



# The Community Development Institute 2014 Annual Report

*University of Northern British Columbia  
Prince George, BC*

COMMUNITY  
DEVELOPMENT  
INSTITUTE



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## Introduction

Northern BC communities are experiencing a period of dynamic and unsettling change. This was the phrase that the Community Development Institute (CDI) heard throughout 2014 to portray the consequences of rapid shifts in global demand for northern BC's natural resources and the need for communities to be prepared for both upswings and downturns. While 2013 saw a positive outlook for nearly every resource sector, 2014 brought with it downturns in the price and demand for coal, minerals, gas, and oil. The optimism that characterized 2013 became mixed. While many communities continued to anticipate and prepare for growth, others experienced slow-downs and shutdowns in local operations.

Mining communities were particularly hard hit. Tumbler Ridge, at the beginning of 2014, had been anticipating that every mine in the local area would be open. By September, all but one had gone into care and maintenance. Fraser Lake saw the local Endako Mine suspend operations. Gibraltar Mine, just north of Williams Lake, also forecasted layoffs due to low copper prices.

Forestry communities saw an increase in demand for wood and wood products. At the same, however, they also began coming to grips with the reality of a severely constrained timber supply – the result of the Mountain Pine Beetle infestation. Beginning in 2015, the timber supply areas of Quesnel, Lakes District, Williams Lake, and 100 Mile House will see a significant reduction in the Allowable Annual Cut. The reduced harvest level is anticipated to persist for 50-70 years while the forest recovers.

The future of natural gas exports also began to fluctuate as global prices for liquefied natural gas (LNG) and oil declined. While several project proponents announced that the current situation may delay their final investment decision, none have indicated that they are abandoning their projects. As a result, the communities of the northwest – Prince Rupert, Kitimat, and Terrace – have a window of time in which to prepare for these possible projects. In the northeast, however, a growing concern emerged about the impact on the communities that support upstream or exploration activities.

For many communities, 2014 delivered or signaled a potential reversal of expectations. It emphasized, once again, that the global economy can shift in a matter of months. Throughout the year, the CDI focused our efforts on helping communities prepare for and adapt to the changes that they were experiencing. Our work focused on developing strategies for economic and community resilience and sustainability, workforce development, housing, workforce accommodation, fly-in/fly-out workers, and new models of service delivery. We worked with communities such as Tumbler Ridge, Fort St. James, Vanderhoof, Prince Rupert, Terrace, Kitimat, Prince George, Clearwater, Quesnel, Williams Lake, and Mackenzie. In addition, we worked with organizations and groups such as the BC Natural Gas Workforce Committee, the Premier's LNG Working Group, the Council of Forest Industries, and Community Futures, to help bring these issues into focus.

# Introduction

Another key development in 2014 was the decision of the Supreme Court of Canada regarding Aboriginal title in the Tsilhqot'in case. The decision confirmed that Aboriginal title extends to all of the territory that a First Nation regularly and exclusively used when the Crown asserted sovereignty. Across BC, Aboriginal and non-Aboriginal governments and industry are now striving to understand the implications of the decision, and develop new relationships and protocols for the future. These relationships will be key to economic and community prosperity for all people of BC.

Throughout our work, we highlighted that communities concerned about long-term prosperity must be adaptive, resilient, diverse, and innovative. Investments in community development foundations are key and include those that will strengthen our people, physical infrastructure, social and community services, and economic infrastructure. Realizing lasting community development requires a focus on both economic and social development. These two work together and are mutually reinforcing. Doing one without the other will quickly limit capacity for growth.

We have also continued to emphasize the need for, and foster in our work, collaboration at all levels. The opportunities and challenges that are emerging in northern BC require a coordinated and integrated response that involves local and First Nations government, industry, business, education, health, social services, community and voluntary organizations, and senior government. Getting it right will deliver mutual and multiple benefits. Getting it wrong will mean missed opportunities for everyone.

Coordination, integration, and collaboration mean developing forums where information can be shared and discussed, and mutual understanding and trust are developed. Where aspirations can be explored and visions and strategies are developed based on realistic assessments of assets and challenges. Where taking action on the strategies that have been developed is supported and delivers real change. This is an area where the CDI sees the need for a more intentional and strategic approach for northern BC and where we will focus our attention in the coming year.

As we look ahead, we know that rapid market cycles, as well as long-term supply issues, will continue to impact northern BC communities. Our objective is to continue to build our own capacity so that the CDI remains a resource to communities as they prepare for both the opportunities and challenges of a rapidly shifting global economy.



Marleen Morris,  
Co-Director  
Community Development Institute at UNBC



Greg Halseth  
Co-Director  
Community Development Institute at UNBC

# About the Community Development Institute

## About the Community Development Institute

In 2014, the Community Development Institute (CDI) at the University of Northern British Columbia (UNBC) celebrated a decade of working with communities in the areas of community, regional, and economic development. Since its inception in 2004, the CDI has worked in partnership with more than 50 communities across north and central BC to develop and implement strategies for economic diversification and community resilience. The CDI is known for its high-quality research, which helps build understanding of the new non-metropolitan economy, specifically the global and local factors affecting these regions, the factors that impact their ability to respond to changes, and the options available for moving forward. It is respected as a neutral and independent facilitator, able to create a platform for dialogue, planning, and collaboration. The CDI has deeply-rooted networks and has earned a reputation as a trusted advisor.

### VISION FOR THE COMMUNITY DEVELOPMENT INSTITUTE AT UNBC

*The Community Development Institute at UNBC is dedicated to understanding and realizing the potential of BC's non-metropolitan communities in a changing global economy, preparing students and practitioners for leadership roles in community and economic development, and creating a body of knowledge, information, and research that will enhance our understanding and our ability to deal with the impacts of ongoing transformation.*

*In keeping with the vision of UNBC, the Community Development Institute is committed to working with all communities – Aboriginal and non-Aboriginal – to help them further their aspirations in community and regional development.*

*"Within UNBC, the CDI is a hub and connector of researchers from across the various disciplines who are working to make a difference with respect to community and economic development." – Dr. Ranjana Bird, Vice President, Research, University of Northern British Columbia*

# About the Community Development Institute

To realize this vision, the CDI provides programs and services in four broad areas. The 2014 annual report is organized under each of these areas.

## **Community Transformation and Renewal**

- Work with communities, industry, business, voluntary groups, and government to identify and assess opportunities, develop strategies, and facilitate partnerships for long-term community and economic benefit in a changing global economy.

## **Education for Community and Economic Development**

- Provide academic and professional development programs and courses, and community education opportunities, to develop knowledge, expertise, and leadership capacity in community and economic development.

## **Research**

- Provide community-based research and information that enhance our understanding and ability to deal with the impacts of ongoing transformation.

## **Policy Dialogues and Advice**

- Support multi-sectoral dialogue and planning and provide policy advice to prepare communities, industry, and government for future opportunities and challenges.



# Community Transformation & Renewal

## Community Transformation & Renewal

Natural resources produced in BC's northern and interior communities account for more than 80% of the province's export wealth. Despite rapid shifts in global demand for these resources in 2014, and perhaps precisely because of this dynamic and volatile environment, it remains that the prosperity of the province as a whole is tied to the sustainability of our rural and small town communities.

While the previous year was characterized by optimism and anticipated growth, 2014 was a time of uncertainty. Many communities continued to prepare for growth, while others experienced a downturn. Our work focused on supporting communities develop strategies for economic and community resilience and sustainability, and on helping communities understand and address issues related to workforce development, housing, workforce accommodation, fly-in/fly-out workers, and new models of service delivery. We worked with a number of communities and organizations to help bring these issues into focus. The CDI's specific projects are outlined below.

For a full listing of the reports to emerge from the projects listed, see Appendix A.

*Natural resources produced in BC's northern and interior communities account for more than 80% of the province's export wealth. The prosperity of the province as a whole is tied to the health and sustainability of our rural and small town communities.*





# Community Transformation & Renewal

## DIALOGUES ON READINESS

The CDI continued work in 2014 to help support and build community readiness in communities and regions experiencing transformation. This work was undertaken in the context of anticipated opportunities, pressure points, and processes associated with sector-wide shifts in key local industries. We initiated dialogues and research on community readiness in communities preparing for the development of large industrial projects, and also engaged with forest-dependent communities anticipating a downturn in relation to the Mountain Pine Beetle epidemic.

Assessing and enhancing a community's readiness to deal with the opportunities and the challenges that come with industrial project development, or with significant shifts in key local industries, includes exploring a wide range of community factors. Key issues to consider include capacity in workforce development, housing, education, health, community services, community amenities, the voluntary sector, transportation networks, and local economic and business development.

The CDI has designed and implemented a process and approach to this work that is flexible and adaptable, can be carried out in communities and regions of various sizes, and involve single or multiple industry partners. As well, the CDI has taken a multi-sectoral approach to involve and bring together communities, industry, business, and government in a shared effort to build economic diversity and advantage, increase community capacity, and prepare people to be successful in the new global economy.

Participating communities and regions to date include Prince Rupert, Terrace, Kitimat, Prince George, and the Cariboo Regional District.

*"It is extremely important that local governments begin to develop a more strategic partnership with industry; one that is focused on resilience and sustainability for both the community and for industry. With the coming reduction in the Allowable Annual Cut, the shape of the forest industry will change. We need to start working proactively now, before the changes are upon us, to make sure our communities are as ready as possible. Partnering with industry and the CDI will provide us with the opportunity to plan together, for how and when the shifts in the forest industry can be expected, and so that we can not only identify the challenges we will face, but also the opportunities these shifts will bring. Forestry has been and will continue to be one of the most significant employers for Cariboo residents. A more strategic and proactive relationship between the industry and the communities will serve both well." – Janis Bell, Chief Administrative Officer, Cariboo Regional District*

# Community Transformation & Renewal

## DISTRICT OF TUMBLER RIDGE SUSTAINABILITY PLAN

The CDI worked with the District of Tumbler Ridge to complete a Sustainability Plan in 2014. Initially, the impetus to develop the plan grew from recognition of the need to prepare for anticipated growth related to industry development and renewed investment in the local coal mining sector. However, with the downturn in coal prices in early 2014, the development of the plan took on added significance and reinforced the need to advance a focus on economic diversification and firmly establish Tumbler Ridge as a resilient and self-reliant community. When the downturn hit, the work done on the Sustainability Plan put Tumbler Ridge ahead of the curve in terms of their ability to proactively respond to the pressures facing the community.

The goals of the Tumbler Ridge Sustainability Plan are to help the District of Tumbler Ridge:

- Become a community that is resilient and flexible by being ready, responsive, and adaptive to change.
- Develop and maintain a quality of life that will attract and retain people and business.
- Expand and diversify the economy and population.
- Manage, protect, and leverage the community's assets.
- Develop and foster relationships and partnerships while remaining self-reliant.

The sustainability plan looked at several factors that must be considered in building community sustainability: the economy, education, housing, health and social services, sports and recreation, arts and culture, land and infrastructure, and citizen engagement. It provided a course of action that the District is pursuing in partnership with business and community groups, and senior government.

*"The sustainability plan provides a foundation for us to move forward. In fact, with the report being presented and then adopted at the beginning of the new District Council's term, it helped frame our discussion and gave Council a tangible awareness of the scope of the opportunities and potential for economic diversification that will help Tumbler Ridge build a brighter future. The report will continue to be a strong guide for us. We've already used it directly to help determine the portfolio assignments for each Councilor to ensure that all of the elements in the strategies presented are captured and addressed. I see the sustainability plan as a living document that we will actively use to help us realize our vision for the future." – Mayor Don McPherson, District of Tumbler Ridge*

# Community Transformation & Renewal

The completed Tumbler Ridge Sustainability Plan consists of two main parts:

1. **Community Profile** – provides a statistical snapshot of the population, labour force, businesses, and industry of Tumbler Ridge.
2. **Framework for Action** – consists of a set of goals, strategies, and tactics developed by the community members of Tumbler Ridge.

The strategies and tactics that make up the *Framework for Action* were derived from hundreds of conversations and group discussions held in the community over the course of 22 months, between January 2013 and October 2014, with community organizations, industry, business, and local residents. The *Framework* outlines recommended actions to build on the community's assets and make Tumbler Ridge the community that residents envision. Work on some of the actions has already begun. Others will require preparation, coordination, and leadership to get underway.

*"The planning process started a dialogue that enabled us to take action right away. As we worked with the CDI to develop the plan, they helped us to identify opportunities that translated into ideas, decisions, and actions to consider, both for operational directives and for capital expenditures. The sustainability plan will allow us to be strategic, focused, and make a more significant impact more quickly as we move forward with our work to build and strengthen the District's future." – Barry Elliott, Chief Administrative Officer / Corporate Officer, District of Tumbler Ridge*

*"We constantly make reference to the sustainability plan during the course of our council meetings and other discussions that take place with our residents, political representatives, and provincial cabinet ministers. The plan has become a major reference point for ideas and additional input. We are thankful to the CDI for leading a process that has provided the enthusiasm and confidence to help us see that there are other realistic options that will enable us to be viewed as a community 'on the way up'." – Mike Caisley, Councillor, District of Tumbler Ridge*

# Community Transformation & Renewal

## **DISTRICT OF CLEARWATER SENIORS MOBILITY: FROM FRONT DOOR TO GROCERY STORE: GETTING SENIORS WHERE THEY WANT TO BE**

The CDI is working in partnership with the District of Clearwater, the Vancouver Foundation, and older adults and seniors in Clearwater on this Seniors Mobility project. The project aims to understand the factors that support and impede seniors' mobility in small rural communities in both summer and winter conditions so as to enhance their level of physical activity and social engagement in order to promote health, well-being, and independence, and address issues of social isolation.

The main goals of this three-year project are to:

- Develop a comprehensive understanding of the mobility needs of seniors in Clearwater, with particular focus on understanding the challenges related to income and increasing age.
- Identify the barriers and supports to mobility for seniors that currently exist in the community, with particular attention to the conditions that apply in summer and in winter.
- Determine the key features of a seniors' mobility strategy to be implemented by various government, non-profit, and for-profit organizations in the community.

In alignment with these goals, the intended long-term outcome of this project is to construct a community mobility tool kit and mobility assessment process that specifically consider the circumstances of small communities (e.g. winter climates, poor existing infrastructure, and limited services) that can be adapted for use by other rural and small towns in BC and beyond.

Work in 2014 focused on implementation of the recommendations delivered in the report, completed in 2013, from phase one of the project. The report contained 40 recommendations, 32 of which were underway even as the project progressed. The recommendations in the report were organized into the following four categories:

1. *Programming or Projects* – recommendations that involve the development of programs, committees, groups, or projects.
2. *Information* – recommendations that involve either the provision of information or the development of an information-based resource.
3. *Bylaws, Policies, or Strategies* – recommendations that involve the development of a bylaw, policy, or strategy for addressing challenges.
4. *Infrastructure or Modifications* – recommendations that involve the development of new infrastructure or the modification of existing infrastructure.

*The District of Clearwater received an Age-Friendly BC Recognition Award from the Province and BC Healthy Communities for their work on the Seniors Mobility Plan.*

# Community Transformation & Renewal

## CITY OF PRINCE GEORGE HOUSING NEED AND DEMAND STUDY AND HOUSING STRATEGY FRAMEWORK

The CDI, working with the City of Prince George, completed two complementary reports in 2014: the City of Prince George Housing Need and Demand Study and the City of Prince George Housing Strategy Framework. The purpose was to provide information for decision-making and a framework for action on housing.

The Housing Need and Demand Study was conducted to provide a comprehensive understanding of the factors that will influence housing need and demand in Prince George, including past trajectories, current status, and future trends related to population, income, households, housing stock, and neighbourhood development. Forty-one representatives, from a wide range of organizations in seven different sectors, were interviewed as part of the study. Many more participated in meetings and workshops.

The information gathered through the study shaped the development of the Housing Strategy Framework, a tool that the City can use to collect, organize, and understand information and data that can help inform the development of housing strategies. This tool can also be used to monitor the implementation and impact of housing strategies over time in order to make decisions about housing development.

The study revealed a number of key findings that will have an impact on housing, including the fact that Prince George has an aging population, smaller households than in the past, and a significant proportion of older housing stock. The report highlights opportunities for innovation to address housing needs and create new housing supply by revitalizing existing neighbourhoods and housing stock. As well, the report recommends that, as much as possible, the City consider the development of housing within the existing infrastructure envelope, for example through densification, rather than by embarking on costly development of new neighbourhoods.

*"The Housing Need and Demand Study has been invaluable for the Select Committee on Homelessness and Affordable Housing. The information enabled us to develop work plans that are directly focused on Prince George's housing needs and challenges. In our strategic planning workshops, committee members and city staff have been able to use the study results to really hone in on where we should focus our energy, and to identify what our priorities should be in the short, medium and long term. Equipped with this information, the quality of the conversations we can have about housing needs and solutions in the City are now so much more robust and targeted. For example, we can provide housing developers with specific information in a Prince George context to help inform their decisions, and ensure the needs of our residents are met."*  
– Tiina Watt, Supervisor Community Planning, City of Prince George

# Community Transformation & Renewal

## SUNRISE RIDGE SENIORS HOUSING SOCIETY

The CDI designed and conducted a housing needs survey to help the Sunrise Ridge Seniors Housing Society (SRSHS) understand the need for seniors housing and services in the rural communities of Fraser-Fort George Electoral Areas D and E, specifically in the areas of Blackburn, Hixon, and Pineview. The survey explored:

- Current housing and support needs.
- Anticipated housing and support needs in five and ten years.
- Preferred housing form.
- Preferred community amenities and programs.
- Family and friend support networks.

The survey also included the development of a demographic profile, including age, marital status, household status, income, and a health self-evaluation.

The findings from the study revealed that housing needs for seniors in and around Blackburn, Hixon, and Pineview will drastically change in the next ten years with a growing increase in the need and demand for seniors housing over this period. The study recommends that this need may be managed through a mix of market and subsidized housing, as well as through the improvement of services for seniors in the area. The SRSHS is using the results of the survey to advocate and plan for the development of seniors housing and services.



# Community Transformation & Renewal

## DISTRICT OF FORT ST. JAMES COMMUNITY ECONOMIC DEVELOPMENT STRATEGY

The CDI is working with the District of Fort St. James to develop a community economic development strategy to enhance responsiveness, adaptiveness, and innovation, creating a more resilient community and sustainable economy. When completed, the strategy will identify opportunities for building community capacity and diversifying the economy.

Key components of the project include the development of a community profile to create an understanding of community assets, opportunities, and challenges; workshops with local business, First Nations, and community representatives; the establishment of an Economic Action Team made up of key business, industry, and community stakeholders; and, working sessions with the Action Team to discuss assets, opportunities and strategies for strengthening and diversifying the local economy. The preparation of a final report documenting the process, outcomes, and next steps, will be the final stage of the project.



## Education for Community & Economic Development

In an effort to make community and economic development information and learning opportunities broadly available, the CDI is committed to sharing the results of our community development work.

In 2014, we continued to offer free public lectures through the CDI Community Speakers Series, to publish the *Community Connections* newsletter, and to maintain the CDI website with updated news, publications, and information. We were also invited to participate in and give presentations at various conferences, workshops, and webinars.

For the full list of presentations, see Appendix B.

The CDI also hosted and participated in international, national, and local conferences and events. With the aim of providing community development experience, we engaged students to work on and volunteer for several of these projects.

For the full list of conferences and events, see Appendix C.

### CONFERENCE SPONSORSHIP AND ORGANIZATION

#### **2014 International Symposium in Aging Resource Communities: Population Dynamics, Community Development and the Voluntary Sector**

Under the leadership of Greg Halseth, Co-Director of the CDI, and Canada Research Chair in Rural and Small Town Studies, the CDI partnered with the Trent Centre for Aging and Society at Trent University, the District of Tumbler Ridge, and a wide variety of community groups, to host an International Symposium in Tumbler Ridge from August 23-28, 2014.

The Symposium brought 17 international experts from Australia, Canada, Ireland, New Zealand, Norway, the United Kingdom, and the United States together with community members from northern BC to exchange ideas and foster links to understand the ways in which voluntarism shapes and is shaped by the interactions among older people and their aging communities, and how resource-dependent communities are responding to the challenges and opportunities of population aging.

The Symposium program focused on the links between population aging, community development, and voluntarism. Funding for the Symposium was provided by the Social Sciences and Humanities Research Council (SSHRC) of Canada.

More information is available at: [www.unbc.ca/community-development-institute](http://www.unbc.ca/community-development-institute)

*“The community of Tumbler Ridge provided the perfect venue for this symposium to showcase how academic research and community interests can benefit from the mutual exchange of ideas.” – Greg Halseth, Co-Director, CDI*



# Education for Community & Economic Development

## **New Realities, New Relationships: Canadian Rural Revitalization Foundation Conference**

The CDI hosted the annual conference of the Canadian Rural Revitalization Foundation (CRRF) from September 25-27, 2014 in Prince George, BC.

The conference theme, *New Realities, New Relationships*, explored the changing relationships across industry, local and senior levels of government, and community organizations as new development opportunities and challenges emerge.

Participation numbers exceeded the conference registration target with more than 170 rural and industry leaders, community and economic development practitioners, government policy-makers, researchers, and students gathering to discuss issues at the heart of rural and resource sector development in BC and Canada.

The conference included two days of plenary sessions and workshops featuring national experts in rural and resource sector development, along with local and regional presenters. Special guest speakers included Keith Storey, Bill Reimer, Ken Shields, Jason Fisher, and Greg Halseth. Prince George-McKenzie MLA, Mike Morris, and Dr. Ranjana Bird, Vice President, Research at UNBC, also spoke at the conference. Participants had the opportunity to embark on local and regional tours exploring the innovative ways that rural BC is adapting to a changing reality.

*“The New Realities, New Relationships conference was a critical gathering of community leaders, researchers, governments, businesses, and industry. The discussions in Prince George shed light on the ever-changing dynamics experienced by rural places throughout the country, and explored opportunities for building sustainable and vibrant communities. The ability to bridge conversations among local leaders, policy analysts, the business community, and researchers is all too rare. The CDI and their partners designed a platform for the sharing of knowledge that helped build new connections and ignited motivation for action to address the opportunities and challenges facing rural and northern communities. Their outstanding work has been to the benefit of all rural Canada.” – Ryan Gibson, President, CRRF*

## **Cumulative Environmental, Community and Health Effects of Multiple Natural Resource Developments in Northern British Columbia**

This two-day event, with a focus on oil and gas developments, was held at UNBC on January 10-11, 2014. Jointly hosted by three UNBC research institutes: the CDI, the Natural Resources and Environmental Studies Institute (NRESi), and the Health Research Institute (HRI), the event brought together representatives from a number of sectors to engage with community members, policy makers, and researchers around this regional concern with global importance.

The event enabled the more than 100 participants to work collectively in dialogue towards a better understanding of the integration of cumulative environmental, community, and health effects of natural resource developments.

The BC Oil and Gas Commission, through the UNBC Office of Research, provided funding support for this dialogue.

More information is available at: <http://www.unbc.ca/health-research-institute/cumulative-effects>

*"We've learned that when something happens in one rural or remote community in the north – whether it is economic growth through resource development, or a mill closure or other major economic shift – the impacts are felt outside that community's borders by many of our non-metropolitan northern communities. A forum such as this gives us the chance to get together to understand why the changes are happening, learn from each other, share best practices, and proactively plan for the future so we can be prepared. The CDI's involvement in and facilitation of this event was yet another example of why they have earned a reputation for being there, with the right information and resources, when communities need them." – Stephanie Killam, Mayor (retired), District of Mackenzie*

## CDI COMMUNITY SPEAKERS SERIES

### **Fall 2014, James Gorman, President and CEO, Council of Forest Industries: Keeping the BC Interior Forest Industry Strong**

This presentation discussed the state of the BC forest industry, with particular focus on the Northern Interior. James Gorman examined the relevance of the industry to British Columbia's economy and discussed some of the important changes being experienced in the industry today. His presentation addressed work being done to overcome timber supply challenges, industry actions to grow new markets for BC's forest products, new technologies being developed, challenges faced, and what can be done to improve the competitiveness of the industry. Finally, Mr. Gorman touched on what forest dependent communities should expect in the coming years.

*"The opportunity that I had – facilitated by the CDI – to speak about the transformation of BC's forest sector and the potential impact on communities was invaluable. Rather than a one-off, it was an effective way to begin a dialogue in communities that must face the realities of transition and diversification. Our industry is looking forward to supporting this dialogue going forward."  
– James Gorman, President and CEO, COFI*

# Education for Community & Economic Development

## PRESENTATIONS

On a regular basis, The CDI is asked to make presentations at conferences, workshops, webinars, lectures, and community events. In 2014, these presentations focused on a range of issues stemming from the changes, both from economic upswings and downturns, experienced over the year in many northern BC communities. In this context, one topic of particular focus was community readiness.

In 2014, the CDI made 23 presentations across British Columbia, Canada, and internationally. Audiences included representatives of local government, senior government, First Nations, industry, business, community agencies, and public service agencies.

For the full list of presentations, see Appendix B.

## NEWSLETTER

The CDI's newsletter, *Community Connections*, was published quarterly in 2014. The newsletter focused on sharing news and outcomes from CDI research and projects, as well as providing information and resources of interest, such as grants available and upcoming events. The newsletter is distributed electronically to local government, senior government, industry, business, community groups, and other educational institutions. The most current issue is also available, along with all archived versions, on the CDI website.

For a full listing of all published CDI newsletters, please visit our website:

<http://www.unbc.ca/community-development-institute/community-contact-newsletters>

## STUDENT RESEARCH ASSISTANTS AND VOLUNTEERS

The CDI provides opportunities for undergraduate and graduate students to work as Student Research Assistants and volunteers in order to gain first-hand experience working on community development and research projects alongside experienced professionals. A number of former CDI research assistants are now working in positions in communities across northern BC and we have heard from many of them about the impact of their experience working with the CDI.

In 2014, the CDI provided community-based work and volunteer experience for students, including students visiting UNBC on international exchange. We were also pleased to work with a number of Northern Development Initiative Trust (NDIT) interns who volunteered to help at the Canadian Rural Revitalization Foundation Conference.

### Canadian Rural Revitalization Foundation Conference Volunteers

#### UNBC Students

- Michala Jansa
- Alishia Lindsay
- Carling Matthews
- Kyle Mettler
- Danielle Patterson

*"The CDI offered me an accessible work experience that not only worked around my schooling, but also complemented the classroom teachings with real life experiences. With the skilled guidance I received, I was able to gain confidence to work independently in different research areas. Having completed my degree, I now have resume-worthy experience and references that I hope will help me enter the workforce in my area of interest. Overall, the opportunities were greatly appreciated." – Alishia Lindsay, Public Administration and Community Development Program Graduate, 2014*

#### UNBC International Students

- Maxwell Canaverde
- Anastasia Fediakova
- Williams Maynard

#### NDIT Interns

- Holly Adams
- Katy Fabris
- Jordan Hammond
- Nelson Silveira

### Student Research Assistants

Erin MacQuarrie, who started as a Student Research Assistant with the CDI in 2013, was hired as a full time Research Assistant in 2014, and Danielle Patterson, who worked initially with the CDI as a volunteer for the Canadian Rural Revitalization Foundation Conference, was hired as a part-time Student Research Assistant in October of 2014. Alicia Lindsay also worked with the CDI as a Student Research Assistant from May 2013 to September 2014.

## Research

Global economic transformation, and its impact on rural and small town communities, is complex. It is important to understand the diverse and myriad factors that come into play in order to gain insight into the options for moving forward. CDI research provides access to practical information, insights, and knowledge to assist communities, government, industry, business, and the non-profit sector.

In 2014, the CDI's research focused on issues related to helping communities prepare for and adapt to changes – both positive and negative – resulting from shifts in the global economy. Specific work related to anticipated industrial investment, including the impact of fly-in/fly-out workforce practices on home and host communities, workers, and their families; rotational workforce best practices; and the impact of workforce accommodation on communities. We also continued our research on the voluntary sector, aging populations, and poverty in rural and resource-based communities.

For a full listing of the CDI's 2014 research reports, see Appendix A.

### **ON THE MOVE: IMPACTS OF LONG DISTANCE LABOUR COMMUTING**

Workforce mobility presents both opportunities and challenges for communities in rural and small town settings. Opportunities exist in terms of addressing needed services for workers, while also presenting the possibility for community growth and stability by attracting new residents and businesses. However, mobile workers can also challenge the limited service and support capacity available in rural and small town communities.

Greg Halseth, in partnership with Sean Markey at Simon Fraser University, is in the third year of a seven-year national research project: *On the Move: Employment-Related Mobility*. The aim of this research is to provide an integrative lens through which to view issues related to labour mobility, such as recruitment and retention of workers; capacity gaps in the workforce; key pressures facing the community; supports provided to long distance labour commuting workers on site and in the community; workers' experiences with commuting and being away from home; and additional investments needed to support workers, families, and community stakeholders. The research will focus on and examine differences and similarities in preparation for and management of mobile workers at mines in two communities: Williams Lake and Mackenzie.

Work on this project continued in 2014. The most recent project reports for this study were published in 2013 and include:

- A Review of Socio-Economic Characteristics in Mackenzie.
- A Review of Socio-Economic Characteristics in Williams Lake.
- On the Move: Community Impacts of Long Distance Labour Commuting Summary Report for Mackenzie.
- On the Move: Community Impacts of Long Distance Labour Commuting Summary Report for Williams Lake.
- On the Move: Mitigating Impacts – A Local Workers' Perspective.

## **DIMENSIONS OF VOLUNTARISM IN AGING RESOURCE TOWNS: PRELIMINARY SCAN OF QUESNEL AND TUMBLER RIDGE, BC**

Many of northern BC's rural and small town communities have been experiencing an aging population since the 1980's. Voluntary organizations, community groups, and volunteers play an important role in both supporting older people and in influencing community development in aging resource communities. This research project examines this role, and also looks at the influence of seniors in volunteer organizations and community development initiatives. Reports have been completed to provide preliminary information about the dimensions of voluntarism in two pilot study towns to establish the empirical foundation for further phases of the project. These communities include Quesnel and Tumbler Ridge. Based out of the CDI, the project is being undertaken by Greg Halseth and Neil Hanlon in collaboration with Mark Skinner at Trent University and Alun Joseph at the University of Guelph.

Work on this project continued in 2014. The most recent project reports for this study were published in 2013 and include:

- The Transformative Role of Voluntarism in Aging Resource Communities: Community Report for Tumbler Ridge, BC.
- A Review of Socio-Economic Characteristics in Tumbler Ridge, BC.
- The Transformative Role of Voluntarism in Aging Resource Communities: Community Report for Quesnel, BC.
- A Review of Socio-Economic Characteristics in Quesnel, BC.



## **TRACKING THE SOCIAL AND ECONOMIC TRANSFORMATION PROCESS IN KITIMAT, BC**

Major industrial investments and developments in small communities often result in significant and transformative social impacts at the local level. Since the early 1950s, the town of Kitimat has been an industrial centre in northwestern British Columbia. The town is currently experiencing a large number of industrial construction projects that will alter and renew the local economy. These construction projects will also impact and change the community. This research project involves a long-term tracking study of the economic and social transformation processes now underway in Kitimat, BC.

The CDI is also working with a number of local groups to help steward bi-annual local roundtable conversations among small businesses, social service providers, and economic development interests.

Work on this project continued in 2014, and an Interim Summary Report was published.

Reports published previously from this project include:

- An Inventory of Community and Economic Development Strategies and Plans in the Kitimat Area.
- A Review of Socio-Economic Characteristics in the Kitimat Area.
- Interim Summary Report.
- Methodology Report.

## **STUDY OF BEST PRACTICES IN ROTATIONAL WORK PRACTICES**

In partnership with the BC Natural Gas Workforce Strategy Committee, the CDI is leading a research project to identify and understand best practices in rotational work practices as they may apply to the development and further diversification of the BC natural gas industry. The research will include a review of:

- Relationships between communities and workforce camps.
- Issues in construction phase accommodation.
- Issues in operational phase accommodation.

Interviews with a wide range of stakeholders, including corporations, industry associations, local government, provincial government, community service groups, health authorities, and labour, will be a key component of the research.

The report from the project will provide industry and communities with information to help minimize the potential challenges associated with all types of rotational work practices.

A report from the project will be published in 2015.



## **LEARNING FROM EXPERIENCE: LESSONS IN COMMUNITY READINESS FROM OTHER JURISDICTIONS**

For communities in the northwest region of the province, anticipated industrial investment is an opportunity to diversify their economies and strengthen their communities for long-term benefit. The CDI has been in conversation with many communities in the region that have expressed concern about their capacity to be ready for the anticipated growth and development.

The Ministry of Community, Sport and Cultural Development (CSCD) and the Ministry of Jobs, Tourism and Skills Training (JTST) established the *Northwest Readiness Project*. The aim of this project was to bring the ministries that could have an impact on community readiness in the northwest together to understand the current and future challenges and opportunities facing these communities.

To assist in this work, the CDI was asked to research and share insight on the experience of other places and communities in being ready for this scale of industrial and resource sector investment. The objective of the CDI's research on this project was to share and help create a broad understanding of the lessons learned, both positive and negative.

A report from the project was published in 2014.

## **FOREST INDUSTRY HISTORY PROJECT**

The CDI is working with past and present BC forest industry leaders to capture the history of forestry in BC since the 1950s. The goals of this project are to:

- Extend and make more comprehensive the record of forest industry development and transformation in BC's central interior through videotaped oral histories of companies and the industry.
- Harness the experience and expertise of industry leaders to explore opportunities and directions for the forest industry in BC's central interior into the future.
- Create a publication that would be broadly accessible to those in research, industry, government, and communities.
- Inform those involved with future industrial projects and transformations across BC more generally so that they might gain insight from lessons learned through the forest industry.

Interviews for this project will commence in 2015.

## Policy Dialogues & Advice

The CDI is working to create a platform for dialogue for northern British Columbia: where knowledge is shared and information is exchanged; where networks and relationships can be built; and where the challenges and issues the region faces can be tackled. In the context of today's global and rapidly shifting environment, the need for this platform is greater than ever, and an integrated, comprehensive, and proactive approach to the development of policies, programs, and strategies is required. It is critical that this approach incorporates the interests of government, communities, and industry. It must also enable and encourage different groups to come together as partners, working collaboratively to build new understanding and new ways forward. The CDI is actively engaging key government, community, and industry stakeholders, both individually and in multi-sectoral dialogue, to increase understanding, foster collaboration, and build partnerships that will enhance synergies and increase impact.

In 2014, our policy dialogues and advice focused on readiness for anticipated industrial and resource sector investment in BC, as well as on the importance of diversification to increase community resiliency. We engaged in meetings with elected officials, senior government staff, and industry representatives to discuss a number of issues, including strategies for economic diversification, housing, population aging, the voluntary sector, and social service delivery.

### **GOVERNMENT DIALOGUES**

In 2014, the CDI held a number of policy dialogues with provincial government representatives, including elected officials and ministry staff, and with individuals from crown corporations and agencies, and other provincial organizations. We also engaged in discussions with local government and regional district elected officials and staff. A number of these meetings focused on the opportunities and challenges associated with industrial development, and on those related to industry shutdowns and downturns.

Two examples of these dialogue sessions are highlighted below.

In preparation for a strategic planning process, the CDI was invited in February of 2014 to present to the Board of the Fraser Basin Council, an organization dedicated to advancing sustainability in the Fraser River Basin and across BC. The CDI delivered a presentation entitled 'Supporting Resilient Communities', which represented the interests, challenges, opportunities, and issues facing communities in the north, and illustrated how resilience can contribute to sustainable, smart, and inclusive communities.

In July of 2014, the CDI facilitated a two-day working session with members of the Premier's Liquefied Natural Gas (LNG) Working Group, who met at UNBC in Prince George. The intent of the meeting was to establish a common understanding of the workforce data related to the LNG opportunity and workforce challenges, agree upon and recommend a terms of reference for the Working Group moving forward, and develop an action plan to drive implementation of the Premier's LNG Working Group March 31, 2014 report.

# Policy Dialogues & Advice

In 2014, the CDI met with 16 elected provincial government representatives, 9 provincial government ministries, 8 crown corporations and provincial organizations and agencies, and 25 local, regional and First Nations governments.

For the full list of government policy dialogues, see Appendix D.

## **INDUSTRY DIALOGUES**

The CDI held dialogues with a number of corporations and with industry associations in the forestry, mining, oil, and gas sectors. These conversations highlighted the symbiotic relationship between industry and northern BC communities, and stressed the importance of ensuring communities are prepared for both upswings and downturns.

In 2014, the CDI met with 9 industry associations and 20 individual corporations in the forestry, mining, gas, and oil sectors.

For a full list of industry dialogues, see Appendix E.

## **COMMUNITY DIALOGUES**

The CDI recognizes that different parts of the region are at different stages, and that the process of transformation is complex and requires place-based responses and solutions unique to each community. The CDI engaged in dialogues with a number of communities experiencing a time of transformation. Some communities are expecting change resulting from a 'boom' time – both opportunities and challenges – associated with anticipated industrial investment. Other communities are heading for a downturn in economic growth, such as is expected in forest communities impacted by the Mountain Pine Beetle epidemic.

In 2014, the CDI met with 42 community organizations.

For a full list of community dialogues, see Appendix F.

# Funding

## Funding

### RESEARCH AND CONTRACT FUNDING

The following table provides a list of new and continuing research and contract funding obtained by the CDI.

Funding Agency	Subject	\$ / Year	Year	Principal Investigator	Co-Investigator(s)
Resource Training Organization	Best Practices for Long Distance Labour Commuting	\$75,000	2013	Greg Halseth	Marleen Morris
Vancouver Foundation	Healthy Aging in Rural and Small Town Places	\$76,000 per year in 3 year grant	2012-2015	Greg Halseth	Marleen Morris
District of Fort St. James	Community Economic Development Strategy	\$10,000	2013	Greg Halseth	Marleen Morris
Sunrise Ridge Seniors Housing Society	Seniors Housing Needs Assessment	\$7,500	2013	Greg Halseth	Marleen Morris
City of Prince George	Prince George Housing Strategy	\$30,000	2013	Greg Halseth	Marleen Morris
District of Tumbler Ridge	Sustainable Community Development Plan	\$94,921	2013	Greg Halseth	Marleen Morris
District of Clearwater	Healthy Aging in Rural and Small Town Places	\$3,000	2013	Greg Halseth	Marleen Morris
Thompson Nicola Regional District	Healthy Aging in Rural and Small Town Places	\$5,000	2013	Greg Halseth	Marleen Morris
Northwest Readiness Project	Learning from Experience	\$40,000	2014	Marleen Morris	Greg Halseth
Premier's LNG Working Group	Facilitation of 2014 Strategic Planning Session	\$10,000	2014	Marleen Morris	Greg Halseth

# The CDI Team

## The CDI Team

The CDI team brings a breadth of knowledge and experience, and shares a commitment to working with communities, all levels of government, industry, business, the non-profit and voluntary sectors, and other researchers, to understand and realize the potential of BC's non-metropolitan communities.

The core staff team at the CDI is complemented by Student Research Assistants and Volunteers, who assist the CDI while gaining community and economic development work experience; Faculty Associates, who are involved in specific projects based on their areas of expertise and research interest; and by Community Associates, who apply specialized skills and knowledge to the benefit of CDI projects.

### STAFF

#### **Greg Halseth, Co-Director**

Greg Halseth is a Professor in the Geography Program at the University of Northern British Columbia, where he is also the Canada Research Chair in Rural and Small Town Studies and the Co-Director of UNBC's Community Development Institute. His research examines regional development processes, rural and small town community development, and community strategies for coping with social and economic change, all with a focus upon northern British Columbia's resource-based towns.

#### **Marleen Morris, Co-Director**

As Co-Director, Marleen's role is to develop and grow the CDI to ensure that it can continue to help build strong and resilient non-metropolitan communities and regions in BC. She brings to the CDI a wealth of experience from executive and senior management positions in the health, housing, and education sectors, and from her own consulting practice. She has worked with communities across BC helping organizations in the public, business, and non-profit sectors develop strategies for revitalization and change. Her experience in strategic and operational planning, board governance, community-based research, and facilitation add to the CDI's capacity. Marleen is also an Adjunct Professor in the Department of Geography at UNBC.

#### **Jennifer Hall, Community Development Project Manager**

Jennifer's focus as Community Development Project Manager is to develop the CDI's communications and community education program, to share broadly the CDI's research, establish opportunities for strategic and policy dialogue about the issues facing northern and rural BC, and develop programs and events for learning, information sharing, and knowledge exchange.

# The CDI Team

## **Erin MacQuarrie, Research Assistant**

As Research Assistant, Erin is a key member of the project team at the CDI. She is responsible for project logistics and coordination, and for conducting primary and secondary research. She has been involved in the CDI's work on a number of community projects, including the Prince George Housing Need and Demand Study, the Tumbler Ridge Sustainability Plan, and the Dialogues on Readiness: Preparing for Industrial Development in Northern BC Communities.

## **Kyle Kusch, Website and Mapping Support**

Kyle maintains the CDI website and contributes graphics and statistical research to CDI projects and publications. A graduate of the Natural Resources and Environmental Studies (Geography) program at UNBC (MA, 2009), Kyle's areas of interest focus upon rural historical geography and archival studies.

## **STUDENT RESEARCH ASSISTANTS AND VOLUNTEERS**

### **Danielle Patterson, Student Research Assistant**

Danielle provides administrative expertise and research to support the CDI's work with communities. She brings over five years of experience working in post-secondary student services and has more than three years of experience working in the not-for-profit sector.

## **FACULTY ASSOCIATES AT UNBC**

### **Neil Hanlon, Chair, Geography Department**

Neil Hanlon is a Professor of Geography at UNBC, with Adjunct Faculty status in the School of Health Sciences and the Northern Medical Program. He has been at UNBC since 2001. His areas of research interests include health and social service delivery in rural and remote locations, recruitment and retention of health professionals, and community adaptations to population aging.

### **Dawn Hemingway, Chair, School of Social Work**

Dawn Hemingway is Associate Professor and Chair of the School of Social Work at UNBC, with an Adjunct appointment in Community Health and Gender Studies. Her teaching and research interests include aging, caregiving, community-based research and policy development, and northern/rural health/quality of life – especially women's health.

### **Phil Mullins, Assistant Professor, Outdoor Recreation and Tourism Management**

Phil Mullins is an Assistant Professor of Outdoor Recreation and Tourism Management at UNBC. He strives to encourage ecologically sustainable and socially just communities and environments through sound collaborative research and teaching, critical analysis, and innovative practice in recreation, leisure, and tourism.

# The CDI Team

## **Scott Green, Associate Professor, Ecosystem Science and Management**

Scott Green is an Associate Professor in the Ecosystem Science and Management program at UNBC. His research on plant and systems ecology focuses on forest responses to environmental change. Currently, he has several sustainability interests including sustainable forest management, local food systems, and interconnections between science and society. Scott was a founding member of, and is active with, UNBC's popular weekly Farmer's Market.

## **COMMUNITY ASSOCIATES**

### **Fred Banham**

Drawing on 35 years of local government experience, Fred Banham runs *Fred Banham and Associates*, which specializes in local government services, programs, planning, and governance. His career has included roles in city, municipal district, and regional district local governments in both BC and Alberta. He recently retired as the Chief Administrative Officer for the Peace River Regional District, a position he took on after being the Chief Administrative Officer for the District of Tumbler Ridge. Prior to that, Fred worked in a number of Alberta rural and urban local governments.

### **Clare Mochrie**

Clare Mochrie specializes in strategic planning, stakeholder engagement, project management, and performance assessment. Her focus is on helping clients to define their priorities and identify opportunities to maximize their reach and positive impact. Towards this end, she facilitates strategic planning processes, analyzes and develops policy, undertakes risk and impact assessments, and conducts research and consultations. Clare has a particular interest in helping organizations and communities become more sustainable in their operations and impacts.

# Appendices

## Appendices

Appendix A: Reports

Appendix B: Presentations

Appendix C: Conference Organization

Appendix D: Government Dialogues

Appendix E: Industry Dialogues

Appendix F: Community Dialogues



# Appendices

## APPENDIX A: REPORTS

Blewett, J., MacQuarrie, E., Morris, M., and Halseth, G. 2014. *Career Training Available in Northern BC*. Prince George, BC: Community Development Institute, University of Northern British Columbia.

Blewett, J., Morris, M., and Halseth, G. 2014. *Front Door to Grocery Store: Getting seniors where they want to be in Clearwater: Report on seniors summer mobility in Clearwater business, service and local facilities*. Prince George, BC: Community Development Institute, University of Northern British Columbia.

Blewett, J., Morris, M., and Halseth, G. 2014. *Sunrise Ridge Senior Housing Society: Seniors housing needs assessment*. Prince George, BC: Community Development Institute, University of Northern British Columbia.

Hogan, A., Morris, M., and Halseth, G. 2014. *City of Prince George: Housing need and demand study*. Prince George, BC: Community Development Institute, University of Northern British Columbia.

Hogan, A., Morris, M., and Halseth, G. 2014. *City of Prince George: Housing strategy framework*. Prince George, BC: Community Development Institute, University of Northern British Columbia.

Mochrie, C., Morris, M., Halseth, G., and Mullins, P. 2014. *Tumbler Ridge Sustainability Plan: Strategies for resilience: Community profile*. Prince George, BC: Community Development Institute, University of Northern British Columbia.

Mochrie, C., Morris, M., Halseth, G., and Mullins, P. 2014. *Tumbler Ridge Sustainability Plan: Strategies for resilience: Executive summary*. Prince George, BC: Community Development Institute, University of Northern British Columbia.

Mochrie, C., Morris, M., Halseth, G., and Mullins, P. 2014. *Tumbler Ridge Sustainability Plan: Strategies for resilience: A framework for action*. Prince George, BC: Community Development Institute, University of Northern British Columbia.

Ryser, L., Good, J., Morris, M., and Halseth, G. 2014. *Learning from Experience: Lessons in community readiness*. Prince George, BC: Community Development Institute, University of Northern British Columbia.

Ryser, L., Pinchbeck, G., and Halseth, G. 2014. *Tracking the Social and Economic Transformation Process in Kitimat, BC: Interim Summary Report*. Prince George, BC: Community Development Institute, University of Northern British Columbia.

# Appendices

## APPENDIX B: PRESENTATIONS

Marleen Morris and Greg Halseth. Presentation Outline. Prince George Anti-Poverty Group. Prince George. December 3, 2014.

Marleen Morris and Greg Halseth. Housing in Northern BC: In and out of the spotlight. BC Non-Profit Housing Association Annual Conference. Richmond. November 17, 2014.

Greg Halseth. Keynote address: Researching like a circle: The value and importance of engaging communities from an academic perspective. Knowledge Exchange and Exploration Gathering. Prince George. October 17, 2014.

Greg Halseth. Keynote address: Closing Remarks. Canadian Rural Revitalization Foundation Annual Conference. Prince George. September 25-27, 2014

Marleen Morris and Clare Mochrie. District of Vanderhoof Housing Study and Needs Analysis Meeting. District Housing Committee. Vanderhoof. August 13, 2014.

Marleen Morris and Greg Halseth. Housing in Northern BC: Trends and trajectories. BC Housing Board of Commissioners. Prince George. July 29, 2014.

Marleen Morris and Greg Halseth. Community Perspectives. Premier's LNG Working Group. Prince George. July 3-4, 2014.

Marleen Morris and Greg Halseth. The Future of Housing in the North. "RENT BC Symposium". BC Non-Profit Housing Association. Prince George. June 19, 2014.

Greg Halseth and Marleen Morris. Keynote address: Housing Affordability – Impacts of Booms (and Busts). "RENT BC Symposium". BC Non-Profit Housing Association. Prince George. June 19, 2014.

Marleen Morris and Greg Halseth. Social Refit: Equipping our communities to support aging-in-place. BC Healthy Communities/Northern Health Citizen's Series Webinar. June 17, 2014.

Marleen Morris and Clare Mochrie. Tumbler Ridge Sustainability Plan: Education workshop. Tumbler Ridge. June 17, 2014.

Marleen Morris and Clare Mochrie. Tumbler Ridge Sustainability Plan: Economic development workshop. Tumbler Ridge. June 16, 2014.

Marleen Morris and Greg Halseth. District of Fort St. James Community Economic Development Strategy. Beyond Engagement. University of Victoria. Victoria. May 21, 2014.

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Marleen Morris. Too Much of a Good Thing. BC Healthy Communities Webinar. Prince George. May 13, 2014.

Marleen Morris and Greg Halseth. District of Fort St. James Community Economic Development Strategy: Workshop 1. Fort St. James. May 5, 2014.

Marleen Morris and Greg Halseth. Camps Are Only Half the Story: How workforce issues impact the community. North Central Local Government Association. Fort St. John. May 2014.

Marleen Morris. North Central Library Federation Community Needs Assessment. Prince George. May 2014.

Marleen Morris. Seniors Housing Needs Assessment. Sunrise Ridge Seniors Housing Society. Prince George. May 2014.

Marleen Morris and Greg Halseth. Community Readiness. 16/97 Economic Alliance. Prince George. April 30, 2014.

Greg Halseth. Myths and trajectories: Readiness in workforce transition. Initiatives Prince George Leadership Council. Prince George. February 25, 2014.

Greg Halseth and Marleen Morris. Supporting Resilient Communities. Fraser Basin Council Board meeting. Vancouver. February 13, 2014.

Greg Halseth. Reflecting on Community - Community Outreach, Local Government Leadership Academy Annual Conference. Richmond. February 6, 2014.

Marleen Morris and Jessica Blewett. Seniors Housing Needs in Electoral Areas D and E. Sunrise Ridge Seniors Housing Society. Prince George. January 2014.

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## APPENDIX C: CONFERENCE ORGANIZATION

***International Symposium on Aging Resource Communities: Population dynamics, community development and the voluntary sector.*** Community Development Institute. Moderated by Greg Halseth; funded by the Social Sciences and Humanities Research Council. Featuring speakers from Canada, Ireland, the UK, the US, Australia, New Zealand, and Norway. Tumbler Ridge. August 23-28, 2014.

***Canadian Rural Revitalization Foundation Annual Conference: New Realities, new relationships.*** Canadian Rural Revitalization Foundation and the Community Development Institute. Moderated by Marleen Morris. Prince George. September 25-27, 2014.

***Cumulative Environmental, Community and Health Effects of Multiple Natural Resource Developments in Northern British Columbia.*** Sponsored by the Natural Resources and Environmental Studies Institute, the Health Research Institute, and the Community Development Institute. Moderated by Marleen Morris and Greg Halseth, with Margot Parkes, Mike Gillingham, and Bill McGill. Prince George. January 10-11, 2014.

# Appendices

## **APPENDIX D: GOVERNMENT DIALOGUES**

### ***Provincial Government: Elected Representatives***

1. Honourable Amrik Virk
2. Honourable Coralee Oakes
3. Honourable John Rustad
4. Honourable Rich Coleman
5. Honourable Shirley Bond
6. Honourable Steve Thomson
7. MLA Carole James
8. MLA Doug Donaldson
9. MLA Eric Foster
10. MLA Jennifer Rice
11. MLA Mike Bernier
12. MLA Mike Farnworth
13. MLA Mike Morris
14. MLA Robin Austin

### ***Provincial Government: Ministries***

1. Ministry of Aboriginal Relations and Reconciliation
2. Ministry of Advanced Education
3. Ministry of Children and Family Development
4. Ministry of Community, Sport and Cultural Development
5. Ministry of Forests, Lands and Natural Resource Operations
6. Ministry of Jobs, Tourism and Skills Training
7. Ministry of Natural Gas Development (responsible for Housing)
8. Ministry of Social Development and Social Innovation
9. Ministry of Transportation and Infrastructure

### ***Crown Corporations and Provincial Organizations and Agencies***

1. BC Health Officers Council
2. BC Housing
3. BC Oil and Gas Commission
4. Canada Mortgage and Housing Corporation
5. Interior Health Authority
6. Northern Health Authority
7. Prince Rupert Port Authority
8. Union of BC Municipalities

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## *Local, Regional and First Nations Governments*

1. Cariboo Regional District
2. City of Dawson Creek
3. City of Fort St. John
4. City of Prince George
5. City of Prince Rupert
6. City of Quesnel
7. City of Terrace
8. District of 100 Mile House
9. District of Clearwater
10. District of Fort St. James
11. District of Kitimat
12. District of Mackenzie
13. District of Port Edward
14. District of Tumbler Ridge
15. District of Vanderhoof
16. Metlakatla First Nation
1. Nak'adlzi First Nation
17. Northern Rockies Regional Municipality
18. Peace River Regional District
19. Regional District of Bulkley Nechako
20. Regional District of Fraser-Fort George
21. Thompson-Nicola Regional District
22. Village of Burns Lake
23. Village of Fraser Lake
24. Village of McBride
25. Village of Valemount

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## APPENDIX E: INDUSTRY DIALOGUES

### *Industry Associations and Groups*

1. Association for Mineral Exploration BC
2. BC Natural Gas Workforce Strategy Committee
3. British Columbia Mining Association
4. Canadian Association of Petroleum Producers
5. Canadian Energy Pipelines Association
6. Canadian Home Builders' Association of Northern BC
7. Council of Forest Industries
8. Enform
9. Premier's LNG Working Group

### *Corporations*

1. Apache Canada
2. BG Canada
3. Canfor
4. Carrier Lumber
5. Conifex Timber Incorporated
6. Dalkia Canada
7. Dunkley Lumber
8. Encana Corporation
9. Imperial Metals
10. Kitimat LNG/Chevron
11. LNG Canada/Shell Canada
12. Mt. Milligan Mine (Thompson Creek Metals)
13. New Gold Inc.
14. Pacific NorthWest LNG
15. Rio Tinto Alcan
16. Sinclair Group Forest Products
17. Spectra Energy
18. TransCanada Pipelines
19. West Fraser Timber
20. Winton Homes

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## APPENDIX F: COMMUNITY DIALOGUES

1. Aboriginal Business Development Centre
2. BC Construction Association
3. BC Healthy Communities
4. Board Voice
5. Clearwater Age-Friendly Advisory Committee
6. Clearwater Chamber of Commerce
7. Clearwater Hospice Society
8. Columbia Basin Trust
9. Community Futures British Columbia
10. Community Futures Fraser-Fort George
11. Community Futures Pacific Northwest
12. Construction Labour Relations Association of BC
13. Evergreen Acres Society
14. Immigrant and Multicultural Services Society of Prince George
15. Kitimat Chamber of Commerce
16. Kitimat Child Development Centre
17. North Central Library Federation
18. North Central Local Government Association
19. North East Library Federation
20. North Thompson Communities Foundation
21. Prince George Anti-Poverty Group
22. Prince George Metis Housing Society
23. Prince George Public Library
24. Rated PG Roller Girls
25. Recycling and Environmental Action Planning Society
26. Sunrise Ridge Seniors Housing Society
27. United Way of Northern BC
28. Vancouver Foundation
29. Vanderhoof District Housing Committee
30. Wells Grey Seniors Society
31. United Way: Thompson, Nicola, Cariboo
32. BC Non-Profit Housing Association
33. Planning Institute of British Columbia
34. 16/97 Economic Alliance
35. BC Healthy Communities
36. Urban Futures
37. Prince Rupert and Port Edward Economic Development Corporation
38. Health Officers Council of British Columbia
39. Initiatives Prince George Leadership Council
40. Fraser Basin Council
41. Northern Development Initiative Trust
42. Canadian Rural Revitalization Foundation



# Contact Information

## Contact Information

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## The Community Development Institute at The University of Northern British Columbia

The Community Development Institute (CDI) at UNBC was established in 2004 with a broad mandate in the areas of community, regional, and economic development. Since its inception, the CDI has worked with communities across the northern and central regions of British Columbia to develop and implement strategies for economic diversification and community resilience.

Dedicated to understanding and realizing the potential of BC's non-metropolitan communities in a changing global economy, the CDI works to prepare students and practitioners for leadership roles in community and economic development, and to create a body of knowledge, information, and research that will enhance our understanding and our ability to deal with the impacts of ongoing transformation. The Community Development Institute is committed to working with all communities – Aboriginal and non-Aboriginal – to help them further their aspirations in community and regional development.

