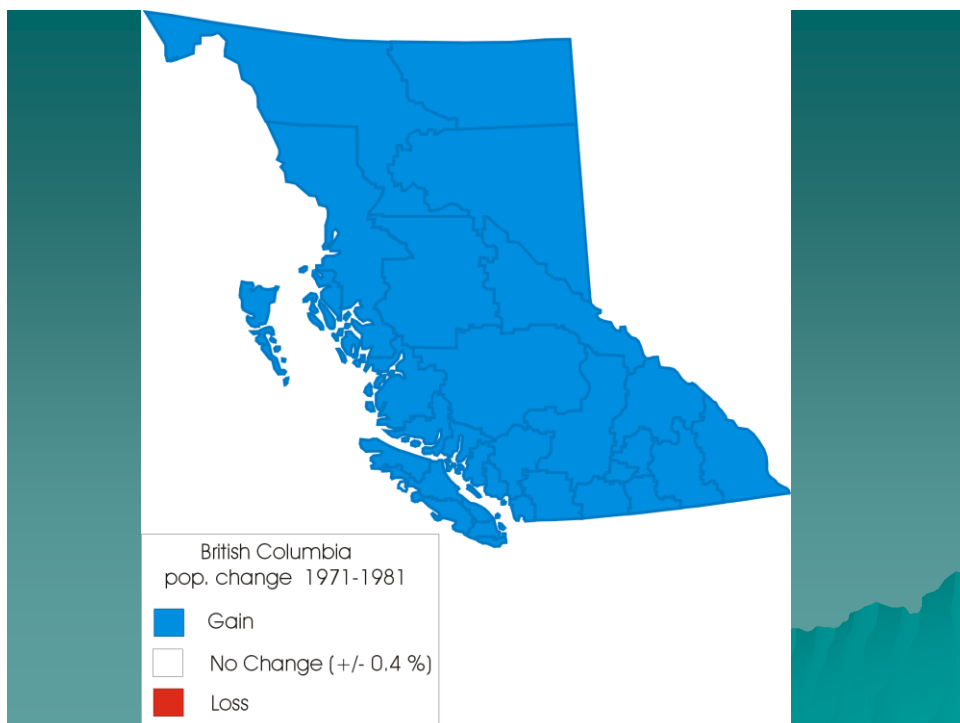
# BC – 1950s

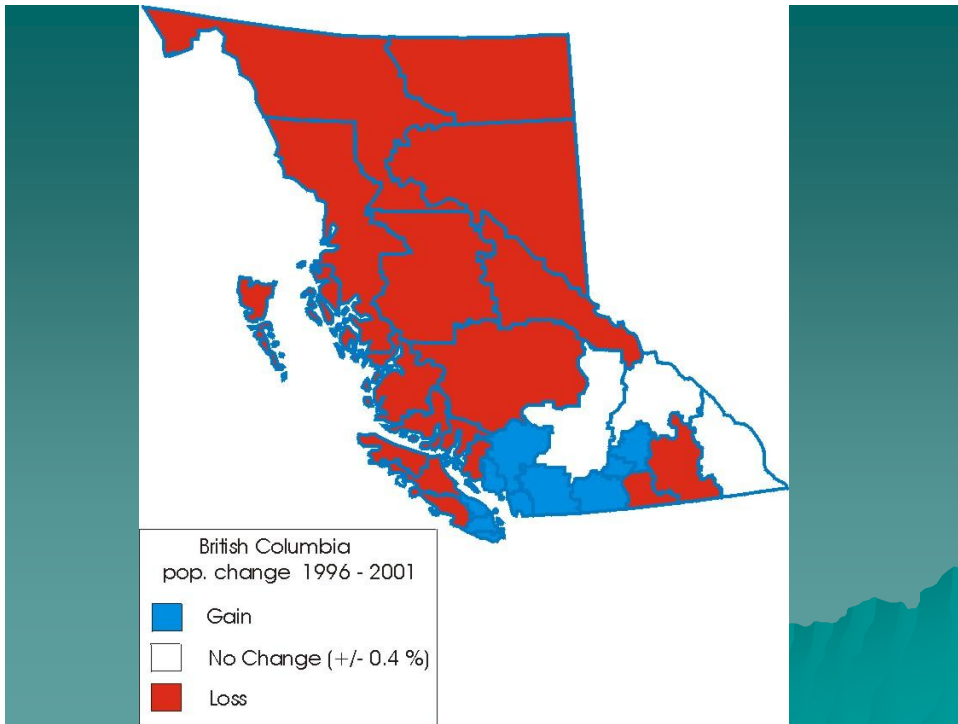
## Bennett – Williston Model

- ◆ Resource Tenures
- ◆ Power – Two Rivers Policy
- ◆ Industrialization
- ◆ Transportation
- ◆ Tourism Infrastructure

Lesson: Policy Co-ordination  
Integrated Strategy

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## Northern BC

- ◆ Recently 'industrialized' (post 1950)
- ◆ Economy still dependent upon limited-manufacture resource exports
- ◆ Strong metropolitan/non-metropolitan division
- ◆ Non-metropolitan landscape
  - Regional centres (60-100,000 pop.)
  - Small resource towns (2-12,000 pop.)
  - Limited economic diversification

## Stuck in 1980

- ◆ Since the recession of early 1980s
  - Significant social and economic change in an increasingly globalized world
    - ◆ Especially in the resource sector
  - But we have not changed our basic approaches
- ◆ 30 years behind!

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## Back to the Future 1950-2000

- ◆ 1950-1980: 30 years of unbroken public policy success
- ◆ 1980-2000: return to wide fluctuations, challenges sound familiar
- ◆ 're-equip to meet challenges/opportunities of global economy
- ◆ "Renewing" a broad vision of community development

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# New Fundamentals

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## New Rural Economy

Resource-based communities live  
in the global economy



It is about diversity, place based assets,  
speed, and change

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# What is New for resource-based communities in a Global Economy?

- ◆ Question of change
  - Most fundamentals are unaltered
- ◆ But:
  - It is more connected
  - It is more complex
  - Interactions & effects are more quickly felt

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## Global Economy and Rural BC

- ◆ Resource industries are concentrating
  - Technology is labour-shedding
  - Little left in rural places but the 'wage' (diminishing)
- ◆ Public service shifts are exacerbating challenges

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# Resource-based Communities in the Global Economy

- ◆ What is new:
  - Shift from comparative advantage to competitive advantage
  - Shift from commodities to mix of values, commodities, & economies
- ◆ Amenities, unique local assets
  - Need to know where we want to go!
- ◆ What are our assets?
- ◆ What are our aspirations?

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## ◆ Question

- How to equip communities to exercise place-based advantages and meet development opportunities/challenges on own terms

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# Foundation for the Future

- ◆ Why Community Development?
- ◆ What is Community Development?

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## Community Development

- ◆ the ability of communities to organize assets and resources to achieve their objectives
- ◆ improvements to local social, economic, and cultural infrastructure
- ◆ increasing the skills, knowledge, and abilities to access/use information and resources
- ◆ create strategies/partnerships to take advantage of changing circumstances

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## How to do it? (A)

- ◆ Create a broad community development platform as a foundation for seizing opportunities

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**Economic development is built on strong community development foundations**

### **Economic Development**

Realize the vision  
Built to support flexibility, choice, and change  
Moving on opportunities  
Meeting challenges  
Community vision about present and future



### **Community Development**

Community groups	Services	Working together
Leadership and participation	People and Skills	Individuals, Youth, and Seniors
Infrastructure (roads, rail, air)	Quality of life	Infrastructure (new info technologies)

## How to do it? (B)

Invest in the 4 key infrastructures:

- ◆ Physical infrastructure
  - 'Old' economy
  - 'New' economy
- ◆ Human capacity infrastructure
  - 'next' workforce (demographic, economic)
- ◆ Community capacity infrastructure
  - 'smart' service provision
- ◆ Economic and business infrastructure
  - Coordinate internally/externally

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## How to do it? (C)

Its all about PARTNERSHIPS and strategic linkages

- ◆ Local communities (Aboriginal and non-Aboriginal)
- ◆ Business
- ◆ Labour
- ◆ Provincial government and agencies
- ◆ Federal government and agencies
- ◆ etc

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## “Reorienting for Renewal”

- ◆ **Orientation**
- ◆ Things to bear in mind when thinking/moving ahead

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- ◆ Economic transition is about moving:

## “From Northern Strength to Northern Strength”

- from resource dependence to a diversified economy grounded in resources and inclusive of other options

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## “Northern Vision”

- ◆ Message is very clear:
  - Economic development that not only creates jobs for northerners, but respects people, the environment, and the quality of life that defines a northern lifestyle
- ◆ Inclusive:  
“a northern vision that includes all northern peoples”
- ◆ New Governance mechanisms
  - Communities want to be part of the process

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## - From northern strength to northern strength -

- ◆ Our natural and community resources are high value
- ◆ Economic transition needs to be evaluated against 4 "bottom lines"
  - Community
  - Economy
  - Environment
  - Culture

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## A Regional Imperative

- ◆ Need to coordinate to create synergies
  - Other jurisdictions shifting from sectoral to 'place-based' policies
- ◆ Need to invest limited funds wisely in infrastructure and services
- ◆ Scaling up to bring a regional voice to public policy and the marketplace

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***Re-orient to readiness*** by understanding the role of the ***region in the world*** while also ***grounding our strategies*** in a real, in-depth analysis of our local and regional ***assets and aspirations.***

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## Resource-based Communities in the Global Economy

### **Faster paced**

- If we get a workable solution today, we need to start on a new workable solution for tomorrow
- Booms come faster; busts go deeper

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# Reorient to Renewal

- ◆ Orientation
- ◆ **Things to bear in mind when thinking/working ahead**

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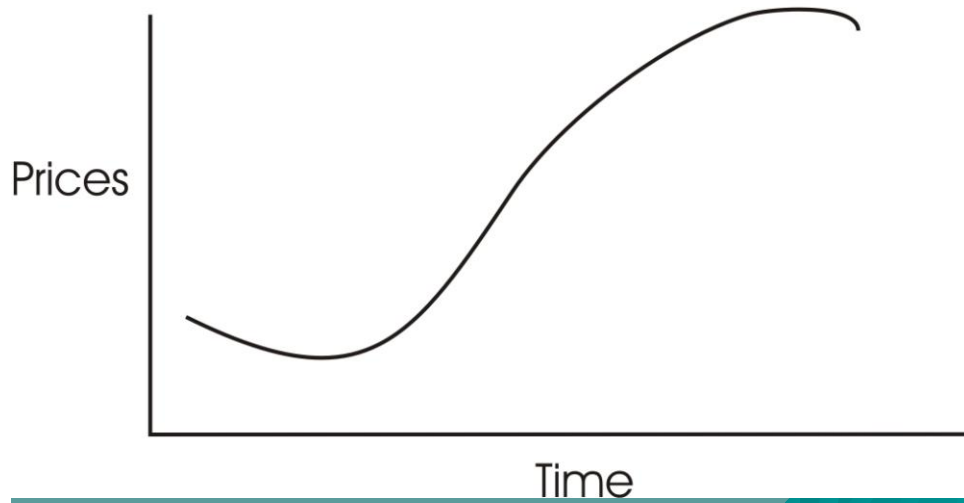
# Community/Industry Issues

## **Get ahead of the curve**

- ◆ Urgent matter given market volatility
  - Relationships / workforce/ partnerships
- ◆ Big projects take time

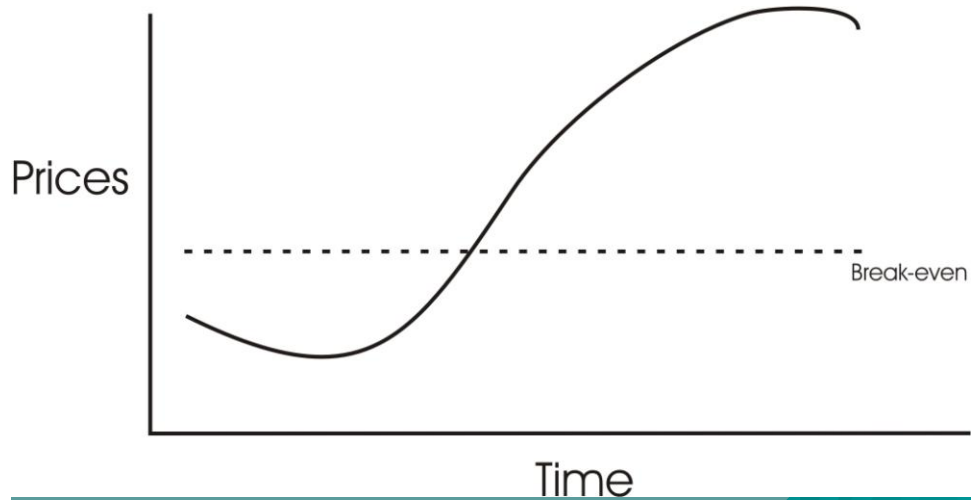
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## Commodity Price Curve



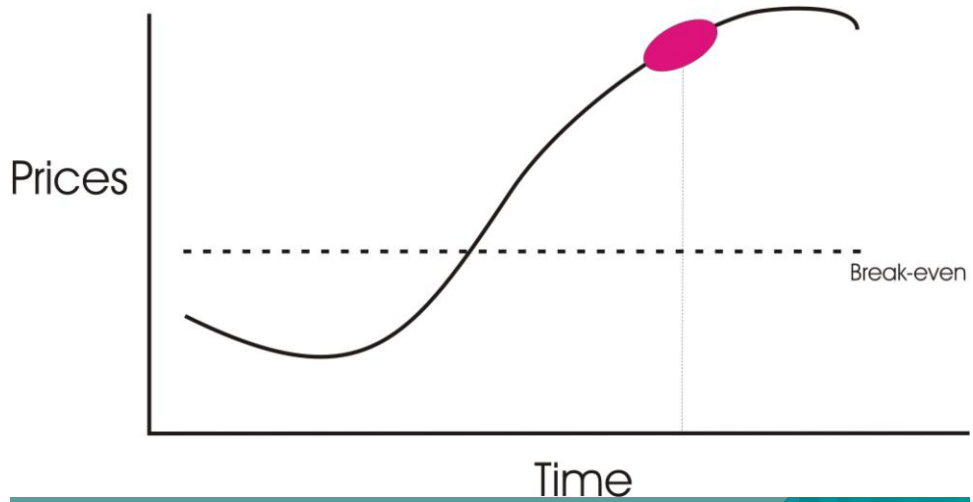
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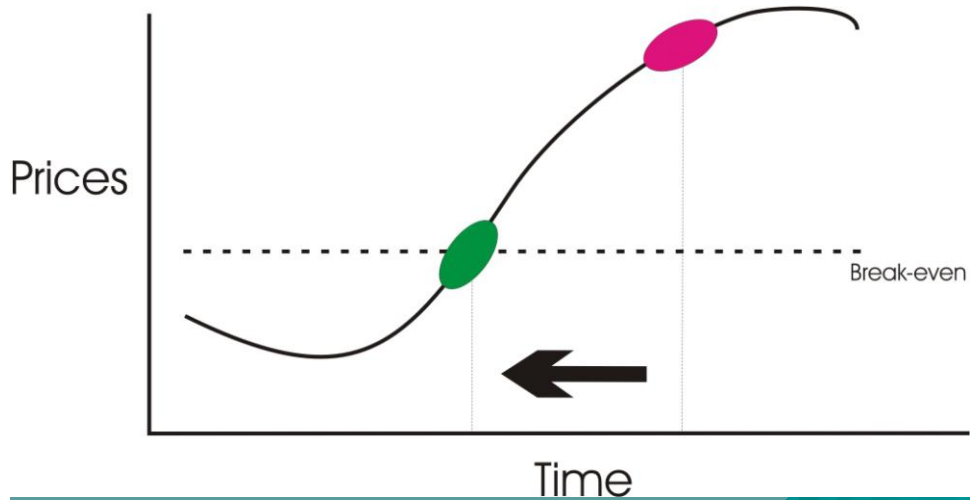
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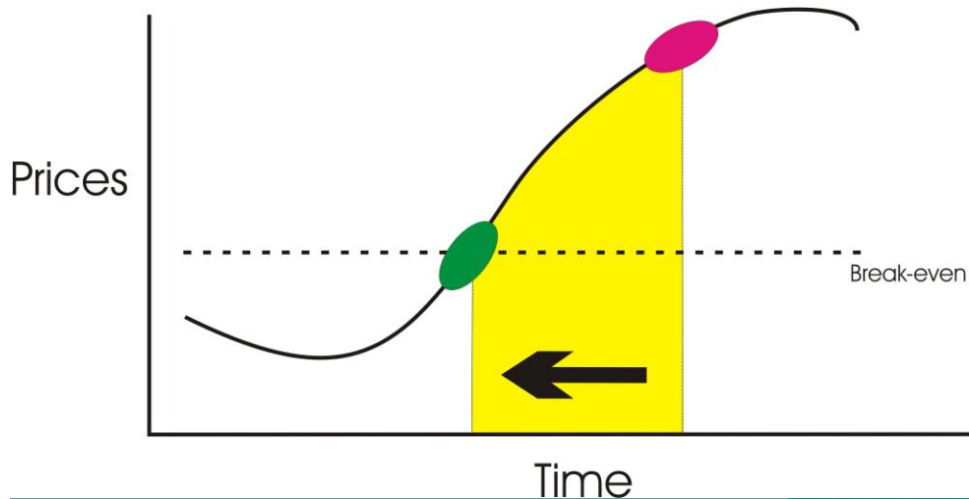
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## Retain the Wealth

### 'Plugging the Leakage'

- ◆ A foundational issue in economics
- ◆ A building block for community economic development

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# Leakage

- ◆ Each economic transaction **OUTSIDE** of the community represents a “leakage” or drain of community resources
  - income and wealth accrues elsewhere
  - the community gains just 1 benefit from its expenditures (the one-time consumption of a good or service)
  
- ◆ Each economic transaction **INSIDE** of the community creates opportunities to “multiply” effects of spending
  - by doing business with themselves and neighbours in community

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## *Economic Strategy Development*

<b>Beginning Phase 1:</b>	<b>Middle Phase 2:</b>	<b>End Phase 3:</b>
<b>Strategy</b>	<b>Blue Sky Options and Possibilities</b>	<b>Implementation</b>
<b>Community process Goal identification</b>	<b>A) List Opportunities and Possibilities</b>  <b>B) Context of place Business case</b>	<b>Partnerships</b> <b>Long-term commit.</b> <b>Long-term funding</b> <b>Flexibility</b> <b>Transparency</b> <b>Technical capacity</b>

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In other words,  
we cannot just work 'in the middle', we need to:

- 1) build from a solid understanding of the community's/region's social and economic foundations
- 2) identify and understand opportunities and possibilities within local/regional assets and aspiration
- 3) follow-through the process with a manageable and accountable implementation framework

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## Rural Economic Development: Principle

- ◆ "They are investments not expenses"
  - Long run
  - Cumulative value if guided by community vision
- ◆ Need to invest limited funds wisely in infrastructure and services

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## “Next” Workforce

- ◆ Bargaining power:
  - “Smaller size” workforce
  - Can go where they want, demand what they want
- ◆ What do they want
  - Clean environment
  - Reasonable services!!
  - Safe, healthy place to raise family
  - Work/life balance
  - Community & global connectivity

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## The Imperative To Get Organized

- ◆ Transition Planning
  - Complicated / multi-faceted
  - Many moving parts ...
- ◆ Community Transition Toolkit
  - <http://www.unbc.ca/cdi/toolkit.html>
- ◆ Invest in transition preparedness!

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◆ **Community development**

– can make your community resilient to change

◆ **Doing things matters!**

– Not doing things has consequences

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# Community Development Institute at UNBC

- ◆ For further information please visit our website at:

**[www.unbc.ca/cdi](http://www.unbc.ca/cdi)**

Greg Halseth  
[halseth@unbc.ca](mailto:halseth@unbc.ca)

Don Manson  
[manson@unbc.ca](mailto:manson@unbc.ca)

**Thank you**

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