

# The Community Development Institute 2015-2016 Annual Report

*University of Northern British Columbia  
Prince George, BC*



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## Introduction

Northern BC communities experienced substantial change over the past sixteen months as the global economy slowed and demand for our resource commodities dipped. Most notable was the price of natural gas, which dropped significantly in late 2014. At the time, the Community Development Institute (CDI) was working with communities to prepare for the anticipated rapid growth from a burgeoning liquefied natural gas (LNG) industry, but the drop in natural gas prices made LNG investment in northern BC look less profitable, and to date no projects have gone ahead.

The suddenness with which economic outlooks shifted in 2015/16 illustrates that, more than ever, the work the CDI does is important. Northern BC needs resilient communities that are cognizant of the influence the global economy exerts on their resource wealth and that are prepared to withstand the changes that economic booms and busts may bring. This reporting period reviews the CDI's projects from January 2015 to the end of March 2016. This is a longer reporting period than previous years because the CDI changed its annual reporting to match the fiscal year rather than the calendar year.

In terms of the region's prospects for LNG facilities, global prices continue to be low. Industry is waiting for markets to stabilize before deciding whether to commence projects. This extra time enabled industry to consult more meaningfully with communities and Aboriginal groups, and progress seems to be made towards establishing stronger connections with host communities. Without economic certainty, though, delays will continue. Communities might start to shift their focus to new opportunities.

Unlike the 2008 economic crisis, where markets rebounded fairly quickly, the substantial drop in the price of natural gas might not recover for some time. This downturn has affected northeast communities like Dawson Creek and Fort St. John, where the gas industry not only employs thousands of residents, but also bolsters the region's housing and hospitality industries. With the potential to recuperate some job losses, the province approved the proposed Site C dam in December 2014 and proponents are currently working on building relationships with residents and nearby Aboriginal groups.

The slower global economy has also had an impact on the mining industry. Imperial Metals' Huckleberry mine and Walter Energy's Brule mine closed, while many more mining companies continued to cut spending given the prolonged drop in commodity prices. Nonetheless, Imperial Metals went ahead with opening its Red Chris copper mine near Dease Lake and the federal government approved Pretium Resources' proposed Brucejack gold mine north of Stewart. There is some indication that the mining sector is rebounding, though analysts predict it has entered a new era with prices expected to stay low for the foreseeable future.

Allowable annual cuts continued to decline as the impact of the mountain pine beetle infestation made its way to lumber production. This, coupled with increased competition from Asian and European markets and the potential for a new round of US softwood lumber duties, means that the forest industry will be challenged in the coming years. That said, Chetwynd's closed pulp mill reopened, the province is increasingly perceived as a leader in sustainable forest management, and the wood bioenergy sector is growing. Whereas in 2015/2016, the forestry industry experienced both setbacks and successes, most concerning to northern BC communities is the potential for more job losses.

# Introduction

Northern BC's tourism sector seems both innovative and on the verge of growth. Three new microbreweries opened across the north, the Cariboo region is exploring opportunities to promote mountain biking, and Prince George was in the national spotlight when it hosted the 2015 Canada Winter Games. To encourage travel, the province earmarked the Ancient Forest/Chun Toe Wood-Yu-Jub as a provincial park, Highways 16 and 97 now have major highway designations, and the Tumbler Ridge Global Geopark is making its way onto the "must-do" list for many backcountry adventurers. A boost in northern BC's tourist appeal can help stabilize the region's economy as well capture its charm.

With the federal government promising to conduct an inquiry into missing and murdered Indigenous women, the CDI hopes the outcomes will reaffirm a need for resilient communities along Highway 16. Although this inquiry will certainly bring to light generations of colonization-induced trauma, it will also bring northern communities together in healing and reconciliation.

Whereas 2014 signaled a shift in expectations, the last sixteen months solidified new economic environments for many northern BC communities. In 2015/2016, the CDI continued to partner with Fort St. John, Fort St. James, Vanderhoof, Williams Lake, Quesnel, Prince Rupert, Clearwater, and the Cariboo Regional District in order to examine these new realities, facilitate collaboration, and increase communities' capacity to respond to economic change.

In all of our work, we have continued to emphasize the need for investments in community development foundations that will build community capacity and increase economic diversity. Building resilient communities requires strategies that strengthen our people, build our physical infrastructure, enhance social and community services, and build our economic infrastructure. Attention needs to be given to both economic and social development, as these two are mutually reinforcing.

We have also continued to emphasize the need for collaboration, integration, and coordination. In uncertain times, communities are stronger if they work together to take up the opportunities and address the challenges that come their way. To this end, the CDI has continued to communicate our research findings and foster dialogue between local and Aboriginal government, industry, business, education, health, social services, community and voluntary agencies, and senior government.

Looking ahead, we know that rapid shifts in the global economy will continue to impact our northern resource-based economy. Our path ahead is to work with communities to identify and take up opportunities that will result in more stability and resilience so that they can continue to prosper. To do so, we will continue to strengthen the CDI so that it remains a resource to communities, and work alongside them to prepare for opportunities and challenges that emerge.



Marleen Morris  
Co-Director  
Community Development Institute  
University of Northern British Columbia



Dr. Greg Halseth  
Co-Director  
Community Development Institute  
University of Northern British Columbia

# About the Community Development Institute

## About the Community Development Institute

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 an understanding of the new non-metropolitan economy. We focus specifically on the global and local factors affecting these communities, how they impact a community's ability to respond to change, and what options are available for moving forward. The CDI is respected as a neutral and independent facilitator, one 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 the University of Northern British Columbia (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.*

*"Integral to the core mission of UNBC is its connection to northern BC communities, which play a foundational role in the economic success of British Columbia. As the landscape of northern BC evolves, the Community Development Institute continues to work in partnership with communities towards developing knowledge that ensures sustainable approaches. Ultimately, the CDI's work has been transformative for people who are from this region. Their work not only benefits communities, but the lessons learned impact beyond northern BC to a national and international scope. As the CDI continues to evolve, it embraces an interdisciplinary approach that facilitates the overarching goal of achieving a sustainable northern BC. The CDI continues to be a vital component of the research fabric of UNBC."*

*– Dr. Geoffrey Payne, Interim Vice President of Research, UNBC*



# About the Community Development Institute

To realize this vision, the CDI provides programs and services in four broad areas. The 2015/2016 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, in order 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 as well as provide policy advice to prepare communities, industry, and government for future opportunities and challenges.

*"UNBC's genesis was in part due to northerners demanding a research university situated in the North that would address northern BC's issues and challenges. The CDI has met this expectation in a way perhaps unsurpassed by any other institute or organization in our region. As a long-time UNBC faculty member, I value and applaud the bridges the CDI has built between the university and local communities, and the positive changes it has engendered in both."*

*– Dr. Gail Fondahl, Professor of Geography, UNBC*

# Community Transformation & Renewal

## Community Transformation & Renewal

Over 80% of the province's export wealth is generated from natural resources. Global volatility in these markets has meant continuing uncertainty for resource-based communities, which are worried about job loss, potential changes in quality of life, and their ability to sustain themselves both economically and socially. Global volatility in natural resources has also meant uncertainty for the province as a whole, with concerns emerging about declining royalty and taxation revenue.

The CDI's work in the area of community transformation and renewal aims to help communities work on opportunities to enhance economic diversification and build community capacity. Using a place-based approach, the CDI helps communities respond to rapidly-changing markets, take advantage of new opportunities, and initiate cross-sectoral dialogues between governments, Aboriginal groups, local businesses, industry, and non-profit organizations.

This section outlines the projects the CDI worked on in 2015/2016, many of which are ongoing.

For a complete list of the reports that emerged from the CDI's projects, see Appendix A.





# Community Transformation & Renewal

## REDESIGN RUPERT (PHASE TWO OF DIALOGUES ON READINESS)

Prince Rupert is a vibrant community with a rich history and exciting future possibilities. While it has faced economic and social challenges over the past several decades due to economic instability, moving forward it will have many opportunities for growth and diversification.

Through Redesign Rupert, the CDI is working with community partners to develop and implement strategies for economic diversification and community resilience for Prince Rupert that consider regional needs and opportunities.

Launched in February 2016, Redesign Rupert has engaged over 45 community organizations to identify opportunities and challenges that are emerging from entering new stages of growth and development. Through Redesign Rupert, the CDI will support the community to take action on these opportunities and prepare for the challenges. .

The CDI opened a project office in Prince Rupert and launched a project website, a social media presence, and a community newsletter called *Redesign in Action*. The CDI is also developing an in-depth community profile series that shares Prince Rupert's demographic profiles with residents. The first in the series, the *Prince Rupert Age Profile*, was released in March 2016.

Looking forward, Redesign Rupert will expand community engagement through activities such as community mapping events, community workshops, and the establishment of community action groups.

For ongoing news about Redesign Rupert, visit the project website at [www.redesignrupert.com](http://www.redesignrupert.com)



# Community Transformation & Renewal

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

For this project, the CDI is working in collaboration with the District of Clearwater as well as older adults and seniors in Clearwater. The project aims to understand the factors that support and impede seniors' mobility in small rural communities so as to enhance physical activity and social engagement. Another objective is to address issues of social isolation, health, well-being, and independence.

Since the project began in 2013, the CDI engaged a group of seniors spanning a range of ages, income groups, and mobility challenges. Working with this group as well as other seniors, community organizations, and the local business community, the project has explored mobility challenges from both an individual and community perspective.

The project employed multiple methodologies, including field assessments, ongoing interviews, workshops, and meetings with the Age-Friendly Advisory Committee. These various activities, and the partnerships established through the project, have spawned a wide range of positive spin-offs for seniors in the community:

- The community received new funding for a number of other age-friendly/seniors-related initiatives
- The community received several awards, including recognition as an Age-Friendly Community
- Clearwater has earned a reputation as desirable place for seniors to live and get around

During 2015/2016, the CDI continued to conduct field assessments and host workshops to share results.

In addition to a final report, a key deliverable of this project will be a Community Mobility Toolkit. This Toolkit will share lessons learned from the project as well as provide resources to assist other communities seeking to undertake mobility assessments. The Toolkit will be the first of its kind to be grounded in a rural context and promises to be an exciting and important resource for many communities throughout BC and Canada.

Funding is provided by the Vancouver Foundation, the Thompson Nicola Regional District, and the United Way Thompson Nicola Cariboo.

*Clearwater's District Road-Cross Section Bylaw – the first of its kind — established a standard for designing roads so as to incorporate a variety of transportation modes. This project received a Union of BC Municipalities "Community of Excellence Award" in late 2014. This is the second provincially-recognized award the project has received.*

# Community Transformation & Renewal

## VANDERHOOF HOUSING NEED AND DEMANDS STUDY

As with many northern communities, the District of Vanderhoof is concerned about meeting future housing needs. The Council and senior staff wanted to have a sense of the current housing supply and demand as well as understand the factors that could impact housing need and demand in the future.

Working with the Vanderhoof Housing Committee, the CDI conducted a literature review, interviewed over 20 employers and community groups, created community and housing profiles, and produced a final report.

The study identified the following demographic variables that Vanderhoof must prepare for: a rapidly growing seniors population, the potential for a significant influx of young families to take up jobs in the mining sector, and the possibility of population outmigration as a result of a slow-down in the forest sector. The study also underscored the main housing challenges the District faces: an aging housing stock, limited housing choice for both renters and purchasers, and high development costs.

The final report highlighted community-specific housing priorities, policy alternatives, and intervention strategies to address housing needs in the community today, as well as in the future. For example, developers in Vanderhoof may wish to look at “flex housing,” which is designed to be adaptable to a family’s changing housing needs.

This study enables the District of Vanderhoof and other community stakeholders to anticipate and prepare for future housing.

*“The District of Vanderhoof engaged the services of the CDI to conduct an analysis and survey of the housing needs here in Vanderhoof. We found their work was very thorough and performed in a very professional manner. When they made their public presentation, they provided us with a detailed and informative report on the housing needs in Vanderhoof. I highly recommend the CDI to any other group or community who is wanting to engage their services.”*

*– John Murphy, Councillor, District of Vanderhoof*

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

Fort St. James, one of the province's oldest settlements, has an economy grounded in forestry, mining, agriculture, tourism, and bioenergy. Business is strong, residents are employed, and they love where they live. Nonetheless, the District of Fort St. James and its business community are taking a proactive approach and looking ahead.

Initiated by the District of Fort St. James, the goal of this project was to identify opportunities to build capacity and to diversify the Fort St. James economy. The CDI assisted the District in establishing the building blocks of an economic development strategy.

The first two phases of the project were to develop a community profile, organize workshops with local businesses, Aboriginal groups and community representatives, and to form an Economic Action Team.

For the final phase of the project, the Economic Action Team formulated a strategy for building local capacity, which included building synergies with the local business community and Aboriginal groups.

The final report will enhance the community's capacity for strategic and sustainable economic development and guide a series of community initiatives over the next one to three years.

## TUMBLER RIDGE STRATEGIC PLAN

Tumbler Ridge was established in 1984 as Canada's newest "instant town," built to service nearby coal mines. The community has evolved from a single resource-based economy to an increasingly adaptive and diverse community. During the latest downturn in the coal industry, 900 jobs were lost, which reinforced the importance of continuing to diversify and build resilience. That the District Council is strengthening the community's readiness puts it ahead of the curve in terms of managing economic change.

The CDI has worked closely with the Tumbler Ridge District Council on numerous projects over the past few years, including a Sustainability Plan which identified long-term objectives and opportunities for growth and diversification.

Moving forward from the findings in the Sustainability Plan, the CDI continued its partnership with the District to help develop the community's Strategic Plan. The Strategic Plan is a three-year plan that converts the recommendations from the Sustainability Plan into action.

Through this process, the District Council assessed a wide range of options that would most benefit the community, including expanding visitor experience options and pursuing opportunities for wind power investment. Over the next three years, the Strategic Plan will help the District focus its energy on sustaining a favourable quality of life in Tumbler Ridge.



# Community Transformation & Renewal

## **GROWING OUR FUTURE: THE WILLIAMS LAKE ECONOMIC DEVELOPMENT PLAN**

The CDI is working with the Central Cariboo Economic Development Corporation to create an economic development strategy for the City of Williams Lake. Growing Our Future aims to build a more resilient and diverse economy for Williams Lake within a strong central Cariboo region.

The first Project Advisory Committee meeting was held in January 2016 and the project launch occurred in February. Since then, the CDI started a project website, a social media presence, and a community newsletter called *Growing Our Future*. Through engaging with community members and organizations, Growing Our Future will identify and build on regional assets to strengthen and diversify the economy.

Over the remainder of 2016, the CDI will continue to conduct meetings with local businesses as well as public and non-profit organizations, establish Community Action Groups, and explore ways to increase economic diversity and community resilience.

Visit the project website at [www.growingourfuturewl.com](http://www.growingourfuturewl.com)



# Education for Community & Economic Development

## Education for Community & Economic Development

By embedding education for community and economic development within the CDI's vision, the long-term goal is to cultivate leadership capacity in the fields of community, regional, and economic development. As well as taking on a mentorship role for UNBC students, the CDI promotes knowledge-sharing and makes learning opportunities broadly available.

In 2015/2016, the CDI continued to offer free public lectures through the Community Speakers Series, to welcome and host guest speakers, to publish the Community Connections Newsletter, and to maintain a website with updated news, publications, and information. The CDI also participated in and presented at various conferences, workshops, and webinars.

New this year, the CDI livestreamed the Community Speakers Series so that audiences across the province could participate. We also launched two newsletters; *Economic Uptick*, which is aimed at economic development officers and others involved in community and economic development, and *Redesign in Action*, for the Redesign Rupert project.

For a complete list of presentations, see Appendix C.

The CDI also helped organize several conferences and local events. See Appendix D for the complete list.

The CDI facilitated the publication of three research books in 2015/2016. CDI Co-Director Dr. Greg Halseth co-edited two books and CDI Faculty Associate Dr. Neil Hanlon co-edited another. These books are described below and listed in Appendix B.



# Education for Community & Economic Development

## CONFERENCE SPONSORSHIP AND ORGANIZATION

### 2016 Northern BC Housing Conference

Housing is both a critical enabler and a limiting factor for economic growth in northern BC. The purpose of the Northern BC Housing Conference is to present the results of the Northern BC Housing Study and to further the dialogue about the key opportunities and challenges identified.

The Northern BC Housing Conference will be of interest to developers, builders, realtors, lenders, industry associations, local and provincial governments, and non-profit housing providers.

Planning for the conference is underway. The conference will be held November 17 and 18, 2016, at UNBC.

## CDI COMMUNITY SPEAKERS SERIES

### Spring 2015, “Building a Revitalized Future – The Role of Community Leadership and Vision”

**Lori Ackerman, Mayor of Fort St. John**

Mayor Ackerman discussed the importance of community leadership and the power of a community vision towards building and sustaining vibrant and livable communities. Drawing on her experience working to revitalize Fort St. John’s downtown core and the development of the community’s Downtown Action Plan, Mayor Ackerman spoke about effective ways to engage a variety of stakeholders, including community residents, business owners, local government employees, and elected officials. She also addressed ways to draw on community strengths and maintain interest and participation in the process of revitalization.

Watch the full presentation on YouTube courtesy of the Prince George Public Library:  
[www.youtube.com/watch?v=aTkFnbEYpoY](http://www.youtube.com/watch?v=aTkFnbEYpoY)

*“We must build vital, permanent, sustainable communities because that’s the only way we can ensure quality of life and quality of experience for the residents that are going to be moving to Fort St. John.... If we aren’t prepared to invest in our community, why would we expect anyone else to be?”*

*– Mayor Lori Ackerman, Spring 2015*



# Education for Community & Economic Development

## Fall 2015, “Women in Leadership: Man They’re Good!”

**Honourable Shirley Bond (Minister of Jobs, Tourism & Skills Training and Minister Responsible for Labour)**

**Councillor Jillian Merrick (City of Prince George)**

**Stephanie Killam (former Mayor of Mackenzie)**

**Shauna Harper (Partner and Digital Strategist, LiveWork Communications)**

With the goals of supporting women in leadership and encouraging more women to take leadership positions throughout northern BC, this panel was held in conjunction with UNBC’s first annual *Inspiring Women Among Us* events. Panel members shared their experiences in leadership roles in both government and non-government sectors. The discussion focused on the changing perceptions of women in leadership, challenges panelists encounter, and advice for women aspiring to take on leadership roles in their communities.



From left: Marleen Morris, Shauna Harper, Jillian Merrick, Stephanie Killam, and Shirley Bond – photo 250News.

## GUEST SPEAKERS

### **Gerhard Tonn, Principal, Gerhard Tonn & Associates Inc. and Founding Principal, Urban Systems: A Practitioner's Perspective on Local Government and Resource Development in Northern British Columbia**

In February 2016, a series of lectures, seminars, and tutorials were given at UNBC that addressed local governance and natural resource development. The objective was to expose students in various disciplines to a "practitioner's lens." The lectures, seminars and tutorials addressed many critical issues facing northern BC, including the socio-economic and community impacts of resource development, the role of local government, and intergovernmental planning processes. Small groups of students were also able to meet each day to discuss topics of their choice.

### **Shayne Ramsay, Chief Executive Officer, BC Housing**

In a small gathering with industry and community leaders, issues and trends in northern BC and their potential impacts on housing were discussed. Topics included the emerging need for seniors' housing, aging housing stock, pressures for development, and challenges with regards to financing. Opportunities were also highlighted for northern BC communities to take advantage of the province's \$355 million commitment to construct 2,000 new housing units over the next five years.

*"Attending the lecture series provided some thoughtful insights for my studies as a Community Planner. Born and raised in northern BC (Prince George), I find it difficult to see communities facing so many challenges. Northern BC communities need to diversify their economies, take innovative approaches, and promote vitality, which will enhance residents' quality of life. These traditionally resource-based communities will also become more resilient to volatile global markets. If we diversified, then the down times will not feel so tenuous because diversification will attract new growth and investment.*

*– Tyson Baker, Community Planning Student, UNBC*



# Education for Community & Economic Development

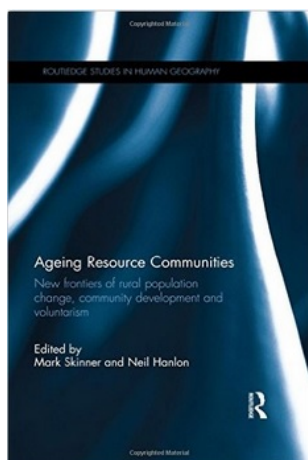
## NEWSLETTERS

The CDI published three issues of its *Community Connections* newsletter in 2015/2016. The newsletter shares information, news and resources such as funding opportunities and upcoming events, as well as updates from the CDI's research and projects. *Community Connections* is distributed electronically to government, industry, business, community groups, and educational institutions. Current and archived issues are available through the CDI website.

New this year, *Economic Uptick* is a monthly newsletter co-published by the 16-97 Economic Alliance and the CDI. The newsletter is aimed primarily at economic development officers, community and economic development practitioners, and policy analysts and provides a synopsis of publications, upcoming workshops/conferences, and important announcements that relate to economic and community development in the region. The goal of the newsletter is to promote informed decision-making with regards to economic opportunities for northern BC communities.

New for 2016, both *Redesign in Action* and *Cariboo Strong* are newsletters designed to share news, events, and resources related to the Redesign Rupert project and the Cariboo Regional District program, respectively.

## BOOKS



### **Ageing Resource Communities: New frontiers of rural population change, community development and voluntarism (2016)**

Editors: Mark Skinner and Neil Hanlon

The International Symposium on Aging Resource Communities, held in Tumbler Ridge and organized collaboratively by the CDI and Trent University, led to the publication of this book, which contributes to a growing field of research on aging resource communities. The volatility of extractive industries, coupled with aging populations and communities designed for a young workforce rather than for older retirees, creates a unique set of conditions and challenges that confront many northern BC communities. This volume includes chapters from around the globe, including case studies in Ireland, Norway, New Zealand, and Canada.

# Education for Community & Economic Development



## **Integration Imperative: Cumulative environmental, community and health effects of multiple natural resource developments (2016)**

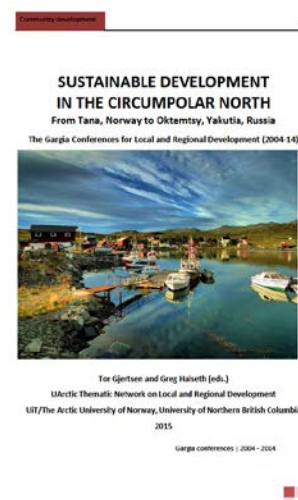
Editors: Michael P. Gillingham, Greg R. Halseth, Chris J. Johnson, and Margot W. Parkes

This book discusses the effects of resource development in northern BC and argues that cumulative impact research tends to take place using technical and policy lenses but should also include community, environment, and health lenses. Using northern BC as a case study, the authors call for a new regulatory framework that encapsulates the interconnectedness of cumulative impact analysis.

## **Sustainable Development in the Circumpolar North – From Tana, Norway to Oktemtsy, Yakutia, Russia: The Gargia Conferences for local and regional development (2004-14) (2015)**

Editors: Tor Gjertsen and Greg Halseth

In collaboration with the Arctic University of Norway (UiT) and UNBC, the University of the Arctic's "Thematic Network for Local and Regional Development in the North" published a volume of scholarly work that highlights over ten years of international partnerships and knowledge-sharing through the annual Gargia Conferences for Local and Regional Development. The goal of this publication is to promote sustainable development across the circumpolar north, with an emphasis on Russia, Norway, and Canada.



## **PRESENTATIONS**

As part of the CDI's commitment to create a space for community members, students, academics, and practitioners to share information and learn from each other, CDI staff regularly present at conferences, workshops, webinars, lectures, and community events. In 2015/2016, presentations focused on a range of issues including: community leadership, housing, community readiness in the face of change, how to benefit and prepare for economic development, and community resilience.

In 2015/16, the CDI gave 30 presentations across British Columbia. Audiences included representatives of local government, senior government, Aboriginal groups, industry, business, community agencies, faculty, students, and public service agencies.

For a complete list of presentations, see Appendix C.

## STUDENT RESEARCH ASSISTANTS

The CDI offers opportunities for undergraduate and graduate students to work as Student Research Assistants as part of its mandate to bolster leadership throughout northern BC. Student Research Assistants gain first-hand experience working on community development and research projects alongside faculty and professionals. A number of former CDI Research Assistants are now employed in positions across the region. In 2015/2016, the CDI welcomed one undergraduate research assistant and two graduate research assistants.

### Danielle Patterson

Danielle joined the CDI as an upper division Environmental Planning student with a major in Rural and Northern Community Planning. Prior to this, Danielle completed a Bachelor of Arts degree from UNBC with a major in Political Science, a minor in International Studies, and a concentration in Comparative Federalism. At the CDI, Danielle provided administrative support, contributed to research projects like the Study of Best Practices in Rotational Work Practices, and helped coordinate the Community Speakers Series. After graduating, Danielle accepted a full-time, year-long internship with the Northern Development Initiative Trust (NDIT) at the City of Prince George.

### Alina Schroeder

Alina joined the CDI as a graduate student. She worked on the Voluntary Health and Social Services research project during the summer of 2015. Alina previously completed two Bachelor of Arts degrees at UNBC with majors in History and Anthropology and a minor in First Nations Studies. She is presently undertaking a Master of Arts degree in Interdisciplinary Studies, with a focus on Community Health and Geography.

### Marli Bodhi

Marli holds a Bachelor of Planning in Natural Resources and is currently working on a Master of Arts degree in Environmental Studies at UNBC. Her areas of study include Municipal-level Planning, Northern and Rural Communities, Stakeholder Engagement, and Food Security. At the CDI, Marli worked on the Growing Our Future project, organized the Community Speakers Series, and wrote the *Growing Our Future* and *Economic Uptick* newsletters. Over the summer of 2016, Marli will work in Burns Lake with the Regional District of Bulkley-Nechako as a Planning Technician.

*"The CDI offered me a professional work environment that accommodated my schooling. Working with the CDI provided real world experience, the opportunity to work closely with northern communities, and enabled me to apply what I was learning in my courses. With the mentorship I received, I gained confidence and leadership skills that will help me work towards my career."*

*– Marli Bodhi, MA Candidate, Natural Resources and Environmental Studies, UNBC*

## Research

For 2015/16, the CDI's research agenda continued to be focused on issues that are relevant and timely for northern BC communities. Our research is aimed at providing insight into the complex and interconnected factors that create the need for transformation and change. Our goal is to help communities get ahead of the curve and to anticipate and be prepared for change. The CDI's research serves as a resource for decision-making and planning for government, industry, business, and the non-profit and voluntary sectors.

In conducting research, the CDI works in close collaboration with communities and community stakeholders. This community-based research approach helps build understanding of the research process and knowledge of the results. The CDI's research reports and studies are shared widely across northern BC to facilitate the transfer of knowledge and experience between communities. Our research is also shared widely with senior government policy-makers, industry decision-makers, and Canadian and international academic researchers.

Over the last sixteen months, the CDI published 12 academic reports and began two new research projects. For a complete list of the CDI's 2015/2016 academic publications, see Appendix B.

## NORTHERN BC HOUSING STUDY

Across northern BC, there is a growing need to understand, at the community level, the dynamics at play in the housing market. This information will be critical to informing the development of a robust and diverse housing supply that meets the needs and provides options for a full range of community residents.

The Northern BC Housing Study will provide a comprehensive understanding of the factors that influence housing need and demand in each of ten northern communities. The factors include past trajectories, current status, and future trends related to population, income, households, housing stock, and neighbourhood development. An analysis of these factors will inform the identification of specific housing needs and opportunities.

The ten communities included in the study are: Fort St. John, Dawson Creek, 100 Mile House, Williams Lake, Quesnel, Prince Rupert, Terrace, Kitimat, Smithers, and Prince George.

The CDI will share the findings of the study at the Northern BC Housing Conference. The Northern BC Housing Study is funded by BC Housing.





## STUDY OF BEST PRACTICES IN ROTATIONAL WORK PRACTICES

With the potential for significant construction activity in the natural gas sector, both communities and industry expressed an interest in identifying and understanding best practices in community-work camp relations and rotational workforce utilization. The objective was to provide information that would allow northern BC communities to optimize the benefits and minimize the risks associated with rotational workforce sourcing.

In partnership with the BC Natural Gas Workforce Strategy Committee, the CDI completed a study that included interviews with a wide range of community and industry stakeholders in jurisdictions across Canada, the United States, and Australia to gain a more robust understanding of how they manage the challenges and opportunities associated with work camps and rotational workforce utilization.

The issues explored in the study include regulating workforce accommodations, industry-community social cohesion, community investments, monitoring and accounting for impacts and benefits, and maximizing economic spin-offs.

The two reports published from this study are: 1) *Lessons Learned in Work Camp-Community Relations: Practices making a positive difference*, and 2) *Best Practices Guiding Industry-Community Relationships, Planning, and Mobile Workforces*.



## **VOLUNTARY HEALTH AND SOCIAL SERVICE SECTOR: ROLES AND READINESS FOR COMMUNITY TRANSFORMATION**

Communities undergoing transformative change rely heavily on the voluntary health and social service sector to help families and individuals adapt to change and prepare for the future. Services this sector provides include counselling, job training, violence prevention and assistance, substance abuse and addictions counselling, and income assistance.

With the impending slowdown in the forest industry and continuing volatility in the mining sector, there is concern about the voluntary health and social service sector's capacity in Williams Lake and Quesnel. As a result, the CDI, in collaboration with CDI Faculty Associates Dawn Hemingway and Dr. Neil Hanlon, conducted research on the voluntary health and social service sector in Quesnel and Williams Lake.

Through hosting focus groups and workshops in both communities, the research identified areas of strength and of need. The final report outlined action items to help both communities move forward.

This project assisted the voluntary health and social service sector assess its capacity and readiness in the face of economic transition, as well as support communities and families to adapt to change. It helped funding bodies and agencies understand and develop strategies to fill the gaps that exist.

*"The upswings and downturns that resource communities like Quesnel and Williams Lake experience on a cyclical basis create an environment of instability for many residents. This sense of uncertainty is not only challenging with respect to financial security but can also impact residents' mental health and overall well-being, making the need for dependable, accessible social services a critical component of community and individual wellness."*

*– Dawn Hemingway, Chair, School of Social Work, UNBC*

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

*On the Move: Employment-Related Mobility*, is a seven-year national research project that is exploring issues related to labour mobility, such as recruitment and retention of workers; capacity gaps in the workforce; 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.

Greg Halseth and Sean Markey of Simon Fraser University are collaborating on this project. They are working with two northern BC communities, Mackenzie and Williams Lake, to examine differences and similarities in the preparation for and management of mobile workers at mines located close to these communities.

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

The town of Kitimat has been an industrial center for over sixty years, and has experienced both the upswings of industrial investment and downturns of closures. Over the past several years, Kitimat has experienced a large number of construction projects that have had significant and transformative economic and social impacts.

This research project involves a long-term tracking study of the economic and social transformation processes underway in Kitimat. Through this project, the CDI is continuing its work with local groups to facilitate bi-annual roundtable conversations among social service providers, small businesses, and industry.

## **H.E.R.O.S.: PLANNING FOR A RAPID-RESPONSE HELICOPTER EMERGENCY MEDICAL SYSTEM IN NORTHERN BC**

Northern BC H.E.R.O.S. is a non-profit society based in Prince George dedicated to exploring the feasibility of an air-based emergency service in the region. Because northern BC does not currently have a coordinated air-based emergency service, H.E.R.O.S. approached the CDI to conduct an examination of existing helicopter rescue operations in other jurisdictions. Through interviews, the CDI will learn how the organizations were established, how they are funded, and what lessons they have learned over time.

Results of this study will inform the development of a business plan and funding strategy to support H.E.R.O.S.' goal of establishing a regional air emergency service.

## **FOREST INDUSTRY HISTORY PROJECT**

In conjunction with past and present leaders in the BC forest industry, this project aims to capture the history of the Central Interior forest industry since the 1950s through digital storytelling and oral histories.

During preliminary discussions with industry leaders, participants felt that connecting with those involved in the industry during its most significant transformations will help explore opportunities and directions for the future of the region. Documenting these perspectives will also develop a more comprehensive record of forest industry development that communities, residents, researchers, and industry will find insightful.

The goal of this project is to create a publication that is broadly accessible to stakeholders throughout the region.

## Policy Dialogues & Advice

To fulfill the CDI's mandate to work with communities to foster an improved understanding of transition and readiness, the CDI is committed to forging dialogues with many stakeholders. Through engaging local and provincial governments, industry, community organizations, and businesses, cross-sectoral dialogue is a key means with which to conduct effective consultation, share knowledge, and build relationships.

With over a decade of experience working with communities and translating their input into strategic action plans, policy dialogues provide the CDI with the breadth, depth, and local context required to build relevant and useful policy for northern communities.

### **GOVERNMENT DIALOGUES**

In 2015/2016, the CDI met regularly with government representatives. Many of the meetings focused on ways to enhance economic development in the region, improve housing, and build community resilience. Provincially, the CDI met with elected representatives and ministries, as well as crown corporations and provincial organizations. Locally, the CDI met with municipal and regional governments as well as Aboriginal groups.

In total, the CDI met with 6 MLAs, 15 provincial institutions; 25 municipal, regional, and Aboriginal governments and institutions; and 7 educational institutions.

For a complete list of government policy dialogues, see Appendix E.

### **INDUSTRY DIALOGUES**

With ongoing change in the forest, mining, and LNG industries, the CDI meets regularly with various industry representatives in order to stay informed about current economic outlooks, to integrate this information into the CDI's community transformation and renewal projects, and to facilitate further dialogue between communities and industry. Through strong relationships, both industry and communities can work to build mutual benefit and resiliency.

In 2015/2016, the CDI met with 7 industry associations and 20 corporations in the forestry, mining, gas, oil, agriculture, construction, and fisheries sectors.

For a complete list of industry dialogues, see Appendix F.



# Policy Dialogues & Advice

## **COMMUNITY DIALOGUES**

In order to maintain awareness about issues affecting northern and central BC, the CDI team travels to communities to meet with organizations and community leaders. Through community dialogues, the CDI employs a place-based approach that provides much of the on-the-ground, practical context of its work.

In total, the CDI met with 37 community organizations in 2015/2016.

For a complete list of community dialogues, see Appendix G.

## **BUSINESS DIALOGUES**

New for 2015/2016, the CDI included a list of business dialogues. Alongside industry and community organizations, local businesses also contribute to the economic and social resiliency of communities. One or two successful businesses can significantly enhance a community's economic vitality and sense of pride, which in turn bolsters resiliency. Ongoing dialogues with businesses also help the CDI identify new opportunities for economic diversification that communities can focus on.

In total, the CDI met with 13 businesses throughout northern BC, including real estate agencies, consulting firms, auto dealerships, and hospitality and tourism industry providers.

For a complete list of business dialogues, see Appendix H.

# 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(s)	Co-Investigator(s)
Community Futures of the Pacific Northwest	Redesign Rupert	\$277,778	2015-2016	Marleen Morris	Greg Halseth
Vancouver Foundation	Healthy Aging in Rural and Small Town Places	\$76,000 per year in a 3 year grant	2012-2016	Greg Halseth	Marleen Morris
District of Clearwater	Healthy Aging in Rural and Small Town Places	\$3,000 per year in a 3 year grant	2012-2016	Greg Halseth	Marleen Morris
Thompson Nicola Regional District	Healthy Aging in Rural and Small Town Places	\$5,000 per year in a 3 year grant	2012-2016	Greg Halseth	Marleen Morris
District of Vanderhoof	Vanderhoof Housing Need and Demand Study	\$25,000	2015	Marleen Morris	Greg Halseth
District of Fort St. James	Community Economic Development Strategy	\$10,000	2013-2015	Greg Halseth	Marleen Morris
District of Tumbler Ridge	Strategic Plan	\$16,700	2015	Marleen Morris	Greg Halseth
University of Northern British Columbia	Voluntary Health and Social Service Sector in Quesnel and Williams Lake	\$14,000	2015	Neil Hanlon, Dawn Hemingway	Marleen Morris, Alina Schroeder
City of Williams Lake	Economic Development Plan	\$30,000	2016	Marleen Morris	Greg Halseth
BC Housing	Northern BC Housing Study	\$50,000	2016	Marleen Morris	Greg Halseth
H.E.R.O.S.	Planning for a Rapid-Response Helicopter Service	\$10,000	2016	Marleen Morris	
16/97 Economic Alliance	Economic Uptick	\$16,100	2015-2016		

## The CDI Team

Committed to working with communities, the CDI is known throughout northern BC for its ability to effectively blend research with community-building and business acumen. Each CDI team member contributes a mix of skills and experiences which sustains the CDI's well-rounded reputation. Alongside staff, the CDI also partners with Faculty Associates and Community Associates, and seeks input from its External Advisory Committee.

### STAFF

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

Dr. Greg Halseth is a Professor in the Geography Department at UNBC. He is also the Canada Research Chair in Rural and Small Town Studies and Co-Director of the CDI. Greg's 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 on northern BC's resource-based towns. At the CDI, his work includes a wide range of community-based studies in northern BC and a number of economic and community development studies.

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

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

#### **Erin MacQuarrie, Research Assistant**

Erin is a UNBC graduate with a major in Psychology. At the CDI, she is responsible for project logistics and coordination, as well as for conducting primary and secondary research and quantitative analysis. She has traveled to many communities throughout northern BC. Erin's areas of interest include positive self-change and group-change through Behaviour Modification techniques, biopsychology, and supportive housing.

#### **Amanda Brown, Community Liaison Assistant, Prince Rupert**

Amanda holds a BA in Communications from Wilfrid Laurier University in Waterloo, Ontario. Her areas of study include risk communication and media use in diaspora groups. Before joining the CDI, Amanda worked in event planning and marketing. Originally from Burlington, Ontario, Amanda has called Prince Rupert home for two years.

# The CDI Team

## **Lindsey Stinson, Community Liaison Assistant, Prince Rupert**

Born and raised in northwest BC, Lindsey has strong ties to Prince Rupert and its surrounding communities. In 2011, she completed a BA in Political Science at UNBC with a minor in First Nations Studies. She went on to complete a certificate in Immigration Consulting through the Canadian Society of Immigration Consultants. Before joining the CDI, she worked in various positions throughout the northwest, most notably as a Regional Program Coordinator and Marketing Manager.

# The CDI Team

## **FACULTY ASSOCIATES AT UNBC**

### **Dr. Stephen Déry, Canada Research Chair in Northern Hydrometeorology**

As well as his position as Canada Research Chair in Northern Hydrometeorology, Dr. Stephen Déry also has appointments in UNBC's Environmental Science and Engineering program and Natural Resources and Environmental Studies program. His research interests are in atmospheric science and focus on the impacts of climate change on Canada's northern and alpine regions. In particular, he looks at the consequences of climate change on water cycles. Stephen recently joined the CDI as a Faculty Associate and is a member of the CDI's Cariboo Scientific Advisory Committee.

### **Dr. Gail Fondahl, Professor of Geography**

Dr. Gail Fondahl is a Professor in the Geography Department whose research interests include: the legal geographies of Indigenous land rights and land claims in the Russian North, the cultural, legal and historical geographies of First Nations in northern BC, and the measuring and monitoring of human development in the circumpolar north.

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

Dr. Scott Green is an Associate Professor in the Ecosystem Science and Management program at UNBC. He is a forest ecologist with interests in marginal environments and forest responses to climate 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 UNBC's popular weekly farmer's market.

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

Dr. Neil Hanlon is a Professor and Chair of the Geography Department at UNBC, with Adjunct Faculty status in the School of Health Sciences and the Northern Medical Program. He was the lead organizer of the 58<sup>th</sup> Annual Meeting of the Western Division of the Canadian Association of Geographers (WD-CAG) hosted at UNBC in 2016, and Co-Researcher for the CDI's Voluntary Health and Social Service Sector project. Neil's research interests are in the field of health geography and focus primarily on community adaptations to population aging and health and social service provision in rural and remote locations.

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

Dawn Hemingway is an Associate Professor and Chair of the School of Social Work at UNBC. She also holds Adjunct appointments 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. Dawn is a Co-Researcher for the CDI's Voluntary Health and Social Service Sector project.



# The CDI Team

## **Dr. Phil Mullins**

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

## **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 includes roles in city, municipal district, and regional district local governments in both BC and Alberta. He recently retired as Chief Administrative Officer for the Peace River Regional District and is currently working on industrial benefit agreement initiatives for the Regional District of Bulkley-Nechako. Fred is part of the CDI's Forest Evolution Impact Team.

### **Clare Mochrie**

Clare Mochrie specializes in strategic planning, stakeholder engagement, project management, and performance assessment. Clare has a particular interest in helping organizations and communities become more sustainable in their operations and impacts. She has experience managing many different interests and facilitating communication between multiple stakeholders, as well as a strong understanding of how decisions are made from multiple levels of government. At the CDI, Clare is the lead researcher on the District of Clearwater Seniors Mobility project as well as H.E.R.O.S: Planning for a Rapid-Response Helicopter Emergency Medical System in Northern BC.

# The CDI Team

## EXTERNAL ADVISORY COMMITTEE

The External Advisory Committee provides advice to the CDI on strategic planning and new program development. Committee members are drawn from a wide range of sectors and from communities across central and northern BC. The committee comes together to share their knowledge, insights, and perspectives about issues and opportunities facing the region and rural and small town communities generally.

The External Advisory Committee helps ensure that the CDI remains connected and supports it in developing existing and new relationships that have the potential to further the CDI's vision.

These individuals are members of the CDI External Advisory Committee:

- Lori Ackerman, Mayor of Fort St. John
- Janis Bell, Chief Administrative Officer, Cariboo Regional District
- Dr. Greg Halseth, Professor, Geography Program and Co-Director, Community Development Institute, UNBC
- Marleen Morris, Co-Director, Community Development Institute and Adjunct Professor, Geography Program, UNBC
- Geoff Morrison, Manager, BC Operations, Canadian Association of Petroleum Producers
- Dr. Geoffrey Payne, Interim Vice-President of Research, UNBC
- Vince Prince, Executive Director, Aboriginal Business Development Centre
- Les Waldie, Chair, Prince George Airport Authority
- Cathe Wishart, Vice-President, Community and Student Services, College of New Caledonia
- Susan Yurkovich, President and Chief Executive Officer, Council of Forest Industries

# Appendices

## Appendices

Appendix A: Reports

Appendix B: Academic Publications

Appendix C: Presentations

Appendix D: Conference Organization

Appendix E: Government Dialogues

Appendix F: Industry Dialogues

Appendix G: Community Dialogues

Appendix H: Business Dialogues

## APPENDIX A: REPORTS

MacQuarrie, Erin. 2016. *Prince Rupert Age Profile*. Prince George, BC: Community Development Institute, University of Northern British Columbia.

MacQuarrie, E., Mochrie, C., Morris, M., and Halseth, G. 2015. *District of Vanderhoof Community Profile*. Prince George, BC: Community Development Institute, University of Northern British Columbia.

Mochrie, C., Morris, M., and Halseth, G. 2015. *District of Vanderhoof Housing Study and Needs Analysis: Executive summary*. Prince George, BC: Community Development Institute, University of Northern British Columbia.

Mochrie, C., Morris, M., and Halseth, G. 2015. *District of Vanderhoof Housing Study and Needs Analysis: Final report*. Prince George, BC: Community Development Institute, University of Northern British Columbia.

Mochrie, C., Morris, M., and Halseth, G. 2015. *Economic Development Plan: District of Fort St. James*. Prince George, BC: Community Development Institute, University of Northern British Columbia.

Morris, M., and Halseth, G. 2015. *District of Tumbler Ridge Strategic Plan*. Prince George, BC: Community Development Institute, University of Northern British Columbia.

## APPENDIX B: ACADEMIC PUBLICATIONS

Gillingham, M., Halseth, G., Johnson, C., and Parkes, M. (eds). 2016. *Integration Imperative: Cumulative environmental, community, and health effects of multiple natural resource developments*. New York, NY: Springer International Publishing.

Gjertsen T. and Halseth G. (eds.). 2015. *Sustainable Development in the Circumpolar North – From Tana, Norway to Oktemtsy, Yakutia, Russia: The Gargia Conferences for local and regional development (2004-14)*. Published jointly by the University of Northern British Columbia's Community Development Institute and the University of the Arctic's Thematic Network on Local and Regional Development in the North. Prince George, BC: Publications Series of the UNBC Community Development Institute. Tromsø, Norway: Septentrio Academic Publishing of the University Library at UiT.

Halseth, G., Manson, D., Ryser, L., Markey, S. and Morris, M. 2015. Constructing rural places in a globalized world: Place-based rural development seen from northern British Columbia, Canada. In Gjertsen T. and Halseth G. (eds.), pp. 227-239. *Sustainable Development in the Circumpolar North – From Tana, Norway to Oktemtsy, Yakutia, Russia: The Gargia Conferences for local and regional development (2004-14)*. Published jointly by The University of Northern British Columbia's Community Development Institute and The University of the Arctic's Thematic Network on Local and Regional Development in the North. Prince George, BC: Publications Series of the UNBC Community Development Institute. Tromsø, Norway: Septentrio Academic Publishing of the University Library at UiT.

Patterson, D., Ryser, L., Bodhi, M., Halseth, G., and Markey, S. 2015. *On the Move: A mobile workers' perspective, summary report for New Gold's Blackwater Project*. Prince George, BC: Community Development Institute, University of Northern British Columbia.

Ryser, L., Good, J., Morris, M., Halseth, G., and Markey, S. 2015. *Best Practices Guiding Industry-Community Relationships, Planning, and Mobile Workforces*. Prince George, BC: Community Development Institute, University of Northern British Columbia. Prepared for the BC Natural Gas Workplace Strategy Committee.

Ryser, L., Good, J., Mochrie, C., Morris, M., Halseth, G., and Markey, S. 2015. *Lessons Learned in Work Camp-Community Relations: Practices making a positive difference*. Prince George, BC: Community Development Institute, University of Northern British Columbia. Prepared for the BC Natural Gas Workplace Strategy Committee.

Ryser, L., Patterson, D., Bodhi, M., Halseth, G., Good, J., Markey, S., and Naghshinepour Esfahani, N. 2016. *Learning from Smart Services and Infrastructure Projects: Case studies in rural BC*. Prince George, BC: Community Development Institute, University of Northern British Columbia.

Ryser, L., Patterson, P., Bodhi, M., Halseth, G., Good, J., Markey, S., and Naghshinepour Esfahani, N. 2016. *Learning from Smart Services & Infrastructure Projects in Rural BC: Executive summary*. Prince George, BC: Community Development Institute, University of Northern British Columbia.



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Ryser, L., Patterson, P., Bodhi, M., Halseth, G., Good, J., Markey, S., and Naghshinepour Esfahani, N. 2016. *Learning from Smart Services & Infrastructure Projects in Rural BC: Final report*. Prince George, BC: Community Development Institute, University of Northern British Columbia.

Schroeder, A., MacQuarrie, E., Morris, M., Hemingway, D., & Hanlon, N. 2016. *Voluntary Health and Social Service Sector: Roles and readiness for community transformation (Quesnel)*. Prince George, BC: Community Development Institute, University of Northern British Columbia.

Schroeder, A., MacQuarrie, E., Morris, M., Hemingway, D., & Hanlon, N. 2016. *Voluntary Health and Social Service Sector: Roles and readiness for community transformation (Williams Lake)*. Prince George, BC: Community Development Institute, University of Northern British Columbia.

Skinner, M., and Hanlon, N. (eds). 2016. *Ageing Resource Communities: New frontiers of rural population change, community development and voluntarism*. New York, NY: Routledge.

# Appendices

## APPENDIX C: PRESENTATIONS

Marleen Morris. Opportunities for Economic Diversification in Williams Lake. Williams Lake. March 15, 2016.

Chris Buse, Michelle Connolly, Art Fredeen, Greg Halseth, Henry Harder, Margot Parkes, Al Weincyzk and Rachael Wells. Addressing an 'Integration Imperative': Merging environmental, community and health perspectives to develop an understanding of the cumulative impacts of resource development for northern BC. The 58<sup>th</sup> Annual Meeting of the Western Division of the Canadian Association of Geographers. Prince George. March 12, 2016.

Marleen Morris. An Action Plan for Economic Diversity and Community Resilience in the Cariboo Region. Cariboo Region EA Directors. Williams Lake. February 9, 2016.

Greg Halseth. Myths and Trajectories: Readiness in workforce transition. Workforce Development Forum. Nelson. November 5, 2015.

Marleen Morris. PrepTalk for Planners. University of Northern British Columbia. Prince George. October 13, 2015.

Marleen Morris. An Action Plan for Economic Diversity and Community Resilience in the Cariboo Region. Cariboo Region Mayors and Chief Administrative Officers. Williams Lake. September 17, 2015.

Marleen Morris. Housing Study & Needs Assessment: Presentation to the community. District of Vanderhoof. Vanderhoof. September 15, 2015.

Marleen Morris. An Action Plan for Economic Diversity and Community Resilience. Cariboo Region Mayors and Chief Administrative Officers. Williams Lake. August 27, 2015.

Marleen Morris, Greg Halseth. Economic Development Plan: Fort St. James District. Fort St. James. July 15, 2015.

Neil Hanlon, Mark Skinner, Alun Joseph, Laura Ryser, and Greg Halseth. Voluntarism, Community Development and Healthy Aging-in-Place: Pathways of integration and marginalization. The Sixteenth International Medical Geography Symposium. Vancouver. July 5-10, 2015.

Marleen Morris and Greg Halseth. Developing a Social Framework: A community development approach. Fort St. John. June 24, 2015.

Marleen Morris and Greg Halseth. Community Economic Benefit: The upside of an aging population. Community Futures North Cariboo. Quesnel. June 22, 2015.

Marleen Morris and Greg Halseth. Preparing for Community Transformation: The imperative for Quesnel. Quesnel Community Foundation. Quesnel. June 22, 2015.

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Greg Halseth. Starting Conversations Around the Learning Circle: Background for UNBC's Northwest Aboriginal Partners Regional Advisory Council. UNBC Northwest Campus Aboriginal Partners - Regional Advisory Council. Terrace. June 10, 2015.

Laura Ryser, Greg Halseth, Sean Markey and Marleen Morris. The Search for New Practices Guiding Industry-Community Relationships: Structural underpinnings of rapid growth. The Annual Meetings of the Canadian Association of Geographers. Vancouver. June 1-5, 2015.

Greg Halseth and Marleen Morris. Thinking Forward: Finding courage and leadership for the journey. Governor General's Canadian Leadership Conference. Prince George. May 26, 2015.

Marleen Morris and Greg Halseth. On the Cusp of Change: Community and economic transformation in northern BC and the implications for housing. Canadian Mortgage and Housing Corporation BC and Yukon Region. Vancouver. May 19, 2015.

Greg Halseth and Marleen Morris. Community Readiness: The community transition toolkit. Omineca Beetle Action Coalition. Prince George. May 15, 2015.

Marleen Morris and Greg Halseth. Community Economic Development: Renewing for resilience in Williams Lake. Williams Lake Economic Development Corporation. Williams Lake. May 14, 2015.

Marleen Morris and Greg Halseth. Community Economic Benefit: The upside of an aging population. Community Futures Northern BC. Prince George. May 13, 2015.

Greg Halseth, Laura Ryser, and Marleen Morris. Let's Talk: Challenges and opportunities. Kitimat Economic Development Association. Kitimat. May 5, 2015.

Marleen Morris and Greg Halseth. Tumbler Ridge Strategic Plan: Priorities for action. Tumbler Ridge District Council. Tumbler Ridge. May 4, 2015.

Erin MacQuarrie. Why Community Development Matters to Me. UNBC Talks – Pro D-Day. University of Northern British Columbia. Prince George. April 24, 2015.

Greg Halseth. Community Development – The Basics. UNBC Talks – Pro D-Day. University of Northern British Columbia. Prince George. April 24, 2015.

Marleen Morris. CDI – How You Can Make a Difference. UNBC Talks – Pro D-Day. University of Northern British Columbia. Prince George. April 24, 2015.

Clare Mochrie. Workshop Report. Seniors' Mobility: Getting around in winter. From Front Door to Grocery Store: Getting seniors where they want to be. Presentation to seniors. Clearwater. March 17, 2015.

Greg Halseth and Marleen Morris. Housing Needs in Prince George: An opportunity for revitalization and innovation. Prince George City Council. Prince George. March 2, 2015.

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Greg Halseth and Marleen Morris. Building Understanding for Tomorrow: The legacy of Tumbler Ridge. District of Tumbler Ridge Council. Tumbler Ridge. February 28, 2015.

Marleen Morris and Greg Halseth. Tumbler Ridge Sustainability Plan: Strategies for resilience. District of Tumbler Ridge Council. Tumbler Ridge. February 28, 2015.

Greg Halseth and Marleen Morris. Towards BC's New Economy: The vital role of northern BC in realizing a new generation of prosperity. BC Government Caucus. Prince George. January 20, 2015.

## APPENDIX D: CONFERENCE ORGANIZATION

**Annual Meeting of the Western Division of the Canadian Association of Geographers (WD-CAG): The West in the 21st Century – Legacies and Trajectories.** Hosted by the UNBC Geography Department and organized by CDI Faculty Associate Dr. Neil Hanlon. Featuring speakers from across western Canada. University of Northern British Columbia, Prince George. March 11-12, 2016.

**Launch of the Cumulative Impacts Research Consortium.** Hosted jointly between the CDI, the Health Research Institute, and the Natural Resources and Environmental Studies Institute. CDI Co-Directors Marleen Morris and Dr. Greg Halseth are members of the CIRC Steering Committee. University of Northern British Columbia, Prince George. October 2-3, 2015.



# Appendices

## **APPENDIX E: GOVERNMENT DIALOGUES**

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

1. Honourable John Rustad
2. Honourable Mike Bernier
3. Honourable Mike Morris
4. Honourable Shirley Bond
5. MLA Donna Barnett
6. MLA Doug Donaldson

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

1. Ministry of Advanced Education
2. Ministry of Children and Family Development
3. Ministry of Jobs, Tourism and Skills Training
4. Ministry of Social Development and Social Innovation
5. Ministry of Small Business and Red Tape Reduction

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

1. BC Housing
2. Canada Mortgage and Housing Corporation
3. Local Government Management Association
4. Mitacs
5. North Central Local Government Association
6. Northern Health
7. Prince Rupert Port Authority
8. Reconciliation Canada
9. Royal Canadian Mounted Police – Vanderhoof Detachment
10. Union of BC Municipalities

### ***Municipal, Regional and Aboriginal Governments***

1. Cariboo Regional District
2. Cariboo Regional District Board of Directors
3. Cariboo Regional District Electoral Area Directors
4. City of Fort St. John
5. City of Prince Rupert
6. City of Quesnel
7. City of Terrace
8. City of Vancouver
9. City of Williams Lake
10. District of 100 Mile House

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11. District of Clearwater
12. District of Fort St. James
13. District of Tumbler Ridge
14. District of Vanderhoof
15. District of Wells
16. Gitmaxmak'ay Society
17. Kitselas Band Council
18. Metlakatla Development Corporation
19. Metlakatla First Nation
20. Nak'azdli First Nation
21. Prince Rupert Recreation Commission
22. Sai'kuz First Nation
23. Tl'az'ten First Nation
24. Village of Valemount
25. Williams Lake Economic Development Corporation

## ***Educational Institutions***

1. College of New Caledonia
2. Northwest Community College
3. School District 27 – Cariboo Chilcotin
4. School District 52 – Prince Rupert
5. School District 91 – Vanderhoof
6. Thompson Rivers University
7. University of Northern British Columbia

## APPENDIX F: INDUSTRY DIALOGUES

### *Industry Associations and Groups*

1. BC Cattlemen's Association
2. BC Construction Association
3. BC Northern Real Estate Board
4. Canadian Association of Petroleum Producers
5. Canadian Home Builders' Association of Northern BC
6. Council of Forest Industries
7. Resource Works

### *Corporations*

1. Atlantic Power
2. Apollo Forest Products
3. Aurora LNG
4. BG Group
5. Britco
6. Canfisco
7. Canfor
8. Conifex Timber
9. Exxon Mobil/Imperial Oil
10. Fort Green Energy
11. Imperial Metals
12. LNG Canada
13. Nexen Energy
14. New Gold
15. Pacific Northwest LNG
16. Tolko Industries
17. Tribal Resources Investment Corporation (Tricorp)
18. Urban Systems
19. West Fraser
20. Williams Lake Plywood (West Fraser)

# Appendices

## APPENDIX G: COMMUNITY DIALOGUES

1. BC Non-Profit Housing Association
2. Big Brothers Big Sisters of Williams Lake
3. Bloom Group
4. Cariboo Arts Council Society
5. Cariboo Mountain Bike Consortium
6. Carleton Centre for Community Innovation
7. Central Cariboo Arts Council
8. Central Interior Regional Arts Council
9. Clearwater Age-Friendly Advisory Committee
10. Community Action Initiative
11. Community Futures of the Cariboo Chilcotin
12. Community Futures of the Pacific Northwest
13. Community Futures of the Stuart Nechako
14. David Suzuki Foundation
15. District of Vanderhoof Chamber of Commerce
16. Fireweed Association
17. Fort St. James Chamber of Commerce
18. Hecate Strait Employment Development Society
19. Immigrant & Multicultural Services Society of Williams Lake
20. Kaien Anti-Poverty Society
21. M'akola Housing Society
22. Northern Coast Community Services
23. Northern BC H.E.R.O.S.
24. Prince George & District Elizabeth Fry Society
25. Prince George Anti-Poverty Initiative
26. Prince Rupert Chamber of Commerce
27. Prince Rupert Friendship House
28. Quesnel Community Foundation
29. Salvation Army Prince Rupert
30. The Minerva Foundation for BC Women
31. Transition Prince Rupert
32. Vancouver Board of Trade
33. Vancouver Foundation
34. Williams Lake and District Chamber of Commerce
35. Williams Lake Business Improvement Association
36. Williams Lake Food Policy Council
37. Williams Lake Social Planning Council

## **APPENDIX H: BUSINESS DIALOGUES**

1. Crest Hotel
2. First Journey Trail Design & Construction
3. HG Bliss Projects
4. PMT Chartered Accountants
5. Prince Rupert Adventure Tours
6. Q Workshops
7. Rainbow Chrysler Dodge Jeep
8. ReMax Centre Realty
9. Royal LePage Prince George
10. Signal Point Media
11. Stonefield Consulting
12. Urban Futures
13. Urban Systems

# 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.

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