

UNBC Community Development Institute

2013 Annual Report



UNBC Campus, Photo Courtesy of UNBC

**University of Northern British Columbia
Prince George, BC**

Table of Contents

Introduction	4
About the Community Development Institute	6
Vision for the Community Development Institute at UNBC	6
Community Transformation and Renewal.....	7
Dialogues on Readiness	7
District of Tumbler Ridge Sustainability Plan.....	7
District of Clearwater Seniors Mobility:.....	8
From Front Door to Grocery Store: Getting Seniors Where They Want To Be	8
City of Prince George Housing Need and Demand Study and Housing Strategy Framework	8
Sunrise Ridge Seniors Housing Society	9
District of Fort St. James Community Economic Development Strategy.....	9
Education for Community and Economic Development	10
CDI Community Speakers Series	10
Presentations	11
Newsletter.....	11
Student Research Assistants	11
Youth on Board	12
New Realities, New Relationships: Canadian Rural Revitalization Foundation Conference	12
Research.....	13
On the Move: Impacts of Long Distance Labour Commuting.....	13
Dimensions of Voluntarism in Aging Resource Towns:	14
Preliminary Scan of Quesnel and Tumbler Ridge, BC	14
Tracking the Social and Economic Transformation Process in Kitimat, BC.....	14
Study of Best Practices in Rotational Work Practices	15
Forest Industry History Project	15
Community Socio-Economic Profiles: Developed for the United Way of Northern British Columbia ...	15
Career Training Available in Northern BC.....	16
Policy Dialogues and Advice.....	17
Government Dialogues	17
Industry Dialogues	18
Community Dialogues	18

Funding	19
Research and Contact Funding	19
Donation Funding.....	20
The CDI Team	20
Appendices.....	21
Appendix A: Reports	22
Appendix B: Presentations.....	25
Appendix C: Conference Organization.....	28
Appendix D: Government Dialogues.....	29
Appendix E: Industry Dialogues	31
Appendix F: Community Dialogues.....	32

UNBC Community Development Institute

2103 Annual Report

Introduction

Northern BC is on the cusp of the most significant transformation of economies and communities since the 1950-1980s era of province-building. Throughout 2013, the Community Development Institute (CDI) used this phrase time and again to express the momentum that we saw building across the north and to highlight the need for communities to be prepared for change. In early 2013, it was estimated that there could be over \$70 billion invested in resource development across the north in the coming decade. Optimism was high that there would be economic growth and a return to a stronger economy.

Over the year, the CDI experienced a significant increase in the number of requests from community and economic development stakeholders for our knowledge, expertise, and services. A growing awareness of the opportunity to develop a vision and strategies to realize lasting benefit through economic transformation and renewal was behind many of these requests. In 2013, the CDI engaged with communities such as Mackenzie, McBride, Valemount, Quesnel, Williams Lake, Tumbler Ridge, Clearwater, Fort St. James, Prince Rupert, Terrace, Kitimat, Prince George, Clearwater, and the Regional District of Fraser-Fort George.

Throughout 2013, signs were emerging that the economy was picking up. One of the first areas impacted by economic growth was housing. In most communities across the north, vacancy rates decreased and rents increased. Plans for new major projects were announced. In the energy sector, plans were developing for an LNG industry, including extraction in the northeast, pipelines across the central region, and shipping terminals in the northwest. The Site C hydroelectric dam also moved forward. In the mining sector, new exploration was taking place, new mines were commissioned, and dormant mines were being reopened. In the forestry sector, demand from China opened up markets for Canadian lumber.

As the year progressed, the speed of change quickened. With the planning for all of this potential development underway, signs of stress were beginning to appear in northern communities. Local government staff reported that meeting with and providing feedback to major project proponents was consuming more and more time for both elected officials and staff. They also reported that development applications were on the upswing, with new hotels and housing projects leading the way. Social service agencies began reporting that they were dealing with more cases of people and families coming to town looking for work, only to find that they did not have the skills required for the jobs available. Often these individuals and families had used their last resources to come north, and now needed assistance. Local business owners began reporting that hiring staff had become difficult, as many people were moving to higher paying industry jobs. In some cases, businesses had to shorten opening hours due to lack of staff.

Against this backdrop, the CDI focused much of our effort on issues related to ‘community readiness’. We worked with local government, industry, business, community and voluntary organizations, and senior levels of government to help them understand the opportunities and challenges that would emerge with the anticipated resource sector investment. We emphasized that communities must think about the long-term operations phase of these projects, as well as the short-term construction phase.

Specifically, we researched and provided information on critical issues such as housing, workforce development, fly-in/fly-out workers, workforce accommodation, infrastructure planning and replacement, social service requirements, and community and economic development opportunities. Throughout, we highlighted two messages:

- Resource sector development brings with it both opportunities and challenges. Being ready is the key to identifying opportunities and transforming them into long-term benefit for the community. Being ready is also the key to developing successful strategies and relationships to deal with the challenges that will emerge.
- Decisions around whether projects proceed or not are not made by the community; they are made by industry with the approval of senior government. Communities must be prepared for either outcome; for projects to go ahead and for projects not to proceed. Both will have significant consequences.

Throughout 2013, our work with major community development stakeholders brought community and industry closer together to develop a better understanding of the opportunities and pressure points that were emerging. Through specific projects and research; presentations, workshops, and educational opportunities; and dialogues with decision-makers the CDI continued its tradition of helping northern BC understand and realize its potential in a changing global economy.

The CDI at UNBC is pleased to present its 2013 Annual Report, which covers the period from January to December 2013.



Greg Halseth
Co-Director
Community Development Institute at UNBC



Marleen Morris
Co-Director
Community Development Institute at UNBC

About the Community Development Institute

The Community Development Institute (CDI) at the University of Northern British Columbia (UNBC) was established in 2004 with a broad mandate in community, regional, and economic development. The CDI has worked with more than 35 communities across north and central BC to develop and implement strategies for economic diversification and community resilience. The CDI is well-known for its high-quality research, which helps build understanding of the new non-metropolitan economy, specifically the global and local factors affecting these regions, the factors that impact their ability to respond to changes, and the options available for moving forward. It is also respected as a neutral and independent facilitator able to create a platform for dialogue, planning, and collaboration. The CDI has deeply-rooted networks and has earned a reputation as a trusted advisor.

Vision for the Community Development Institute at UNBC

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

In keeping with the vision of the University of Northern British Columbia, 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.

To realize this vision, the Community Development Institute provides programs and services in four broad areas. The CDI's 2013 annual report is organized under each of these areas.

Community Transformation and Renewal

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

Education for Community and Economic Development

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

Research

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

Policy Dialogues and Advice

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

Community Transformation and Renewal

The prosperity of all of BC remains largely dependent on the economic activities that take place in our northern and interior communities and regions. BC generates over 80% of its export wealth from natural resources, up from 68% a decade ago. In 2013, there was an upswing in forestry and mining activities and planning for a potential liquefied natural gas (LNG) investment got underway. It is anticipated that there may be over \$70 billion invested in resource development in northern BC over the coming decade. For communities, this resource sector expansion brings with it both opportunities and challenges.

In 2013, the CDI worked on a number of projects to support community readiness, resilience, and economic diversification. Many of these projects emerged as a result of the community's desire to understand the implications and plan for the anticipated resource industrial investment in the region. The projects are described below.

Dialogues on Readiness

The *Dialogues on Readiness* project was initiated in 2013 to better support community readiness for the anticipated opportunities, pressure points, and processes associated with the development of large industrial projects.

The *Dialogues on Readiness* explored a number of community factors that need to be considered in order to be prepared and ready for these projects, including capacity in workforce development, housing, education, health, community services, community amenities, the voluntary sector, transportation networks, and local economic and business development.

This project was designed to be flexible and adaptable. It can be carried out in communities and regions of various sizes and involve single or multiple industry partners. The project takes a multi-sectoral approach, involving and bringing together communities, industry, business, and government to build economic diversity and advantage, increase community capacity, and prepare people to be successful in the new global economy.

The initial phase of the project was conducted in Prince Rupert, Terrace, Kitimat, and Prince George.

District of Tumbler Ridge Sustainability Plan

The District of Tumbler Ridge Sustainability Plan was intended to help diversify the economy and strengthen the community to become more resilient and adaptable in the face inevitable changes in resource demand and availability. The goals of the Tumbler Ridge Sustainability Plan are to:

- Become a community that is resilient and flexible by being ready, responsive, and adaptive to change.
- Develop and maintain a quality of life that will attract and retain people and business.

- Expand and diversify the economy and population.
- Manage, protect, and leverage the community's assets.
- Develop and foster relationships and partnerships while remaining self-reliant.

The sustainability plan looked at several factors that must be considered in building community sustainability: housing, income, health, social services, public safety, recreation, sports, arts, culture, economic development, education, infrastructure, and civic engagement.

The project engaged community organizations, industry, business, and residents in the development of the plan.

District of Clearwater Seniors Mobility: From Front Door to Grocery Store: Getting Seniors Where They Want To Be

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

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

City of Prince George Housing Need and Demand Study and Housing Strategy Framework

The CDI, working with the City of Prince George developed two complementary reports: the City of Prince George Housing Strategy Framework and the City of Prince George Need and Demand Study.

The objectives of the Housing Strategy Framework were to:

- Inform the development of a robust and diverse housing supply that meets the needs and provides options for the full range of Prince George residents.
- Create a platform for dialogue that positions all segments of the housing sector in Prince George to take advantage of opportunities as they arise.
- Position the City of Prince George to establish a housing supply that aligns with economic growth and diversification opportunities.

The objectives of the Housing Need and Demand Study were to:

- Understand current housing need and demand.
- Forecast future housing need and demand.
- Develop options for future housing development in Prince George, including discussion of neighbourhood and housing sustainability.

Sunrise Ridge Seniors Housing Society

The Sunrise Ridge Seniors Housing Society (SRSHS) became concerned about the availability of seniors housing in Fraser-Fort George Electoral Areas D and E. They were responding to concerns from older residents about having to move away from their 'home' communities in order to access seniors housing.

In order help SRSHS understand the need for seniors housing and services in these rural communities, the CDI designed and conducted a housing needs survey. The survey explored:

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

The survey also included the development of a demographic profile, including age, marital status, household status, income, and a health self-evaluation. The SRSHS is using the results of this survey to plan for the development of seniors housing in these areas.

District of Fort St. James Community Economic Development Strategy

The District of Fort St. James and the CDI are working to develop a community economic development strategy. This strategy will identify opportunities for building community capacity and diversifying the economy. The goal of this project will be to enhance responsiveness, adaptiveness, and innovation, creating a more resilient community and sustainable economy.

The project will involve the development of a community profile, community workshops, community interviews, and a final report and presentation.

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

Education for Community and 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. For 2013, the focus of the CDI's education program was on community education opportunities. We continued a long tradition by once again offering the CDI Community Speakers Series in Spring and Fall, publishing the **Community Connections** newsletter, and maintaining the CDI website. In addition, we were invited to give presentations at a number of conferences, workshops, and webinars, many of which were related to the anticipated industrial investment in the region. Our commitment to providing community development experience to students continued to be a priority, with several term and summer students working on our projects. The CDI was also accorded the honour of hosting the 2014 Canadian Rural Revitalization Foundation Conference.

CDI Community Speakers Series

Spring 2013

Gwyn Symmons

Founder, CitySpaces Consulting

Housing in a Changing Community: Opportunity for Innovation

Gwyn's presentation focused on changes in the demographics and economy of northern BC and how these are resulting in changing housing needs. He provided examples of housing for an aging population through new development and renovations. He also discussed best practices in secondary suites and infill housing and how these can assist in providing much-needed housing for the anticipated industrial workforce. Gwyn also reviewed how land use planning can play a role in strengthening the economy, including supporting small business development.

Gwyn is the founder of CitySpaces Consulting, one of Canada's most innovative design and planning firms. His career has included work in communities throughout British Columbia, Ontario, and the United Kingdom. A land use planner by training, Gwyn is a member of the Canadian Institute of Planners and the Planning Institute of BC.

The CDI Spring Community Speakers Series was hosted by Mackenzie and Prince George.

Fall 2013

Greg Halseth and Marleen Morris

Co-Directors, Community Development Institute, UNBC

Reimagining your Community: Examples from British Columbia, Scandinavia, and the UK

Communities and industry across the north are being challenged to adapt and innovate to respond to change. Some of the changes are driven by transformation and demand in the global economy. Others are driven by changes within our own communities, such as an aging population. This presentation examined how communities can adapt and transform so that they are more resilient and have more sustainable economies. Greg Halseth and Marleen Morris drew upon examples from BC, Scandinavia, and the United Kingdom to provide inspiration and a framework for moving forward.

The CDI Fall Community Speakers Series was hosted by McBride and Valemount.

Presentations

The CDI is asked, on a regular basis, to make presentations at conferences, workshops, webinars, lectures, and community events. Many of the presentations in 2013 focused on community readiness for industrial investment. The other topic of significant interest was establishing age-friendly communities.

In 2013, the CDI made 33 presentations across British Columbia, Canada, and internationally. Audiences included representatives of local government, senior government, First Nations, industry, business, community agencies, and public service agencies. For the full list of presentations, see Appendix B.

Newsletter

Community Connections, the CDI's newsletter, was published quarterly in 2013. The newsletter focused on sharing news and outcomes from our research and projects. We also shared information about resources, such as grants available and upcoming events that we felt would be of interest to our readers. The newsletter is distributed electronically to local government, senior government, industry, business, community groups, and other educational institutions and is available on the CDI website.

Student Research Assistants

Through our student research assistant program, the CDI provides opportunities for undergraduate and graduate students to gain first-hand experience working on community development and research projects alongside experienced professionals. Many of our former research assistants have gone on to work across northern BC. In 2013, the CDI provided community-based work experience to six student research assistants. Their names and the communities they worked in are listed below.

- Daniel Bell: Mackenzie, Williams Lake

- Courtney Chingee: Williams Lake
- Erin MacQuarrie: Prince George, Prince Rupert, Terrace, Kitimat
- Gerald Pinchbeck: Williams Lake
- Alika Rajput: Mackenzie
- Devon Roy: Quesnel, Tumbler Ridge

Youth on Board

Youth on Board was a four-part professional development program to promote the multiple benefits of having young people involved with community social service agencies. The program was a partnership between the CDI, Board Voice, the UNBC School of Social Work, and the UNBC Alumni Association. The program attracted more than 50 participants. The **Youth on Board** program was led by CDI Faculty Associate, Dawn Hemingway.

New Realities, New Relationships: Canadian Rural Revitalization Foundation Conference

The CDI will be hosting the Canadian Rural Revitalization Foundation's (CRRF) annual conference in Prince George September 25-27, 2014. The CRRF conference brings together professionals and academics from across Canada to exchange information and ideas.

New Realities, New Relationships will focus on the need for new responses, policies, tools, capacities, and relationships to respond to the opportunities and challenges emerging in rural Canada. The conference will host a series of panels and workshops on topics such as:

- Labour mobility and workforce camps in the resource sector.
- Collaboration between Aboriginal and non-Aboriginal communities.
- Economic development and diversification.
- Service delivery in rural communities.

This will be an opportunity to highlight rural issues to the broader provincial and national audience.

The conference program will include two tours of the region: one of Prince George and the other of the Ancient Forest Trail, Mount Robson, and the Robson Valley, as well as evening social events.

For more information, visit www.crrf.ca

Research

The issue of global economic transformation and its impact on rural and small town communities is complex. Many factors come into play, and understanding these will provide insight into the options for moving forward. The CDI's research provides access to practical information, insights, and knowledge to assist communities, government, industry, business, and the non-profit sector.

In 2013, our research focused on issues related to the anticipated industrial investment, including the impact of fly-in/fly-out workforce practices on home and host communities, workers, and their families; rotational workforce best practices; and the impact of workforce accommodation on communities. We also continued our research on the voluntary sector, aging populations, and poverty in rural and resource-based communities.

On the Move: Impacts of Long Distance Labour Commuting

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

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

2013 project reports include:

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

Dimensions of Voluntarism in Aging Resource Towns: Preliminary Scan of Quesnel and Tumbler Ridge, BC

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

2013 project reports include:

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

Tracking the Social and Economic Transformation Process in Kitimat, BC

When industrial investments come to small communities, the local social impacts can be significant and transformative. The town of Kitimat has been an industrial centre in northwestern British Columbia since the early 1950s. The town is now experiencing a large number of industrial construction projects that will change and renew the local economy. These construction projects will also impact and change the community. This project involves a long-term tracking study of the economic and social transformation processes now underway in Kitimat, BC.

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

2013 project reports include:

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

Study of Best Practices in Rotational Work Practices

The CDI is partnering with the BC Natural Gas Workforce Strategy Committee in a research project designed to develop a solid understanding of the best practices related to rotational work practices as they may apply to the development and further diversification of the BC natural gas industry. The research will include the following elements:

- International and domestic best practices review.
- Models of construction phase accommodation.
- Models of operational phase accommodation.
- Key informant interviews with a wide range of stakeholders including corporations, industry associations, local government, provincial government, community service groups, health authorities, and labour.

The project will culminate in the preparation of a report that can provide industry and communities with information to help minimize the potential challenges associated with all types of rotational work practices.

Forest Industry History Project

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

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

Community Socio-Economic Profiles: Developed for the United Way of Northern British Columbia

The CDI completed socio-economic profiles for 28 communities in northern BC. These profiles were created to assist communities and regional districts to better understand their social challenges and pressures and help inform the development of community-based strategies and plans to address these. The profiles made use of the 2011 Census data.

Career Training Available in Northern BC

The CDI examined the availability of career-oriented training programs, including skilled trades programs, at four educational institutions in northern BC: College of New Caledonia, Northern Lights College, Northwest Community College, and UNBC. The report provides information on the length, location, and prerequisites of the programs offered, as well as the certification received upon completion.

For a full listing of the CDI's 2013 research reports, see Appendix A.

Policy Dialogues and Advice

In a complex global environment, opportunities and challenges can emerge very quickly. Anticipating and responding to these requires an integrated and comprehensive approach to the development of policies, programs, and strategies that incorporates the interests of government, communities, and industry. The CDI is actively engaging these stakeholders individually and in multi-sectoral dialogue to increase understanding and foster collaboration and partnership that will build synergy and increase impact.

In 2013, our policy dialogues and advice focused on topics related to readiness for the anticipated industrial and resource sector investment in BC. The CDI's messages were that all levels of government have to be prepared for both the short-term construction phase and the long-term operations phase of these projects. We also highlighted the need for involvement and collaboration between local and senior government, industry, business, and community organizations in becoming 'ready'.

Specific topics discussed included workforce accommodations in or near communities; strategies for leveraging workforce accommodations for long-term community benefit; the impact of the construction phase workforce on housing, cost of living, social services, transportation infrastructure, and retail and hospitality services; and preparing the workforce for the operational jobs that will emerge from the anticipated investment.

More generally, we also engaged in dialogue regarding issues related to strategies for economic diversification, housing, population aging, the voluntary sector, and social service delivery. Our activities included meetings with elected officials, senior government staff, and industry representatives.

Government Dialogues

In 2013, the CDI held a number of policy dialogues with provincial elected officials, ministry staff, and crown corporations and agencies. We also held discussions with local government and regional district officials, and staff. These meetings highlighted the extent to which all levels of government are working on LNG files, and to some degree are feeling overwhelmed with the volume of material and the expectations for review and feedback. Local and regional governments, particularly in the northwest and along the proposed pipeline routes, expressed concern that they do not have enough information about what to expect in their community to be able to plan effectively.

In 2013, the CDI met with 13 elected provincial government representatives, 13 provincial government ministries, 6 crown corporations and provincial organizations and agencies, and 15 regional and local governments. For the full list of government policy dialogues, see Appendix D.

Industry Dialogues

The CDI held dialogues with industry associations and individual corporations in the forestry, mining, oil, and gas sectors. These discussions highlighted the degree to which these sectors hold interests in common with respect to community 'readiness'. To some degree, all are concerned with being able to access a skilled workforce and attract and retain workers in northern BC communities. They also acknowledged the continuing uncertainty in the global marketplace and the need for local economic diversification strategies to mitigate the risk of dependency on a single resource sector.

The CDI also brought together the five major resource sector associations in BC: Association for Mineral Exploration BC (AMEBC), BC Mining Association (BCMA), Canadian Association of Petroleum Producers (CAPP), Canadian Energy Pipeline Association (CEPA), and the Council of Forest Industries (COFI). This created a unique opportunity for these associations to explore issues of common interest.

In 2013, the CDI met with 7 industry associations and 12 individual corporations in the forestry, mining, gas, and oil sectors. For a full list of industry dialogues, see Appendix E.

Community Dialogues

The CDI's dialogues with community organizations provided insight into both the social and business sectors in northern communities as they prepare for the anticipated industrial investment. Both sectors expressed concern about their ability to meet service demands associated with the anticipated construction phase of large industrial projects. There is concern that the high cost of living, especially housing, and the lure of higher-paying industry jobs will make it difficult for community-based businesses and organizations to hire and retain staff. There is also concern about the lack of information about what exactly to expect, for while it was recognized that workers who live in 'official' camps will have access to services, those that live in town will not.

In 2013, the CDI met with 18 community organizations. For a full list of community dialogues, see Appendix F.

Funding

Research and Contact Funding

The following table provides a list of new and continuing research and contract funding obtained by the CDI. Research or equivalent grants (indicate under COMP whether grants were obtained competitively (C) or non-competitively (NC)).

Funding Agency	Subject	COMP	\$ Per Year	Year	Principal Investigator	Co-Investigator(s)
Resource Training Organization	Best Practices for Long Distance Labour Commuting	NC	\$75,000	2013	Greg Halseth	Marleen Morris
Vancouver Foundation	Healthy Aging in Rural and Small Town Places	C	\$76,000 per year in 3 year grant	2012-2015	Greg Halseth	Marleen Morris
District of Fort St. James	Community Economic Development Strategy	NC	\$10,000	2013	Greg Halseth	Marleen Morris
Sunrise Ridge Seniors Housing Society	Seniors Housing Needs Assessment	NC	\$7,500	2013	Greg Halseth	Marleen Morris
BC Oil and Gas Commission	Community readiness for oil and gas sector investment	NC	\$25,000	2013	Greg Halseth	Marleen Morris
City of Prince George	Prince George Housing Strategy	NC	\$30,000	2013	Greg Halseth	Marleen Morris
District of Tumbler Ridge	Sustainable Community Development Plan	NC	\$94,921	2013	Greg Halseth	Marleen Morris
District of Clearwater	Healthy Aging in Rural and Small Town Places	NC	\$3,000	2013	Greg Halseth	Marleen Morris
Thompson Nicola Regional District	Healthy Aging in Rural and Small Town Places	NC	\$5,000	2013	Greg Halseth	Marleen Morris

Donation Funding

The following table provides a list of donations received in 2013 from all sources.

Donor	\$ Per Year	Year
BC Housing	\$130,000	2013
Canadian Energy Pipeline Association	\$100,000	2013

The CDI Team

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

Staff

Greg Halseth, Co-Director
Marleen Morris, Co-Director
Jessica Blewett, Community Development Project Manager
Erin MacQuarrie, Research Associate
Kyle Kusch, Website and Mapping Support

Faculty Associates

Neil Hanlon, Chair, Geography Department
Dawn Hemingway, Chair, School of Social Work

Community Associates

Anne Hogan
Melanie Karjala

Appendices

Appendix A: Reports

Appendix B: Presentations

Appendix C: Conference Organization

Appendix D: Government Dialogues

Appendix E: Industry Dialogues

Appendix F: Community Dialogues

Appendix A: Reports

Ryser, L. and Halseth, G. 2013. *Tracking the Social and Economic Transformation Process in Kitimat, BC: Interim Summary Report*. Prince George, BC: Community Development Institute, University of Northern British Columbia.

Ryser, L. and Halseth, G. 2013. *Tracking the Social and Economic Transformation Process in Kitimat, BC: Methodology Report*. Prince George, BC: Community Development Institute, University of Northern British Columbia.

Ryser, L., Kusch, K., and Halseth, G. 2013. *A Review of Socio-Economic Characteristics in the Kitimat Area*. Prince George, BC: Community Development Institute, University of Northern British Columbia.

Ryser, L., Roy, D., and Halseth, G. 2013. *An Inventory of Community and Economic Development Strategies and Plans in the Kitimat Area*. Prince George, BC: Community Development Institute, University of Northern British Columbia.

Bell, D., Ryser, L., Good, J., Pinchbeck, G., MacQuarrie, E., Chingee, K., Rajput, A., Kusch, K., Halseth, G., and Markey, S. 2013. *On the Move: Employment Related Geographic Mobility – A Review of Socio-Economic Characteristics in Mackenzie*. Prince George, BC: Community Development Institute, University of Northern British Columbia.

Ryser, L., Bell, D., Pinchbeck, G., Rajput, A., Halseth, G., and Markey, S. 2013. *On the Move: Community Impacts of Long Distance Labour Commuting. Summary Report for Mackenzie, BC*. Prince George, BC: Community Development Institute, University of Northern British Columbia.

Ryser, L., Pinchbeck, G., Chingee, K., Bell, D., Halseth, G., and Markey, S. 2013. *On the Move: Mitigating Impacts – A Local Workers' Perspective. Summary Report for Williams Lake, BC*. Prince George, BC: Community Development Institute, University of Northern British Columbia.

Ryser, L., Pinchbeck, G., Chingee, K., Bell, D., Halseth, G., and Markey, S. 2013. *On the Move: Mitigating Impacts – A Long Distance Labour Commuting Workers' Perspective. Summary Report for Williams Lake, BC*. Prince George, BC: Community Development Institute, University of Northern British Columbia.

Ryser, L., Pinchbeck, G., Chingee, K., Halseth, G., and Markey, S. 2013. *On the Move: Community Impacts of Long Distance Labour Commuting. Summary Report for Williams Lake, BC*. Prince George, BC: Community Development Institute, University of Northern British Columbia.

Good, J., MacQuarrie, E., Ryser, L., Chingee, K., Rajput, A., Kusch, K., Halseth, G., Hanlon, N., Skinner, M., and Joseph, A. 2013. *The Transformative Role of Voluntarism in Aging Resource Communities: A Review of Socio-Economic Characteristics in Tumbler Ridge, BC*. Prince George, BC: Community Development Institute, University of Northern British Columbia.

Good, J., Roy, D., Ryser, L., Rajput, A., Chingee, K., MacQuarrie, E., Kusch, K., Halseth, G., Hanlon, N., Skinner, M., and Joseph, A. 2013. *The Transformative Role of Voluntarism in Aging Resource Communities: A Review of Socio-Economic Characteristics in Quesnel, BC*. Prince George, BC: Community Development Institute, University of Northern British Columbia.

Ryser, L., Roy, D., MacQuarrie, E., Skinner, M., Halseth, G., Hanlon, G., and Joseph, A. 2013. *The Transformative Role of Voluntarism in Aging Resource Communities: Final Report for Quesnel, BC*. Prince George, BC: Community Development Institute, University of Northern British Columbia.

Ryser, L., Roy, D., MacQuarrie, E., Skinner, M., Halseth, G., Hanlon, G., and Joseph, A. 2013. *The Transformative Role of Voluntarism in Aging Resource Communities: Final Report for Tumbler Ridge, BC*. Prince George, BC: Community Development Institute, University of Northern British Columbia.

Community Development Institute. 2013. *Planning Future Strategic Directions: A Socio-Economic Profile for the Village of Burns Lake*. Prepared for the United Way of Northern British Columbia. Prince George, BC: Community Development Institute, University of Northern British Columbia.

Note: reports were also prepared for Chetwynd, Dawson Creek, Fort St. James, Fort St. John, Fraser Lake, Granisle, Hazelton, Houston, Hudson's Hope, Kitimat, Mackenzie, Masset, McBride, New Hazelton, Northern Rockies, Port Clements, Port Edward, Prince George, Prince Rupert, Queen Charlotte, Quesnel, Smithers, Telkwa, Terrace, Tumbler Ridge, Valemount, and Vanderhoof.

Morris, M., Evans, H. and Halseth, G. 2013. *Dialogues on Readiness: Preparing for Industrial Development in Northern BC Communities: Prince Rupert*. Prince George, BC: Community Development Institute, University of Northern British Columbia.

Morris, M., Evans, H. and Halseth, G. 2013. *Dialogues on Readiness: Preparing for Industrial Development in Northern BC Communities: Terrace*. Prince George, BC: Community Development Institute, University of Northern British Columbia.

Morris, M., Evans, H. and Halseth, G. 2013. *Dialogues on Readiness: Preparing for Industrial Development in Northern BC Communities: Kitimat*. Prince George, BC: Community Development Institute, University of Northern British Columbia.

Morris, M., Evans, H. and Halseth, G. 2013. *Dialogues on Readiness: Preparing for Industrial Development in Northern BC Communities: Prince George*. Prince George, BC: Community Development Institute, University of Northern British Columbia.

Morris, M., Karjala, M. and Halseth, G., 2013. *District of Tumbler Ridge Sustainability Plan: Housing and Income*. Prince George, BC: Community Development Institute, University of Northern British Columbia.

Morris, M., Karjala, M. and Halseth, G. 2013. *District of Tumbler Ridge Sustainability Plan: Health, Social Services, and Safety*. Prince George, BC: Community Development Institute, University of Northern British Columbia.

Ryser, L., Halseth, G., Markey, S. and Manson, D. 2013. *Australia Skills Project - Becoming a Source Region for Skilled Workers: Overview Report*. A report to James Cook University, School of Urban and Environmental Sciences, Cairns, Queensland, Australia. Community Development Institute: University of Northern British Columbia.

Appendix B: Presentations

Marleen Morris and Greg Halseth. NW Community Readiness - Historical Development of the North. First keynote presentation for NW Community Readiness Coordinating Table, Local Government Department, BC Ministry of Citizen Services and Community Development. Victoria. November 26, 2013.

Marleen Morris and Greg Halseth. Community Readiness & Economic Transition Are We Ready? Second keynote presentation for NW Community Readiness Coordinating Table, Local Government Department, BC Ministry of Citizen Services and Community Development. Victoria. November 26, 2013.

Marleen Morris and Greg Halseth. Dialogues on Readiness: Preparing for Industrial Development in Northern BC Communities: Prince George. UNBC Community Development Institute Dialogues on Readiness Project. Prince George. November 22, 2013.

Greg Halseth and Marleen Morris. Home and Away: Workers and Communities in a Global Natural Resource Sector. BC Natural Gas Workforce Committee. Richmond. November 21, 2013.

Marleen Morris and Greg Halseth. Dialogues on Readiness: Preparing for Industrial Development in Northern BC Communities: Terrace. UNBC Community Development Institute Dialogues on Readiness Project. Terrace. November 20, 2013.

Marleen Morris and Greg Halseth. Dialogues on Readiness: Preparing for Industrial Development in Northern BC Communities: Kitimat. UNBC Community Development Institute Dialogues on Readiness Project. Kitimat. November 19, 2013.

Marleen Morris and Greg Halseth. Dialogues on Readiness: Preparing for Industrial Development in Northern BC Communities: Prince Rupert. UNBC Community Development Institute Dialogues on Readiness Project. Prince Rupert. November 18, 2013.

Marleen Morris and Greg Halseth. Reimagining your Community: Examples from British Columbia, Scandinavia, and the UK. Keynote presentation for 2013 UNBC Community Development Institute's Community Speaker Series. McBride. November 14, 2013.

Marleen Morris and Greg Halseth. Reimagining your Community: Examples from British Columbia, Scandinavia, and the UK. Keynote presentation for 2013 UNBC Community Development Institute's Community Speaker Series. Valemount. November 13, 2013.

Marleen Morris and Greg Halseth. Fragile Communities and Resiliency. Keynote presentation for the 16/97 Economic Alliance Annual Conference. Prince George. October 30, 2013.

Greg Halseth, Laura Ryser, Marleen Morris, and Sean Markey. Economies, Environments, and Communities: Transitioning to Place-Based Rural Development. University of the Arctic's Thematic network on Northern Regional Development. Tana, Norway. October 23-26, 2013.

Marleen Morris and Greg Halseth. Making it work: collaboration in regional economic development. Keynote presentation for 2013 Columbia Basin Trust Symposium. Creston. October 18-20, 2013.

Greg Halseth. Opportunities and Challenges: An introduction to "second-home" issues in British Columbia's northern resource frontier. International Conference: Good Life Practices / Practicing the Good Life, Lisbon, Portugal. October 17-18, 2013.

Greg Halseth. Linking Tourism and Destination Management with place-based community development: Examples from British Columbia, Canada. University of Lapland, Rovaniemi, Finland, October 10, 2013.

Marleen Morris. Building Effective Collaboration. With Paul Born and Mayor Brad Woodside. 2013 Columbia Basin Trust Symposium. Creston. October 18-20, 2013.

Greg Halseth and Marleen Morris. Indivisibility. Keynote presentation for Prince George Sustainability and Legacy Summit – BC Winter Games 2015. Prince George. October 10, 2013. (by video)

Marleen Morris and Greg Halseth. Resource Sector Developments: Community Social Impacts. Keynote presentation for BC Health Officers Council. Fort St John. October 8, 2013.

Marleen Morris and Greg Halseth. Regional collaboration – what does it really mean? Keynote presentation for Northwest Regional Collaborative 2013. Terrace. September 27, 2013.

Greg Halseth and Marleen Morris. Traditions and Transitions: Steps small places must take. Keynote presentation for Union of BC Municipalities Annual Convention. Vancouver. September 17, 2013.

Marleen Morris, Melanie Karjala, and Greg Halseth. Tumbler Ridge Sustainability Plan: Health, Social Services, and Safety. Presentation to the District of Tumbler Ridge. Tumbler Ridge. September 13, 2013.

Greg Halseth and Marleen Morris. Community Sustainability: Lessons and Challenges from the BC Experience. Keynote presentation to Kirklees Council. Kirklees, United Kingdom. July 26, 2013.

Greg Halseth and Marleen Morris. Billions in Resource Sector Investment: Are we Prepared? Keynote presentation to the Prince George Community Leaders Table. Prince George. June 13, 2013.

Laura Ryser and Greg Halseth. On the Edge in Rural Canada: The Changing Capacity and Role of the Voluntary Sector. Keynote presentation for Association of Nonprofit and Social Economy Research, Congress of Humanities and Social Sciences, University of Victoria, June 5-7, 2013.

Greg Halseth and Marleen Morris. Education: The foundation for the new economy. With Marleen Morris. Presentation to the BC Ministry of Education and Ministry of Advanced Education. Victoria. June 3, 2013.

Greg Halseth. Guess who's coming to town: Workcamps and issues in community development. With Ron Poole and Connie Kaweesi, BC Healthy Communities, May 30, 2013.

Marleen Morris, Melanie Karjala, and Greg Halseth. Tumbler Ridge Sustainability Plan: Housing and Income. Presentation to the District of Tumbler Ridge. May 25, 2013.

Marleen Morris. What to Plan For: Key Opportunities and Challenges in Northern BC. College of New Caledonia Educational Planning Session. Prince George. May 13, 2013.

Marleen Morris and Greg Halseth. Embedded Collaboration: Retooling for Continuous Workforce Renewal in Northern BC. Keynote presentation to Partnerships 2020. Northwest Labour Market Partnership. Terrace. March 6-8, 2013.

Marleen Morris and Greg Halseth. Housing in Northern BC: Resource Towns Come of Age. Presentation to the Canadian Home Builders Association's Housing Affordability Symposium. Richmond. March 15, 2013.

Marleen Morris and Greg Halseth. Community Transition: Housing in Non-Metropolitan BC. Presentation to the BC Housing Policy Branch, Victoria. January 16, 2013.

Greg Halseth and Marleen Morris. "Repositioning": Supporting Community Transition through Place-Based Development. Presentation to the UBCM Community Economic Development Committee. Victoria. January 17, 2013.

Greg Halseth. NEV2: The Recession Response Project. Presentation to the Omineca Beetle Action Coalition. January 10, 2013.

Marleen Morris and Greg Halseth. Building Understanding for Tomorrow: The Legacy of Tumbler Ridge. Presentation to the District of Tumbler Ridge. Tumbler Ridge. January 5, 2013.

Appendix C: Conference Organization

Maintaining environmental, cultural and community values and opportunities on a changing landscape. Greg Halseth, with Michael Gillingham, joint Panel Presentation, Natural Resources and Environmental Studies Institute and Community Development Institute, Featuring Wade Davis, Paul Michel and Gerry Thiessen. UNBC campus, Prince George, April 5, 2013.

Appendix D: Government Dialogues

Provincial Government: Elected Representatives

1. MLA Robin Austin
2. Honourable Pat Bell
3. MLA Mike Bernier
4. Honourable Shirley Bond
5. MLA Doug Donaldson
6. MLA Eric Foster
7. MLA Mike Farnworth
8. MLA Carole James
9. Honourable Blair Lekstrom
10. MLA Mike Morris
11. Honourable Coralee Oakes
12. Honourable John Rustad
13. Honourable Steve Thomson

Provincial Government: Ministries

1. Ministry of Aboriginal Relations and Reconciliation
2. Ministry of Advanced Education
3. Ministry of Children and Family Development
4. Ministry of Community, Sport and Cultural Development
5. Ministry of Education
6. Ministry of Environment
7. Ministry of Health
8. Ministry of Jobs, Tourism and Skills Training
9. Ministry of Justice
10. Ministry of Natural Gas Development (responsible for Housing)
11. Ministry of Social Development and Social Innovation
12. Ministry of Technology, Innovation and Citizens' Services
13. Ministry of Transportation and Infrastructure

Crown Corporations and Provincial Organizations and Agencies

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

Local and Regional Governments

1. Regional District of Bulkley Nechako
2. Village of Burns Lake
3. District of Clearwater
4. District of Fort St. James
5. City of Fort St. John

6. Regional District of Fraser-Fort George
7. District of Kitimat
8. Village of McBride
9. District of Mackenzie
10. City of Prince George
11. City of Terrace
12. District of Tumbler Ridge
13. Village of Valemount
14. District of Vanderhoof
15. City of Williams Lake

Appendix E: Industry Dialogues

Industry Associations

1. Association for Mineral Exploration BC
2. British Columbia Mining Association
3. Canadian Association of Petroleum Producers
4. Canadian Energy Pipeline Association
5. Canadian Home Builders' Association – Northern BC
6. Council of Forest Industries
7. BC Natural Gas Workforce Strategy Committee

Corporations

1. Canfor
2. Carrier Lumber
3. Conifex Timber Incorporated
4. Dunkley Lumber
5. Mt. Milligan Mine (Thompson Creek Metals)
6. Northern Development Initiative Trust
7. Sinclair Group Forest Products
8. Shell Canada
9. Spectra Energy
10. TransCanada Pipelines
11. West Fraser Timber
12. Kitimat industry: Rio Tinto Alcan/Bechtel, Apache Canada

Appendix F: Community Dialogues

1. Aboriginal Business Development Centre
2. Board Voice
3. BC Healthy Communities
4. BC Healthy Living Alliance
5. College of New Caledonia
6. Kitimat Chamber of Commerce
7. Kitimat Child Development Centre
8. McBride Chamber of Commerce
9. McBride First Responders
10. Northwest Community College
11. Prince George Metis Housing Society
12. Prince George Native Friendship Centre
13. Robson Valley Support Society
14. Tourism Valemount
15. United Way of Northern BC
16. Valemount and Area Chamber of Commerce
17. Valemount Learning Centre
18. Vancouver Foundation