

Transition Toolkit:

Working framework for a more resilient community

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1

Outline

Pace of change / economic crises

Frameworks

Structure of Toolkit



2

Pace of change / economic crises



3

Speed of an economic emergency

Tumbler Ridge, 2000

New coal deal being negotiated between Province, mines, buyers

While Mayor (Clay Illes) was at a UBCM meeting in Surrey the Mayor of Ft St John reached out

- His staff in FSJ had just watched the noon news out of Vancouver announcing the closure the largest coal mine in TR

Clay borrowed the FSJ mayor's cell phone to call his town office – who had not yet heard

- City put together a recovery plan in 4 days
 - Met with province to secure support on day 5
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4

Speed of an economic emergency

Mackenzie, 2007

May 22: Canfor (Mackenzie's second largest employer) announces indefinite closure of mill (450 direct jobs and 390 jobs within community)

May 23: Meeting between the UNBC CDI, District of Mackenzie, and the Mackenzie Forest District to set a recovery framework

May 24: Special Council meeting to discuss impacts on tax base and reprioritize projects

May 30: Meeting with 'Support Network' to develop short term, medium term and long-term strategies

June 12: A Community Stakeholder Focus Group to get feedback on proposed strategies

June 18: Town Hall Meeting attended by approximately 450 people and broadcast live on the local radio station



5

Frameworks



6

Role of a “framework”

Generic framework

- Identifies some common areas that need attention
- Provides structure
- Must be adapted to the unique circumstances and issues of places

Sets a starting point

- Gives initial direction



7

Value of a “framework”

Supports work in advance

- Use an upcoming strategic planning session to build your own local version
- Preparation is key

Even with no ‘crisis’, attention to a response framework can assist small municipalities in working towards a more resilient community and local economy



8

CT Framework

Consists of:

'Messages'

- Important in clarifying municipal action and in helping to maintain focus throughout transition

Strategic action plan (over at least 3 time horizons)

Developing linkages

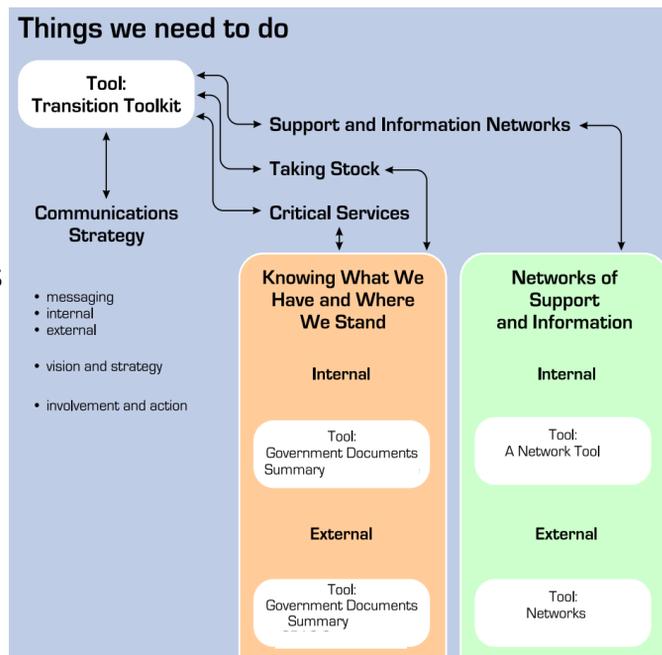
- Relationships that assist in mobilizing the framework

Knowing where you stand

- Organizing local plans; monitor vulnerabilities

9

- 3 'sets' of tools
- Communications
 - 'Know what we have'
 - Support networks



10

Structure of Toolkit



11

Structure of Toolkit

Messaging

Action Parts 1-3

- Built around an economic emergency

Action Part 4

- Reflects 'normal' operations during transition work
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12

Messaging

There are at least four parts to a messaging framework:

The Mayor's message:

- Will be on the message 'front lines'

The overall message:

- May include concepts like 'take ownership', 'move forward', and 'working together'

The economic message:

- Must reflect and catalogue community assets / realistic

The community message:

- Must deal directly with feelings of uncertainty that come with change



13

Strategy framework – Pt 1. Short-term (couple of months at most)

Goal – Stability

I. Support and dialogue circles:

- Include people/groups that can supply information, support, and networks to connect with other decision makers
- Include from the start in a routine communications plan

II. Critical services availability:

- By making sure support services are available –especially certainty around health / education services (households feeling uncertain) and employment (workers)
- These messages need to be in place very quickly



14

Strategy framework – Pt 1. Short-term (couple of months at most)

III. Communications strategy:

- Effective strategy helps cool passions and allows communities to set the tone and directions of the transition dialogue
- Both inside and outside of the community
- Needs to be made manageable and part of municipal office routines

IV. Taking stock:

- Municipality needs to have its 'house in order' before approaching other partners for transition funding and assistance
- Doing this gives municipality more control/input in negotiations about types of funding and assistance from other governments, etc.

15

Strategy framework – Pt. 2 Medium-term (2 months – about 6 months)

Goal – Actions

Transition support:

- Most municipalities will require external supports (financial) to give the municipality a chance at successful transition

Economic renewal:

- Start / mobilize

Re-check:

- I. Support and dialogue circles
- II. Critical services availability
- III. Communications strategy
- IV. Taking stock

16

Strategy framework – Pt. 3 Long-term (after about 6 months)

Goal – Long-term viable future

Economic renewal:

- Build on community assets and reflect community aspirations
- Energize an economic development strategy
- Focus on existing strengths as a starting point, but look to the future, not the past
- Push additional opportunities within and across existing sectors to take advantage of local assets, skills, infrastructure, support industry, etc.
- Add additional interests that build from local assets and aspirations

Maintain attention to:

- I. Support and dialogue circles
- II. Critical services availability
- III. Communications strategy
- IV. Taking stock

17

Relationship building

Relationship building should include:

- Local business community
- Local industrial / labour base
- Social support agencies, groups, and government ministries ('first responders')
- Worker adjustment, retention, retraining agencies, groups, and government ministries
- Health care and education services
- Media
- Regional development agencies
- Business development agencies
- Colleges, universities, federal government research stations

18

Part 4

The new 'normal'



19

Part 4

The new 'normal'

First 3 parts dealt with actions following an economic emergency

- 'Triage'
- Medium-term action
- Long-term mobilization towards transition

Part 4:

- On-going local government operations to construct a foundation for transition
 - Opportunities and challenges
 - Building a more resilient and proactive local government, economy, and community
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20

The new 'normal' I

Goal – Community Development

Staying up-to-date:

- Local Government Structure
- Local Government Policies and Plans
- Economic Renewal

Communications Strategy:



21

The new 'normal' II

Role of Services:

- Supportive Services
- Service Innovation

Networks and Supports:

- Support and Dialogue Circles
- Local Relationships
- First Nations
- Regional Relationships
- Service Agencies
- Provincial Government Agencies and Ministries
- Federal Government Agencies and Ministries



22

Remember

Crisis from external (industry or corporate) decision making does not mean you have 'done anything wrong'

- But highlights that you will need to 'get right' your responses within a matter of hours
- And that your community may be very different in the long-term



23

Remember

Must look at economic renewal as an on-going process (not just crisis management)

- Take a long-term view
- Preparation means keeping up contact information, as well as relationships
- Keep the municipal information base and strategic plans as up-to-date as possible



24

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CDI Toolkit:

Website

<https://www2.unbc.ca/community-development-institute/community-transition-toolkit>

PDF

<https://www2.unbc.ca/sites/default/files/sections/community-development-institute/communitytransitiontoolkit.pdf>