



The Community
 Development Institute
 2021-2022 Annual Report
 University of Northern British Columbia
 Prince George, BC

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Letter from our Co-Directors

It is with great pleasure that we submit this report highlighting the work and achievements of the Community Development Institute (CDI) at the University of Northern British Columbia for April 1, 2021 through March 31, 2022.

Once again, this reporting year was marked by the ongoing COVID-19 pandemic. As we started this reporting year, the vaccine rollout was just beginning, bringing new hope and a sense of relief. Since then, however, we have experienced two more serious pandemic waves, brought about by the Delta and Omicron variants. Health and safety measures were re-introduced, and we were, once again, challenged to be flexible and resilient. This past year has made us aware that COVID-19 is not going away, and we must be prepared to live with, and adapt to, the prospect of successive waves, and the attendant restrictions.

This new reality has prompted many people to re-evaluate and re-imagine the way they live, work, and play. Nascent trends have taken off and new ones are emerging, for example, online shopping, drive vacations, home renovations, and out-migration from large urban centres to smaller communities. All of these trends have within them both opportunities and challenges for our non-metropolitan communities. The CDI has not only been following these trends, but has been in active conversation with communities, and others, about their impacts.

Through our community-based research program, the CDI continues to provide information and insight into the challenges and opportunities facing non-metropolitan and resource-based communities and economies. Our knowledge mobilization initiatives have included webinar and conference presentations, articles in academic journals and professional magazines, interviews with print and electronic media outlets, and a social media presence. One highlight from the year was our *Building Knowledge Webinar Series*, through which we delivered key population and housing data to over 700 participants across BC. This series was part of the CDI's housing research program and was delivered in partnership with BC Housing. Our other research partners include academic, non-profit, and government organizations and our research was used by a wide range of audiences and stakeholders in BC, Canada, and around the world.

Again this year, we were invited by federal, provincial, and local governments to participate in dialogue sessions and workshops to discuss the future of non-metropolitan communities. Through these meetings, we continued to be strong advocates for the need for investment and action to address long-standing issues in non-metropolitan communities. One example of our work in this area was our participation on an expert panel convened by the *Council of Canadian Academies*, charged with identifying the legal/regulatory, ethical, social, and policy factors specific to the deployment and adoption of reliable high-speed broadband in rural and remote communities, including Indigenous communities. In all of our policy dialogues, we have encouraged government to collaborate and partner with across sectors and with other levels of government to build resilient communities and diverse economies in non-metropolitan BC and Canada.

As we look to the year ahead, we will continue to work with non-metropolitan communities and our partners to anticipate and adapt to "the new normal", with a view to encouraging support for transformative change that will reignite the future of non-metropolitan communities in northern BC and beyond. There will be challenges and opportunities, but if we can work together, we can emerge with a strong vision and plan for the future.



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 at UNBC – Our Vision

The Community Development Institute (CDI) 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; creating a body of knowledge, information, and research that will enhance our understanding and our ability to deal with the impacts of ongoing transformation; and mobilizing this knowledge to a wide range of provincial, national, and international audiences.

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

To realize this vision, the CDI provides programs and services in four broad areas. The 2019/2020 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 as well as provide policy advice to prepare communities, industry, and government for future opportunities and challenges.

Community Transformation & Renewal

Since 2004, the Community Development Institute (CDI) at the University of Northern British Columbia (UNBC) has worked in partnership with communities across BC to develop and implement strategies for economic diversification and community resilience. 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.

This reporting year was, once again, marked by the continuation of the COVID-19 pandemic. The impacts of COVID-19 have been significant, but the CDI has continued our efforts to assist communities within the parameters set by the World Health Organization, the Provincial Health Authority, and the UNBC Office of Research. Below are highlights for the work for 2021/2022.

College of New Caledonia, New Horizons Program: Bridging the Gap

The CDI is working with the College of New Caledonia (CNC) to design and conduct research to evaluate the [New Horizons](#) program [Bridging the Gap](#), operating out of the CNC Mackenzie campus.

The research will assess how well Bridging the Gap is meeting its intended objectives, outputs, and outcomes. We will work with CNC and other project stakeholders to understand the strengths and challenges of the program and measure community participation.



Education for Community & Economic Development

In the coming decades, BC will need people who understand, and can provide leadership in, community and economic development in government, business, community, and academic organizations. We will need practitioners who know how to build strong and resilient communities and economies. We will need leaders who know how to collaborate across sectors and across cultures. The CDI has a commitment to sharing our research and the learnings from our community development work with a broad range of stakeholders.

Building Knowledge Webinar Series: What You Need to Know about Housing in Non-Metropolitan BC

The CDI received funding from BC Housing to develop and deliver a series of webinars to share the findings of our housing research: ***Building Foundations for the Future: Housing, community development, and economic opportunity in non-metropolitan BC***. The webinars were developed in early 2021 and delivered between May and November 2021.

With approval from the BC Licensed Residential Builder Program's Continuing Professional Development Program and the Planning Institute of British Columbia (PIBC) Continued Professional Learning Program, webinar attendees were able to gain 2.0 credits.



In addition, PIBC invited their regional chapters to schedule a session specifically for their members, and three PIBC chapter sessions were delivered. We also delivered a session to members of the Real Estate Institute of British Columbia (REIBC). In an email to the CDI, the Executive Officer of REIBC wrote,

"We are receiving great feedback on today's webinar. Thanks so much again. "

Moreover, a session for the BC Chapter of the International Association of Assessing Officers (IAAO) was a great success and sparked a lot of interest in the topic. Special request sessions like these were tailored to the audiences' needs and interests.

In total, the CDI delivered 14 regional webinar sessions in the following regions:

- Northeast BC
- East Kootenays
- Central BC
- Vancouver Island
- Northwest BC
- West Kootenays
- Okanagan

In addition, we presented five province-wide sessions. In total, 719 people participated in our sessions.

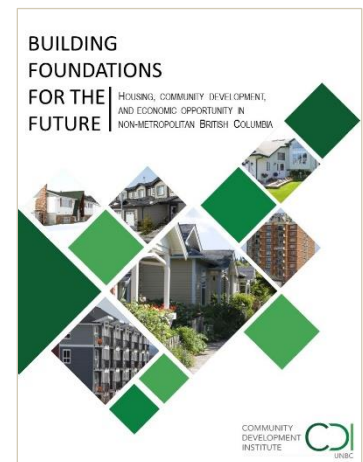
Research

Along with the CDI's mandate to work with communities in northern BC, the CDI uses its close connections with academic institutions, community groups, business organizations, and others to conduct research that examines, explains, and analyzes aspects of community and economic development. Most of the CDI's research employs community-based research methods in order that the findings are useful and relevant to communities, government, business, and the non-profit sectors.

Building Foundations for the Future: Housing, Community Development, and Economic Opportunity in Non-Metropolitan British Columbia

In non-metropolitan British Columbia (BC), the state of housing has become a significant constraint on economic and community development. This study points to a number of current and emerging issues and challenges, looks at the implications of these, and concludes with a call to action on housing issues in non-metropolitan BC.

For this study, we selected a sample of 39 non-metropolitan area (NMA) communities from our BC dataset. The communities selected range in 2016 population size from 1,021 (Valemount) to 90,504 (Nanaimo). The histories of the communities in our sample vary from settlements established with early settler economic activity to instant towns purpose-built in the mid to late twentieth century. They also represent a diverse range of primary economic activity, which includes agriculture, forestry, mining, oil and gas, fishing, manufacturing, tourism, retirement living, and government services. The sample communities are commonly located some distance from, and have a weak connection to, a CMA. To provide context for comparison, we included data for Vancouver CMA next to the average of this NMA sample.



Despite wide variations in the sample communities, a number of patterns are evident in practically all of the non-metropolitan communities examined. These communities appear to tell a consistent housing story.

Real Estate Institute of BC: Public Sector Land Lease Renewals

For decades, governments around the world have supported and encouraged residential and associated retail and commercial development through leasing large tracts of land for those specific purposes. In many jurisdictions, these leases are coming up for renewal. South False Creek in Vancouver is one such project.



This research project will use a case study approach to identify how governments are handling lease renewals on large parcels of land they had identified for residential and associated retail and commercial development. While the research will not attempt to evaluate the effectiveness or impact of these approaches, details will be provided on the current lease arrangements; guiding principles and priorities for the lease renewal process; how these are applied; and key players involved.

BC Housing: Understanding Building Sector Capacity in Non-Metropolitan BC

We have heard many times that communities in non-metropolitan BC lack local contractors, skilled tradespeople, and suppliers to undertake new housing construction projects or maintain and repair existing projects. We have also heard community leaders say that this is contributing to the cost of new construction, repair, and maintenance and may also be contributing to the deterioration of the housing stock in some communities.



The objective of this research project is to test the observation regarding the lack of local contractors, skilled tradespeople, and suppliers by sampling a range of newly constructed housing projects that were funded by BC Housing and a range of existing projects that have operating agreements with BC Housing. In addition to collecting information about the general contractors, sub-contractors, trades, and sub-trades employed in new and existing projects, we will also gather perceptions about the challenges of using non-local contractors and potential opportunities to address these challenges. We will also explore solutions and opportunities to address issues identified.

Rural Economic Development Program Evaluation

In partnership with Selkirk College, the CDI conducted an analysis and evaluation of selected rural economic development programs in BC. The aim of the evaluation was to identify lessons learned with respect to program structure and scope, applicant and project eligibility criteria, funding streams, and outcomes of the selected programs. This project was funded by the Ministry of Forests, Lands, Natural Resource Operations, and Rural Development.

Housing Information Portal

On January 26, 2022, the CDI launched our [Housing Information Portal \(HIP\)](#). The portal provides one-stop, easy access to the CDI's housing research and data on non-metropolitan BC and Canada.

The Housing Information Portal consists of three sections: research reports and data, webinars and presentations, and media coverage of non-metropolitan housing issues.

- The housing research reports and data section provides access to population and housing data for the CDI's sample of 39 non-metropolitan communities in BC. It also provides access to our sample of 26 communities across Canada.
- The webinars and presentations sections provide access to our knowledge mobilization webinar series, consisting of seven regional presentations, as well as slide decks from other conference and workshop presentations.
- The media coverage section includes links to print articles and video coverage of non-metropolitan housing issues.



The information and data on the housing information portal can be used as a decision-making tool and will be of interest to local government, developers, planners, contractors, economic developers, the non-profit sector, and senior levels of government. It highlights the strong links between housing and economic development potential.

As the CDI expands our research and new information comes to light, we will be updating the portal on an ongoing basis to share that information. The portal is accessible to anyone and is available free of charge.

Media Coverage

Below is a sample of some of the media coverage on non-metropolitan housing issues generated by the CDI's research:

- [Strong links between housing and economic development shown in new online portal. \(CKPG News, January 31, 2022\)](#)
- [New Information is Available to help More BC Communities with Housing. \(Interview on CBC Daybreak North, January 28, 2022\)](#)
- [Lack of housing options hampering community development \(Prince George Citizen Article - Jan 27, 2022\)](#)
- [CDI Portal highlights strong links between housing and economic potential \(Prince George Daily News Article - Jan 27, 2022\)](#)
- [Lack of housing options hampering community development \(Times Colonist Article - Jan 26, 2022\)](#)
- [Cost of Living: Increasingly tight housing market in smaller communities \(Global BC News Clip, January 24, 2022\)](#)

Publications

In addition to preparing research reports for communities, CDI researchers also publish their findings in books, academic journals, and other publications. Many of these publications are completed in collaboration with other researchers from Canada and around the world.

Peer-Reviewed Journal Articles

Argent, N., Markey, S., and Halseth, G., Ryser, L., Haslam-McKenzie, F., (2021). *The socio-spatial politics of royalties and their distribution: A case study of the Surat Basin, Queensland*. Environment and Planning A: Economy and Space, 1-19. <https://journals.sagepub.com/doi/10.1177/0308518X211026656>

Pitkänen, K., Hannonen, O., Toso, S., Gallent, N., Hamiduddin, I., Halseth, G., Hall, C.M., Müller, D., Treivish, A. and Nefedova, T. (2020). *Second homes during corona – safe or unsafe haven and for whom? Reflections from researchers around the world*. Finnish Journal of Tourism Research, 16(2), pp. 20-39. <https://discovery.ucl.ac.uk/id/eprint/10118744/>

Ryser, L., Halseth, G., and Markey, S. (2021). *The ‘politics of method’ in volatile settings: Research with mobile workers in rural resource regions*. Applied Mobilities. <https://www.tandfonline.com/doi/full/10.1080/23800127.2021.1926055>

Ryser, L., Halseth, G., & Markey, S. (2021). *Moving from government to governance: Addressing housing pressures during rapid industrial development in Kitimat, BC, Canada*. Housing Studies, 36(10): 1618-1643. <https://www.tandfonline.com/doi/full/10.1080/02673037.2020.1789564>

Ryser, L., Markey, S., and Halseth, G., (2021). *Scaling Up and Scaling Down Supply Chains in Volatile Resource-Based Economies*. Local Economy: The Journal of the Local Economy Policy Unit. <https://journals.sagepub.com/doi/10.1177/0269094221993439>

Research Reports

Morris, M., Good, J., Halseth, G. (2022). *Building Foundations for the Future: Housing, community development, and economic opportunity in non-metropolitan British Columbia*. UNBC Community Development Institute, Prince George, BC.

Morris, M., Good, J., Halseth, G. (2022). *Mackenzie Seniors Survey: Recreation and Leisure Facilities and Programs. Survey Report for Bridging the Gap, New Horizons Program*. Prepared for College of New Caledonia by the UNBC Community Development Institute, Prince George, BC.

Morris, M., Good, J., Halseth, G. (2021). *Mackenzie Seniors Survey: Belonging. Survey Report for Bridging the Gap, New Horizons Program*. Prepared for College of New Caledonia by the UNBC Community Development Institute, Prince George, BC.

Ryser, L., Mateus, M., Halseth, G., Markey, S., Hallstrom, L., Vodden, K., Gibson, R., Dale, J., Barrett, J., & Porter, M. (2021) [Entrepreneurial Local Governments in Canada: Innovating for Rural Resilience – Phase 1 Final.](#) University of Northern British Columbia, Prince George, BC.

Ryser, L., Mateus, M., Halseth, G., Markey, S., Hallstrom, L., Vodden, K., Gibson, R., Dale, J., Barrett, J., & Porter, M. (2021) [Entrepreneurial Local Governments in Canada: Innovating for Rural Resilience – Phase 1 Case Study Report.](#) University of Northern British Columbia, Prince George, BC.

Ryser, L., Mateus, M., Halseth, G., Markey, S., Hallstrom, L., Vodden, K., Gibson, R., Dale, J., Barrett, J., & Porter, M. (2021) [Impacts of Municipal Reforms on Small Municipalities Across Canada – Phase 1 Final Report.](#) University of Northern British Columbia, Prince George, BC.

To view copies of these reports and other published works by the CDI, visit [Our Research Reports](#) page on the CDI website.

Policy Dialogues & Advice

Through our focus on policy dialogues and advice, the CDI is working to create platforms for discussions that build awareness and generate insight into issues in northern British Columbia and other non-metropolitan areas in Canada and around the world. Our platforms for discussion are where knowledge is shared and information is exchanged; where networks and relationships can be built; and where the challenges and issues can be explored.

Panels, Committees, and Working Groups

Ready or Not: Metro Migration to Smaller Communities

On November 25, 2021, the CDI and the [Housing Research Collaborative](#) at the University of British Columbia jointly hosted a 2.5-hour virtual panel presentation and discussion with a focus on how communities are directly affected by metro-migration, and what ideas they have to address the barriers, as well as realize the opportunities, metro-migration presents. The session was attended by over 120 professionals from communities throughout all regions of BC. Attendees included a breadth of occupations and fields of expertise, ranging, for example, from local government, to planners, consultants, building industry, education sector, and research.



Council of Canadian Academies

Greg Halseth was invited to by the [Council of Canadian Academies](#) (CCA) to participate on an expert panel charged with identifying the legal/regulatory, ethical, social, and policy factors specific to the deployment and adoption of reliable high-speed broadband in rural and remote communities, including Indigenous communities. The CCA is an independent, not-for-profit corporation that supports science-based expert studies to inform public policy development in Canada.

Roundtable Discussions, Meetings, Presentations, and Conferences

Opportunities for Economic Development in Non-Metropolitan BC. Meeting with Michelle Brownlee, Vice-President, Policy and Advocacy and Bruce Wang, Director, Program Policy, Pacific Economic Development Canada (PacifiCan). Marleen Morris, February 22, 2022.

Ready or Not: Metro Migration to Smaller Communities. Presentation to the District of Invermere Council and members of the Mayor's Housing Task Force. Marleen Morris. District of Invermere, BC. December 9, 2021.

Coming Together & How That Changed Us: Creating the Social and Economic Development Framework for the City of Fort St. John. Presentation to the Canadian Rural Revitalization Foundation 2021 Annual Conference - Creating Inclusive Economies. Marleen Morris. Virtual Presentation. September 28, 2021.

Building knowledge: Housing Demand in Non-Metropolitan BC. Annual Meeting of the Planning Institute of BC. Marleen Morris, Julia Good, Greg Halseth, and Aliya Jackson. Whitehorse, Yukon. June 15-18, 2021.

Nechako Region: Community Development Backgrounder. PowerPoint presentation to Rio Tinto. Greg Halseth and Laura Ryser. Prince George, BC. June 2021.

Marginal returns? Institutional dynamics, peripherality and place-based development in Canada's and Australia's natural resource-dependent regions. Annual Meeting of the Canadian Association of Geographers. Greg Halseth, Neil Argent, Sean Markey, Laura Ryser and Fiona Haslam-McKenzie. Prince George, BC. June 7-11, 2021.

Opportunities for Development in Non-Metropolitan British Columbia. Meeting with The Honourable Selina Robinson, Minister of Finance, Province of BC. Marleen Morris and Greg Halseth. Virtual Presentation. May 26, 2021

Opportunities for Development in Non-Metropolitan British Columbia. Meeting with Roly Russell, Parliamentary Secretary for Rural Development, Province of BC. Marleen Morris and Greg Halseth. Virtual Presentation. May 13, 2021

Presentation on Housing Study Findings. Meeting with Pam Hine, Vice-President, Partnerships and Promotions and Patricia Roset-Zuppa, Vice-President, Policy. Canada Mortgage and Housing Corporation. Marleen Morris. Virtual Presentation. April 20, 2021

Three Opportunities the Federal Government Should Consider in Establishing a Regional Development Agency for British Columbia. Meeting with Minister of Digital Government - Joyce Murray. Marleen Morris. Virtual Presentation. April 7, 2021

Achieving a just transition for forestry workers, families, and communities in northern British Columbia. Annual meetings of the Western Division or the Canadian Association of Geographers. Megan Gordon and Greg Halseth. Prince George, BC. March 14, 2021.

Research and Contract Funding

Funding Agency	Subject	\$ / Year	Year	Principal Investigator(s)	Co-Investigator(s)
Real Estate Institute of British Columbia	Public Sector Land Lease Renewals: Case studies from around the world.	\$16,875	2022	Marleen Morris	Greg Halseth
Selkirk College	Rural Policy and Programs Branch (RPP) program evaluation & redesign	\$55,000	2022	Marleen Morris	Greg Halseth
SSHRC – Insight Grant	Entrepreneurialism and rural/small-town local government	\$50,000/yr	2020-2024	Greg Halseth	Sean Markey, Kelly Vodden, Ryan Gibson, Lars Hallstrom
Rio Tinto	Nechako Watershed Socio-Economic Study: Community Summaries	\$15,000	2020-2021	Greg Halseth	
BC Housing Management Commission	Exploring the State Of The Building Sector In Non-Metropolitan Areas Of British Columbia	\$77,240	2021-2022	Marleen Morris	Greg Halseth
BC Housing Management Commission	Building Foundations For The Future: Knowledge Mobilization For BC	\$73,400	2021	Marleen Morris	Greg Halseth
District of Tumbler Ridge	District of Tumbler Ridge Seniors' Housing Assessment Study	\$30,000	2020-2021	Marleen Morris	Greg Halseth
College of New Caledonia	Mackenzie/New Horizons	\$45,000/yr	2020-2024	Marleen Morris	Greg Halseth
City of Fort St John	Fort St John Readiness	\$90,000/yr	2017-2021	Marleen Morris	Greg Halseth
SSHRC – Insight Grant	Resource Royalties: Returns to Producing Rural Regions	\$39,786/yr	2016-2023* (COVID extension from SSHRC)	Sean Markey and Greg Halseth	Neil Argent, Matthew Tonts, Fiona Haslam-MacKenzie
SSHRC – Partnership Grant	Rural Policy Learning Commons: Building Rural Policy through International Comparative Analysis	\$357,000 UNBC team works with \$5,000 per year	2014-2021	Bill Reimer, Concordia and Brandon Universities	Greg Halseth (UNBC), and about 45 other partners
SSHRC – Insight Grant	Building Solutions to Housing Insecurity and Health for Older Women in Vulnerable Circumstances	\$93,344/yr	2020-2021	Denise Cloutier	L. Clack, H. Cook, G. Halseth, L. Higginson, K. Kobayashi, P. O'Shea, M. Penning, B. Samuel, D. Sheets, K. Stajduhar, T. Szczyry
CIHR grant	Supporting Resilience: 'Wraparound' Solutions to Homelessness for Older Women	\$47,000/yr	2020-2022	Denise Cloutier	Kelli Stajduhar, Karen Kobayashi, Margaret Penning, Debra Sheets, Greg Halseth

The CDI Team

Committed to working with communities, the CDI is known for its ability to effectively blend research with hands-on community development. 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 seeks input from the CDI Advisory Committee.

Staff

Dr. Greg Halseth, Co-Director, UNBC Community Development Institute; Professor, Geography; Canada Research Chair in Rural and Small Town Studies
Marleen Morris, Co-Director, UNBC Community Development Institute; Adjunct Professor, Geography
Julia Good, Research Associate
Aliya Jackson, Administrative Assistant



Faculty Associates at UNBC

Dr. Stephen Déry, Professor, Environmental Science; NSERC/Rio Tinto Senior Industrial Research Chair in Climate Change and Water Security
Dr. Gail Fondahl, Professor, Geography
Dr. Scott Green, Professor, Biology
Dr. Mark Groulx, Associate Professor, Environmental Planning
Dr. Neil Hanlon, Professor, Geography
Dawn Hemingway, Associate Professor, School of Social Work
Dr. Phil Mullins, Associate Professor, Outdoor Recreation and Tourism Management

CDI Advisory Committee

We would like to acknowledge the contribution and support of the CDI Advisory Committee:

Mark Barnes, Director, Office of Research, UNBC
Jason Fisher, Partner, Consulting Services, MNP
Sandy Jones, Retired Superintendent, SD52-Prince Rupert
Kathy Lewis, Acting Vice-President, Research, UNBC
Kevin McCort, President and Chief Executive Officer, Vancouver Foundation
Barbara Neis, CM, Professor, Memorial University of Newfoundland
Judy Rogers, CM, Board Chair, Vancouver Fraser Port Authority

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

The CDI Advisory Committee meets annually to provide strategic advice and counsel to the CDI.

The Community Development Institute at the University of Northern British Columbia

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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 – Indigenous and non-Indigenous – to help them further their aspirations in community and regional development.



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The University of Northern British Columbia*