

An aerial photograph showing a large, open-pit mining operation in a vast, forested landscape. The mine is a large, irregularly shaped excavation with multiple levels, surrounded by a dense forest of trees with yellow and green foliage. In the distance, a small town or village is visible on the horizon under a bright sky.

Nunavut Mining Symposium 2014

Planning for Resource Regions in Northern Canada

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April 8 , 2014

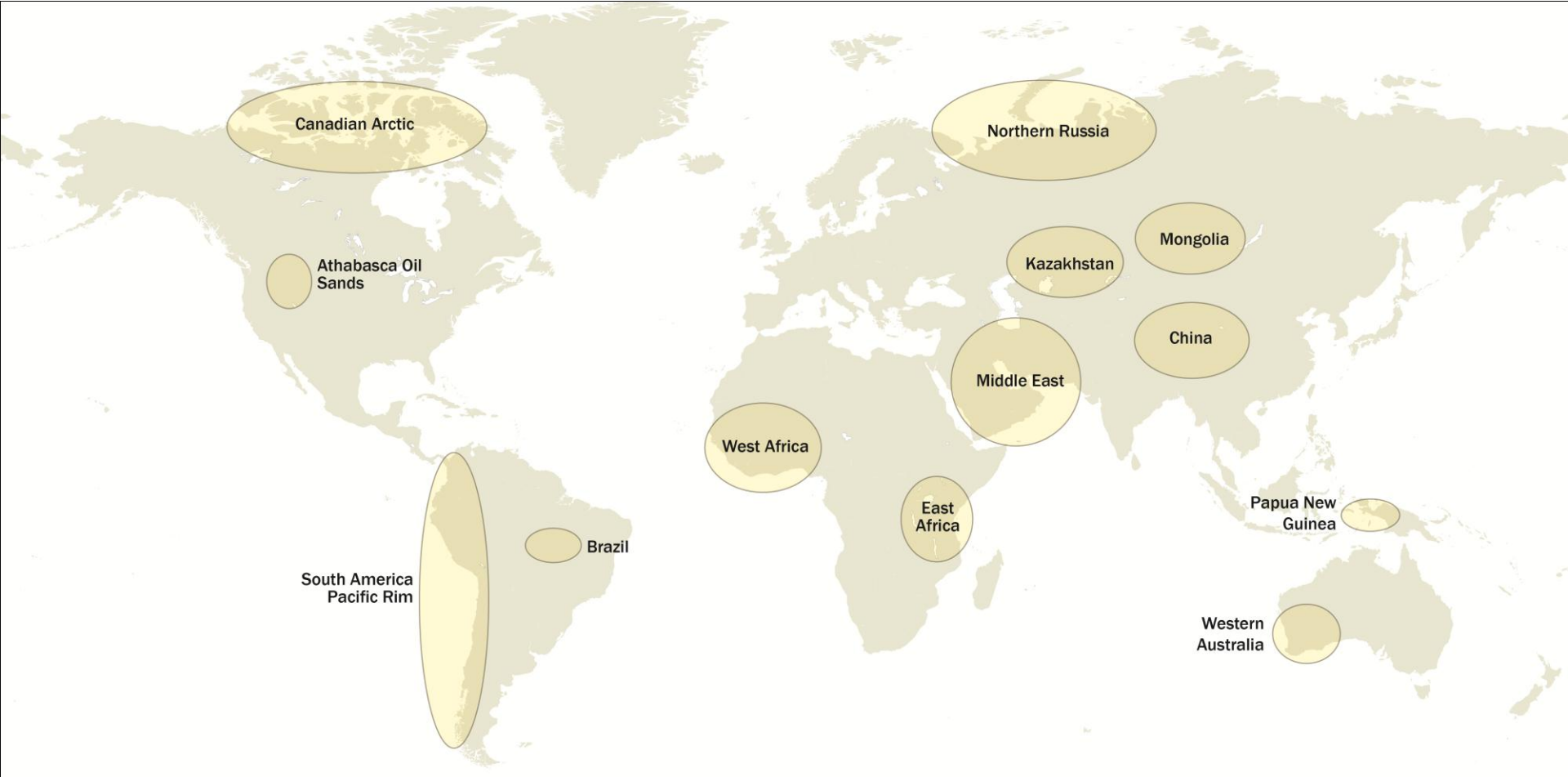
Today's presentation

1. Characteristics of resource regions
2. Case studies
 - Athabasca Oil Sands Area, Alberta
 - Thompson Region, Manitoba
3. Best practices for designing a regional planning process
4. Benefits of regional planning in resource regions

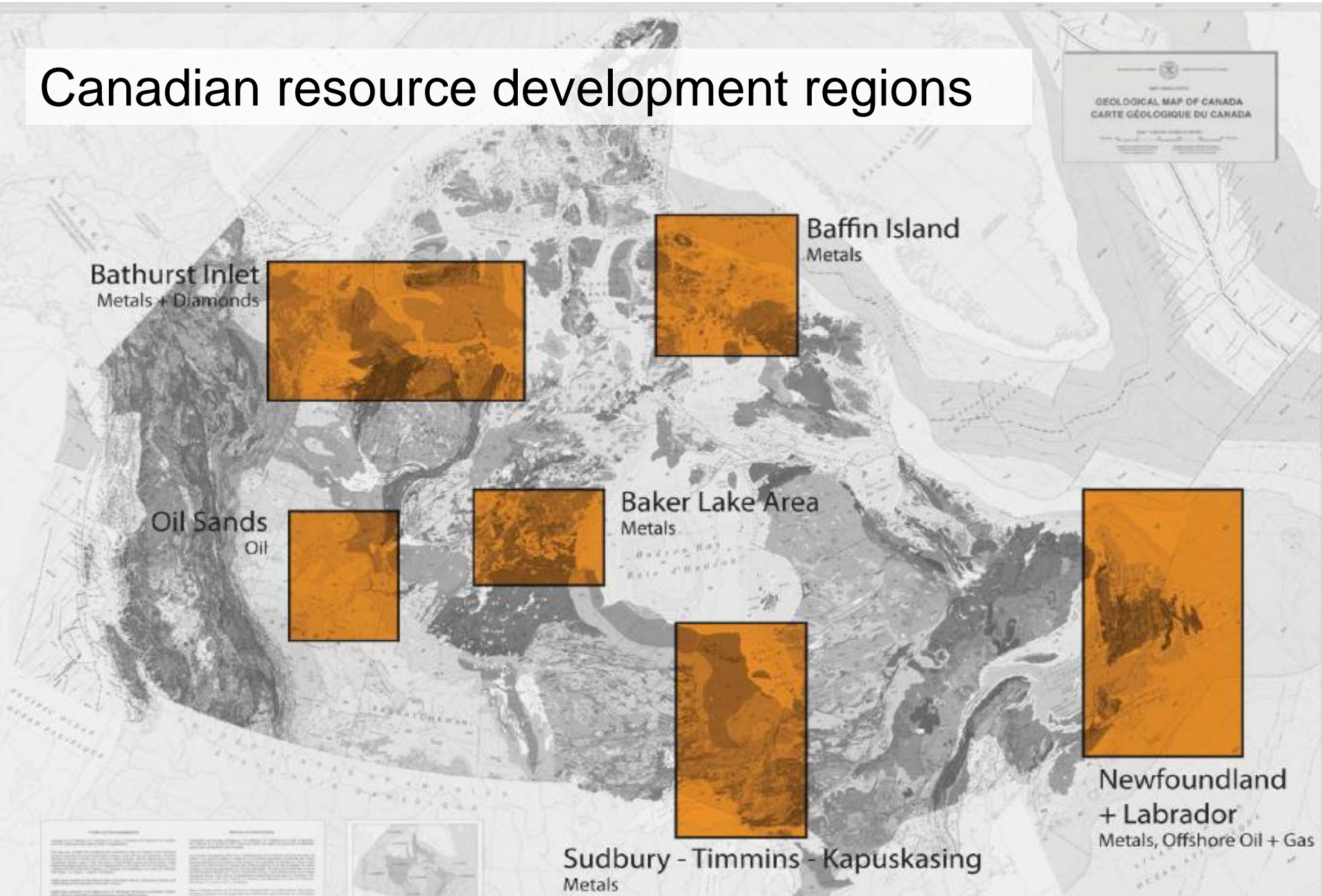


1. Characteristics of Resource Regions

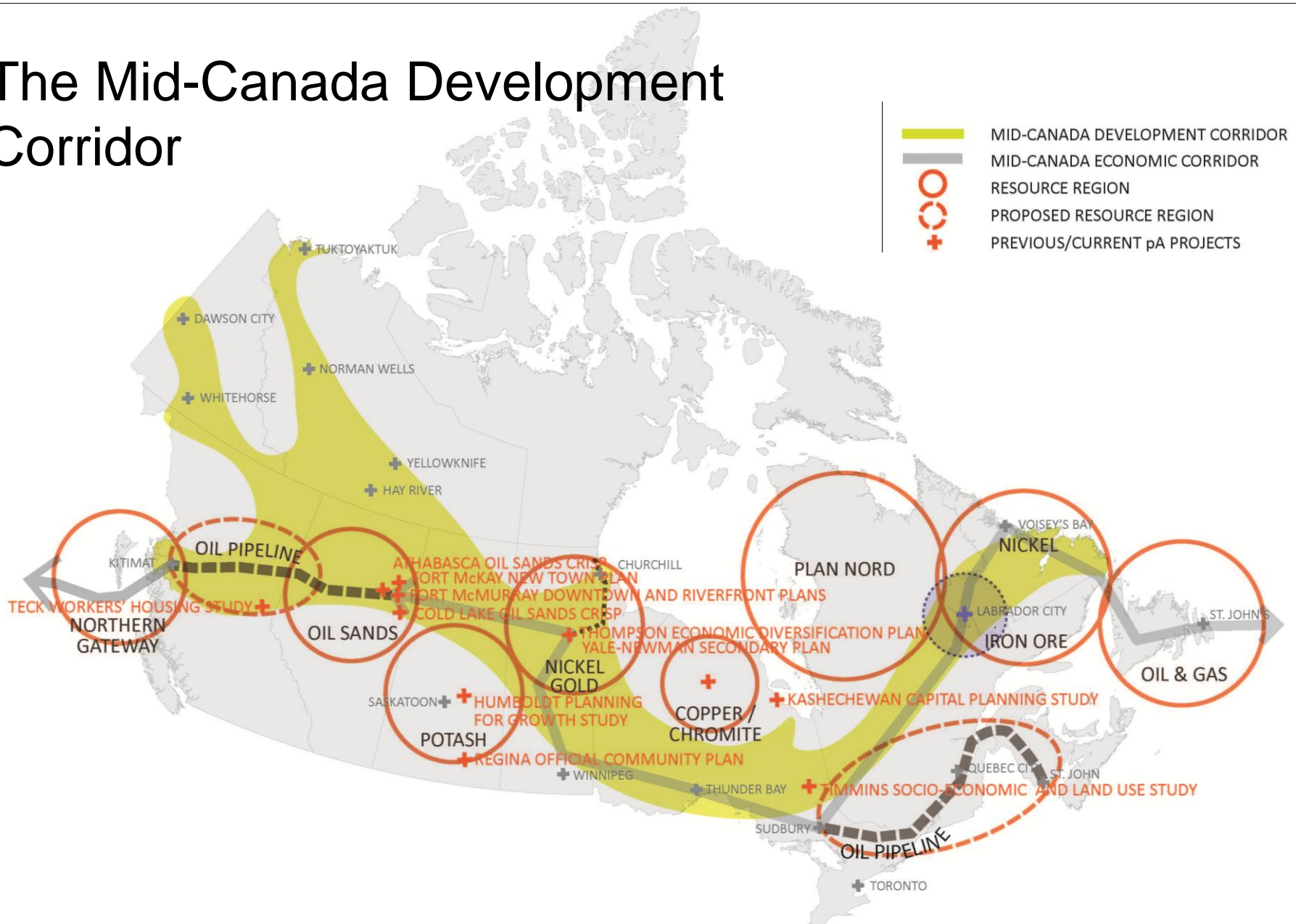
Rapidly growing resource regions



Canadian resource development regions

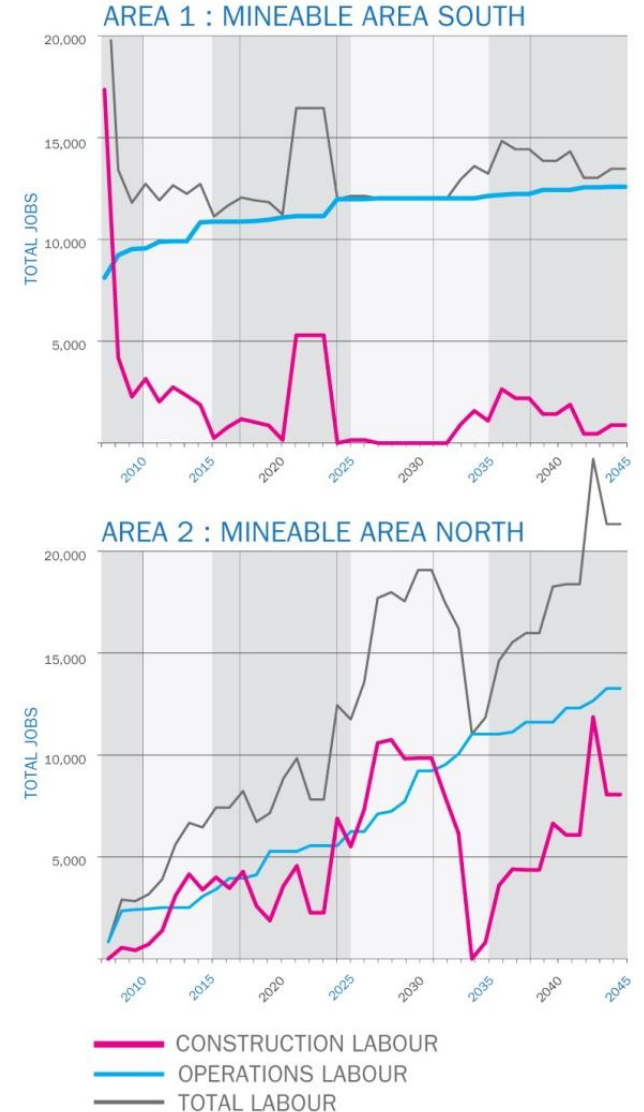


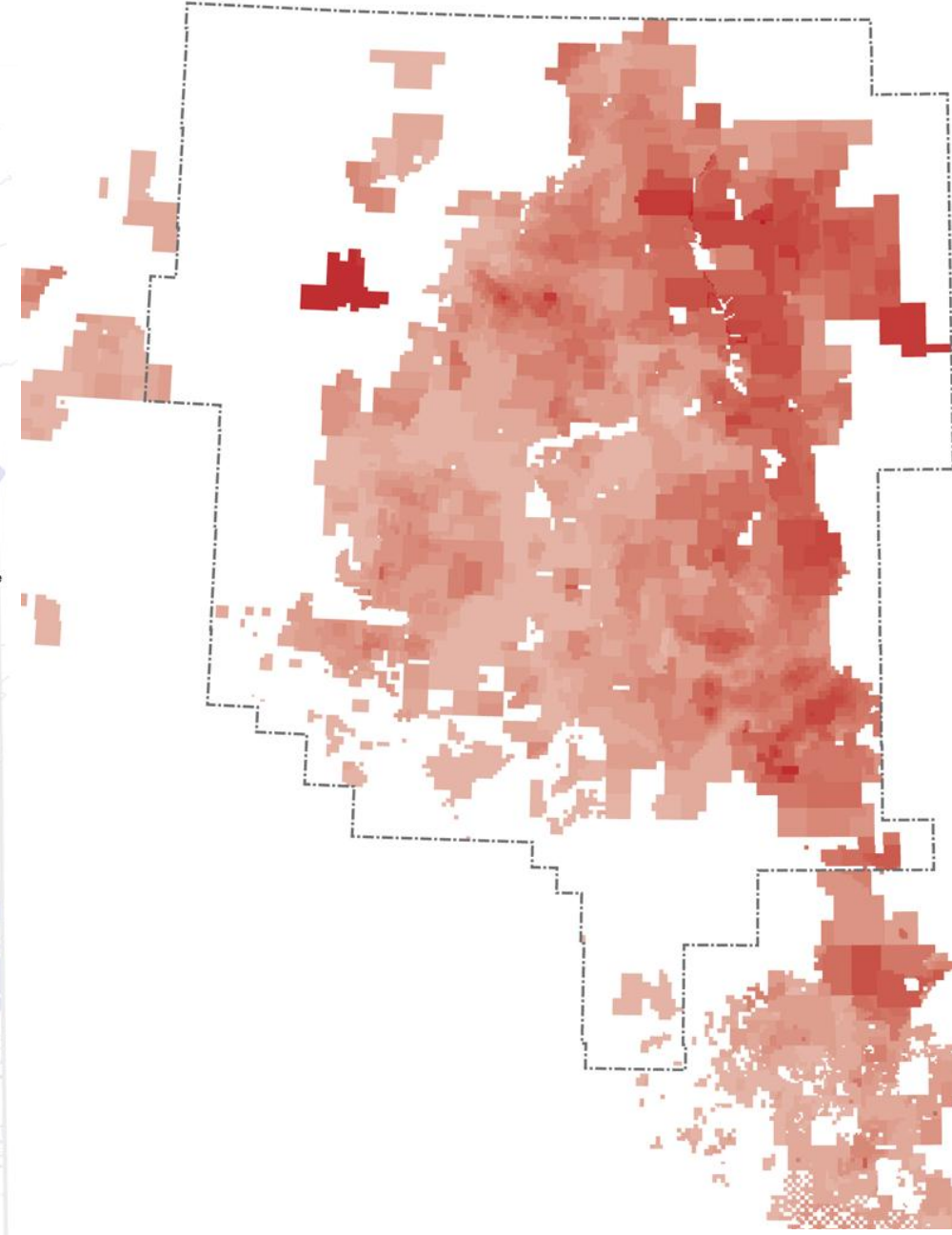
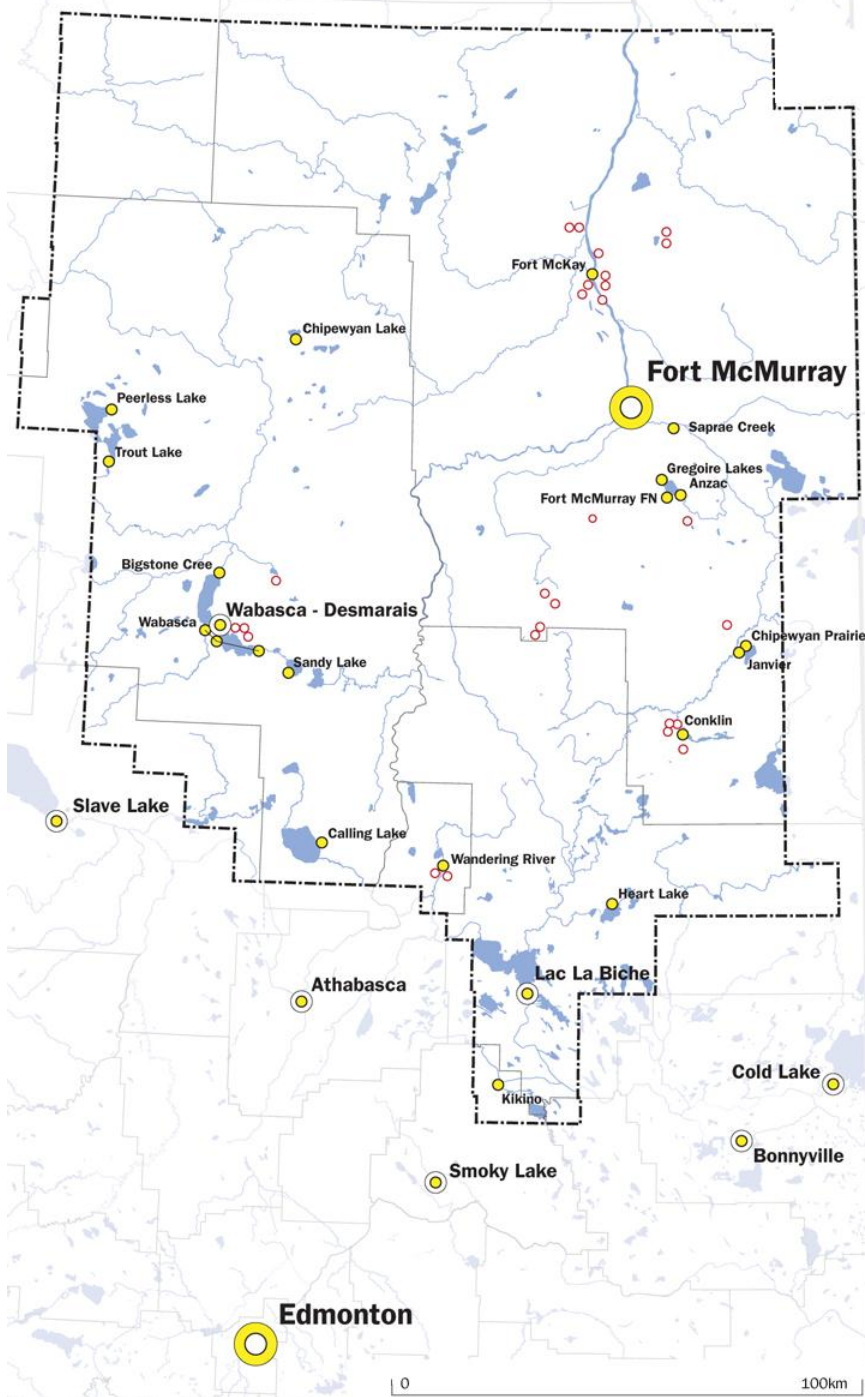
The Mid-Canada Development Corridor

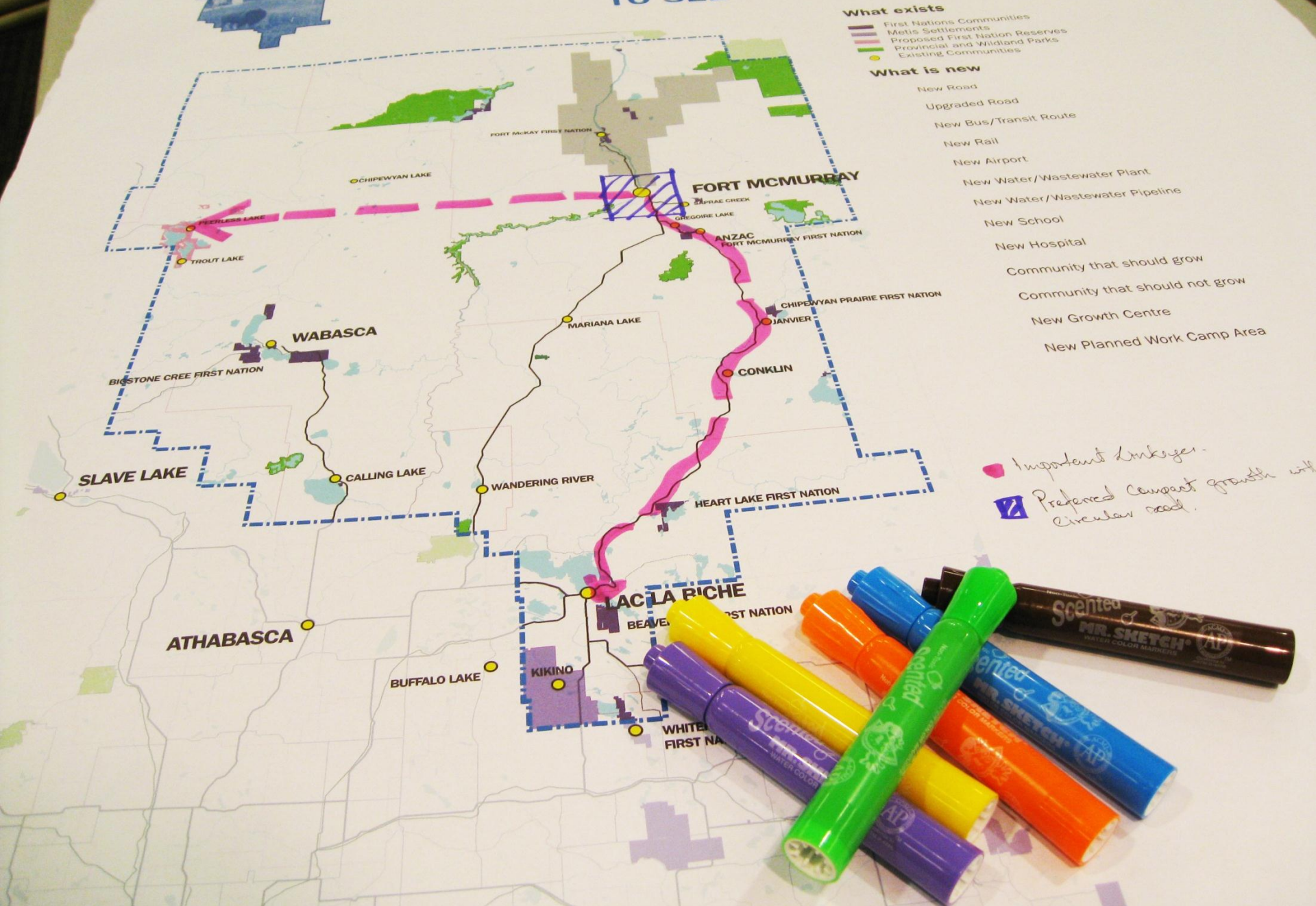


Characteristics of Resource Regions

- Remote and underserviced
- Land use conflicts
- Boom and bust growth cycles
- Difficult to predict population growth
- Challenging to accommodate workers
- Need for economic diversification and post-closure planning



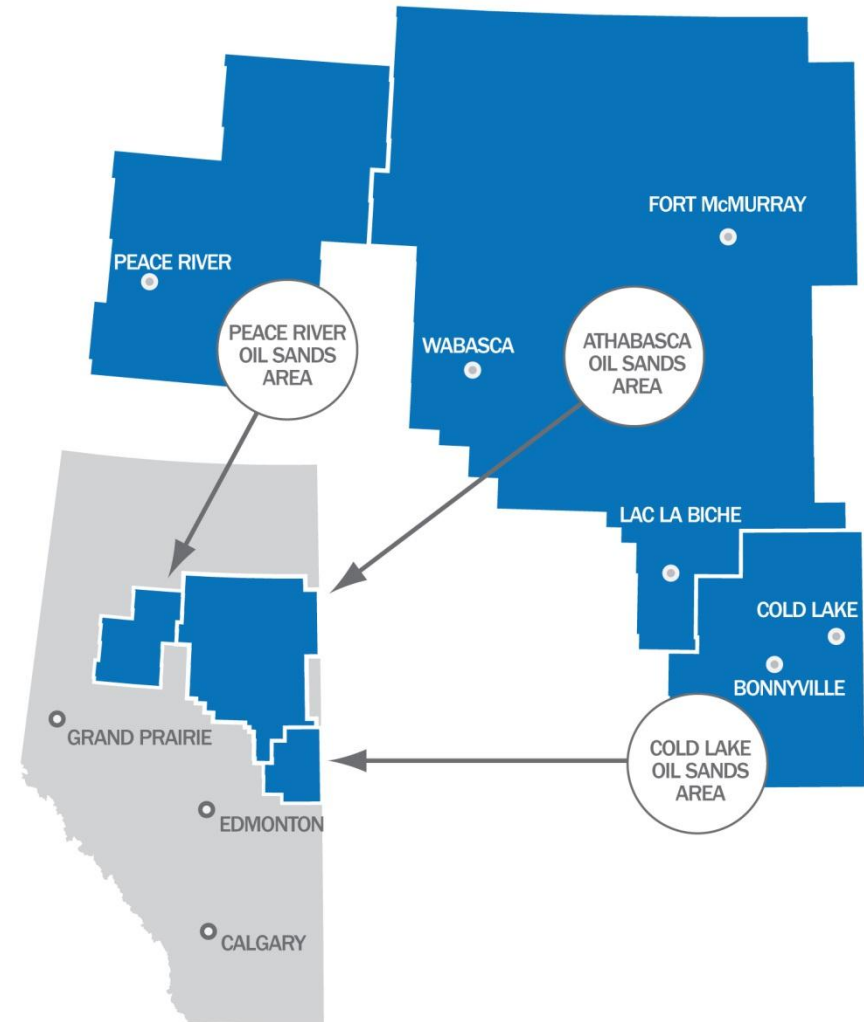




2. Case Studies

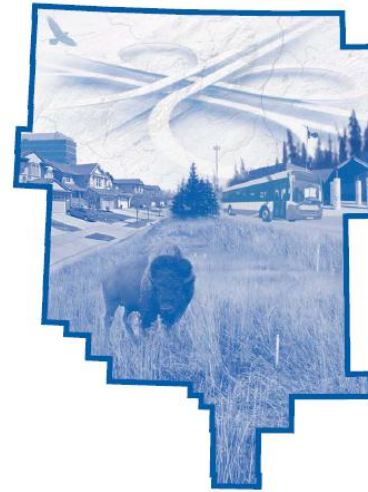
The Athabasca Oil Sands Area

- Approx. 97,500 population (incl. First Nations and Metis Settlements) and 12,000+ in work camps.
- 1.3 million bpd.
- Estimated 240,000 people and 6.0 million bpd in ~40 years.



The Athabasca Oil Sands Area

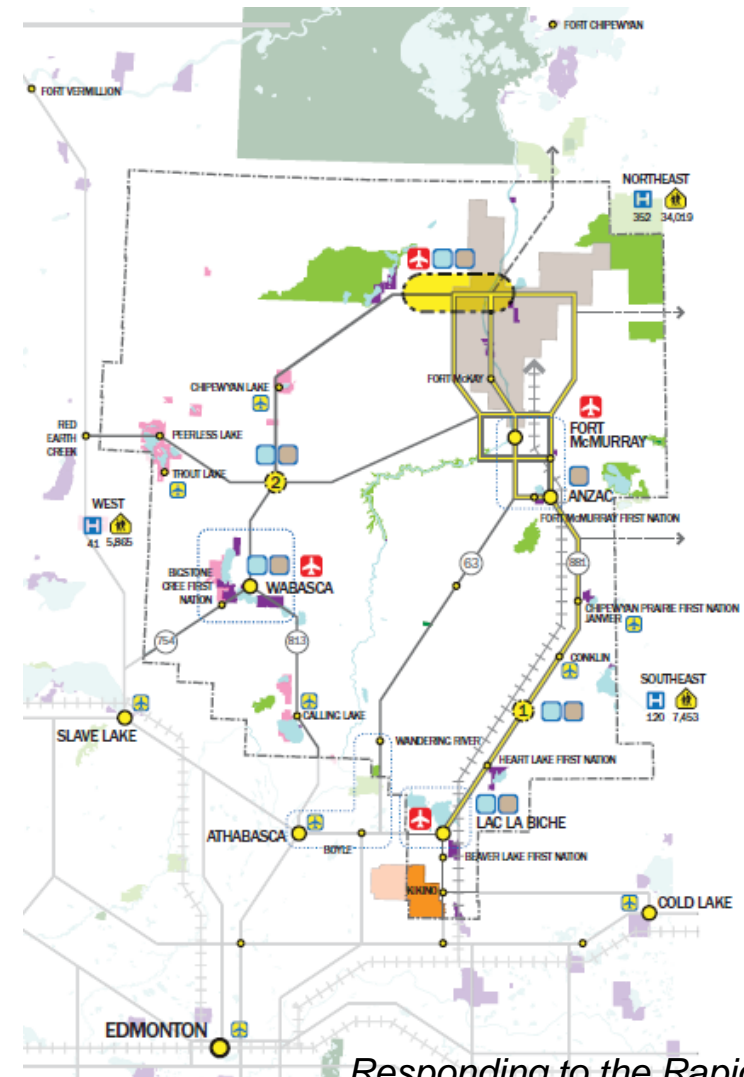
- GoA's long-term strategic infrastructure plan to accommodate population growth as oil sands development expands:
 - Transportation (highways, rail, transit, air);
 - Schools, health facilities, and correctional facilities;
 - Water and wastewater treatment facilities;
 - Urban expansion;
 - Utilities, including transmission lines and pipelines.



CRISP AOSA
COMPREHENSIVE REGIONAL INFRASTRUCTURE SUSTAINABILITY PLAN
FOR THE ATHABASCA OIL SANDS AREA

Planning issues

- Addressing infrastructure needs.
- Predicting population growth based on a bitumen-based population forecasting methodology.
- Identifying appropriate types and supply of worker housing.
- Developing a flexible planning framework including a phasing plan and monitoring framework.

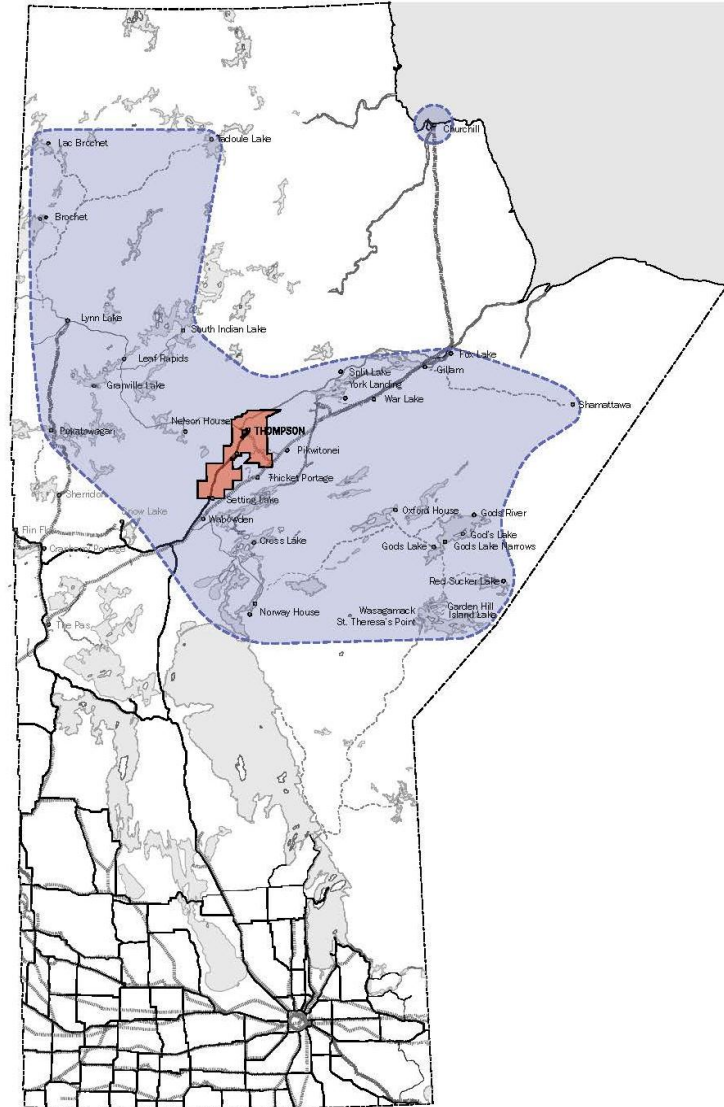


*Responding to the Rapid
Growth of Oil Sands Development
Final Report December 2006*

“Based on our assessment of current services and infrastructure, we identified significant gaps in housing, health care and basic infrastructure”.

Thompson, Manitoba

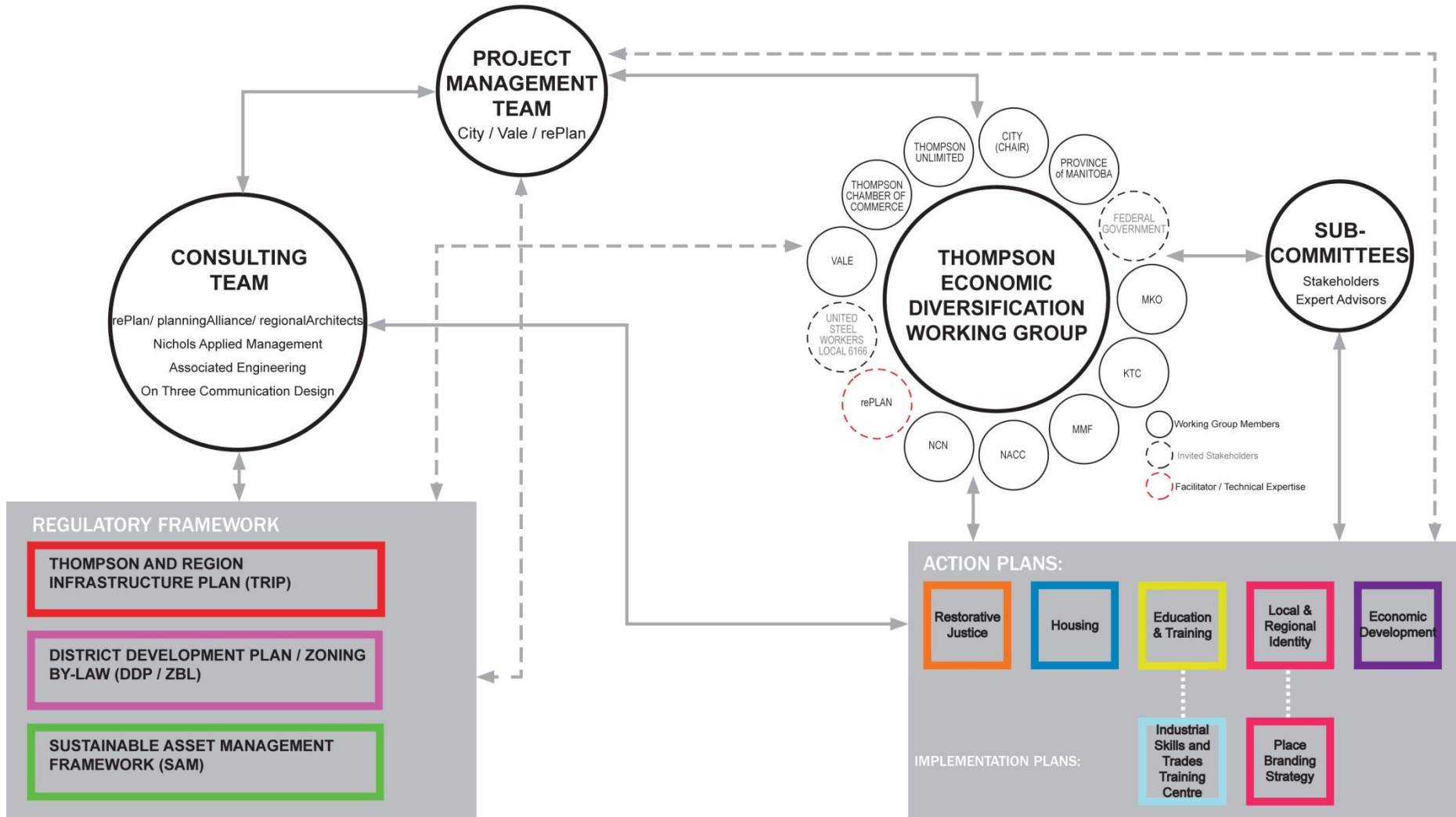
- Known as the 'Hub of the North,' providing educational, health, retail and government services to a region of approximately 65,000 people
- Census 2011 population of 13,123 does not accurately reflect the City's large transient population or its relationship to the surrounding region
- Vale is the City's largest private employer. Its 1,600 positions represent about 21% of jobs in the City
- In November 2010, Vale announced the transition of its Manitoba operations away from smelting and refining and towards mining and milling, with surface operations slated for closure in 2015.



The Thompson Region

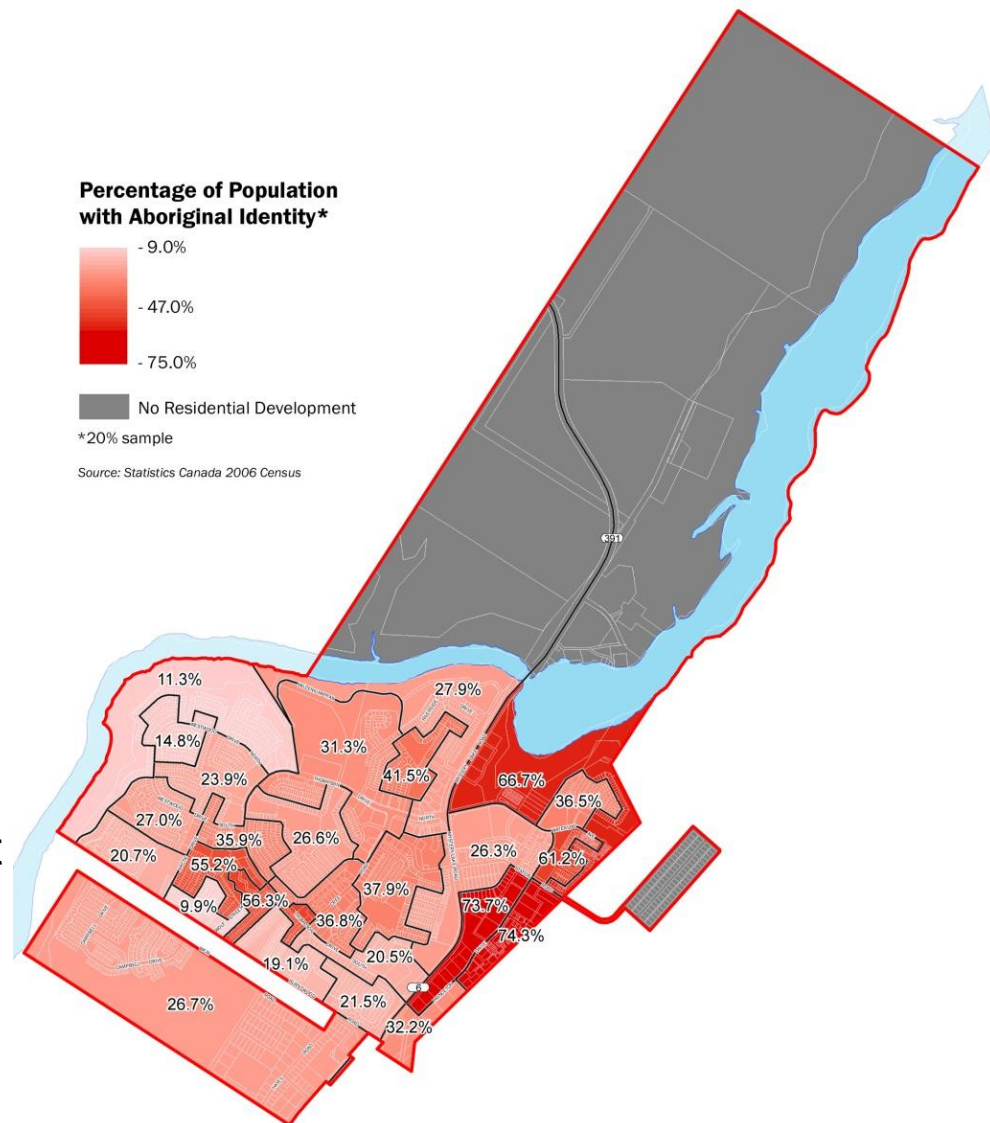
The Thompson Economic Diversification Plan

↔ Direct Relationship
 - - - Oversight & Advisory Role



Planning issues

- Leveraging Thompson and the region's strong resource sector to foster the development of other economic sectors.
- Increasing the number of jobs in Thompson and the region through economic diversification.
- Providing a high level of service within Thompson to a rapidly growing and changing region, including one of Canada's youngest populations.
- Determining appropriate investments in infrastructure development to accommodate population and economic growth





3. Best practices for designing a regional planning process

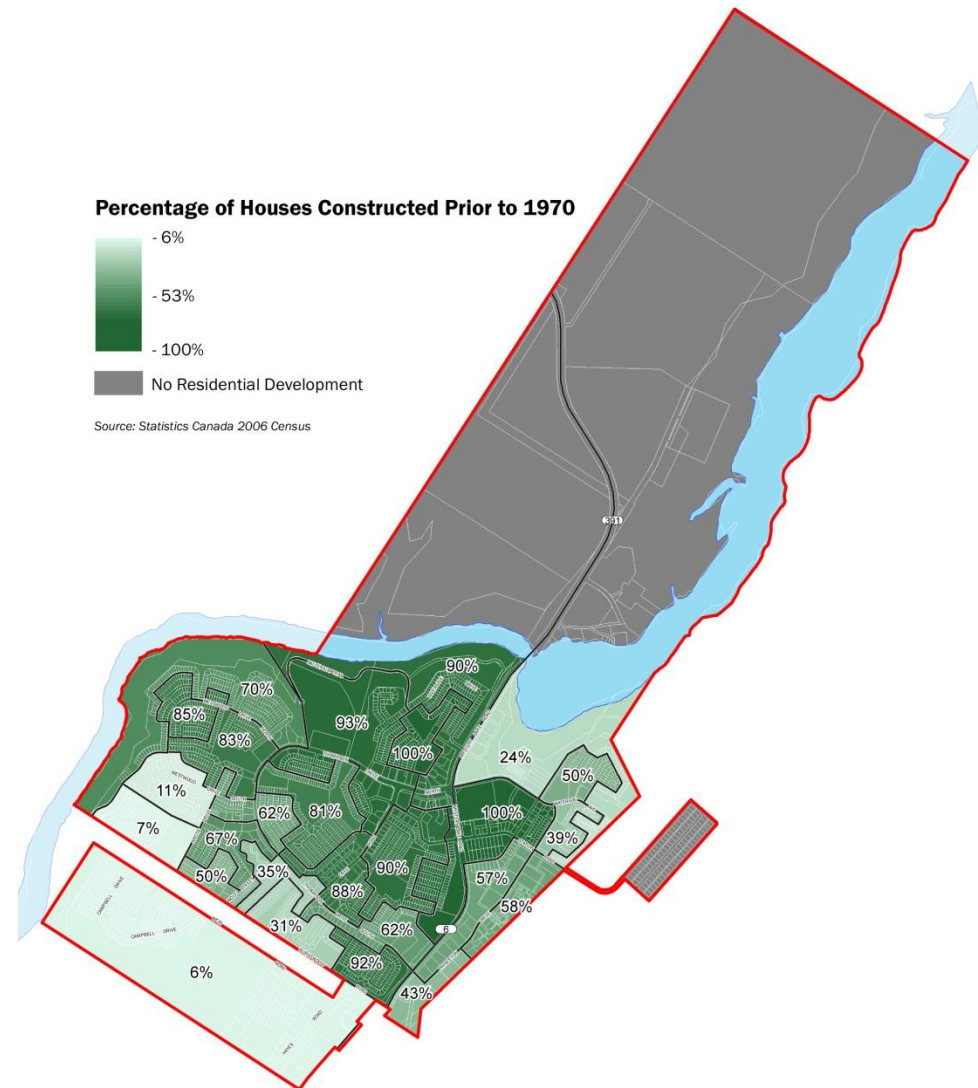
An informed, multi-stakeholder participatory process

- Building trust and momentum through regular dialogue with stakeholders
- Facilitated discussion to define the process stakeholders will participate in, with terms of reference that clearly articulate the roles and responsibilities of each organization/individual
- Regular and transparent information sharing and opportunities for feedback in one-on-one and group settings
- Preparation and support for 'good meetings,' in which all stakeholders come to the table on an equal footing. Good meetings include a pre-set agenda, a consistent and clear format for minutes, an established dispute-resolution process and a clear understanding of the long-term work plan
- Fostering local relationships and mutual trust by adhering to the



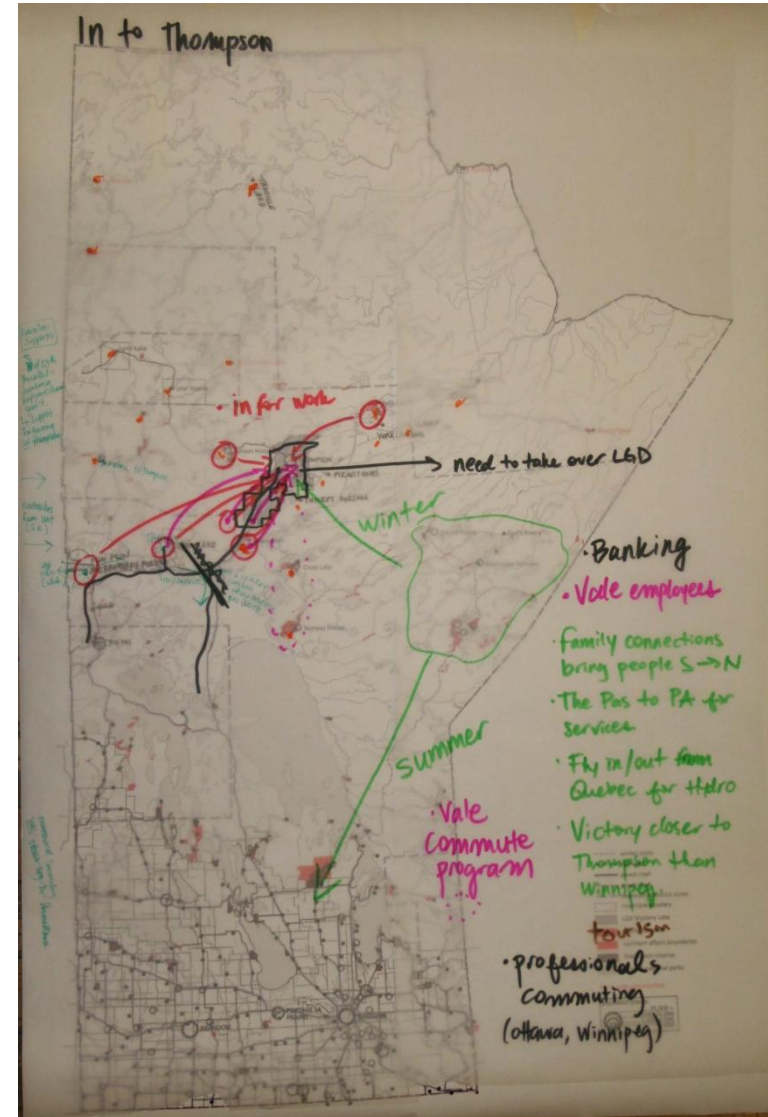
Quantitative and verifiable baseline data

- Supporting anecdotal evidence and lived experience with verifiable data (e.g. Statistics Canada, Canada Mortgage and Housing Corporation, labour market studies, etc.)
- Providing quantitative data in a format accessible to all users
- Using baseline data to develop a planning rationale, identify gaps, set goals/objectives, support strategic planning, and identify opportunities for action
- Engaging stakeholders in long-term, publicly accessible monitoring of the baseline. The baseline is a 'living document'



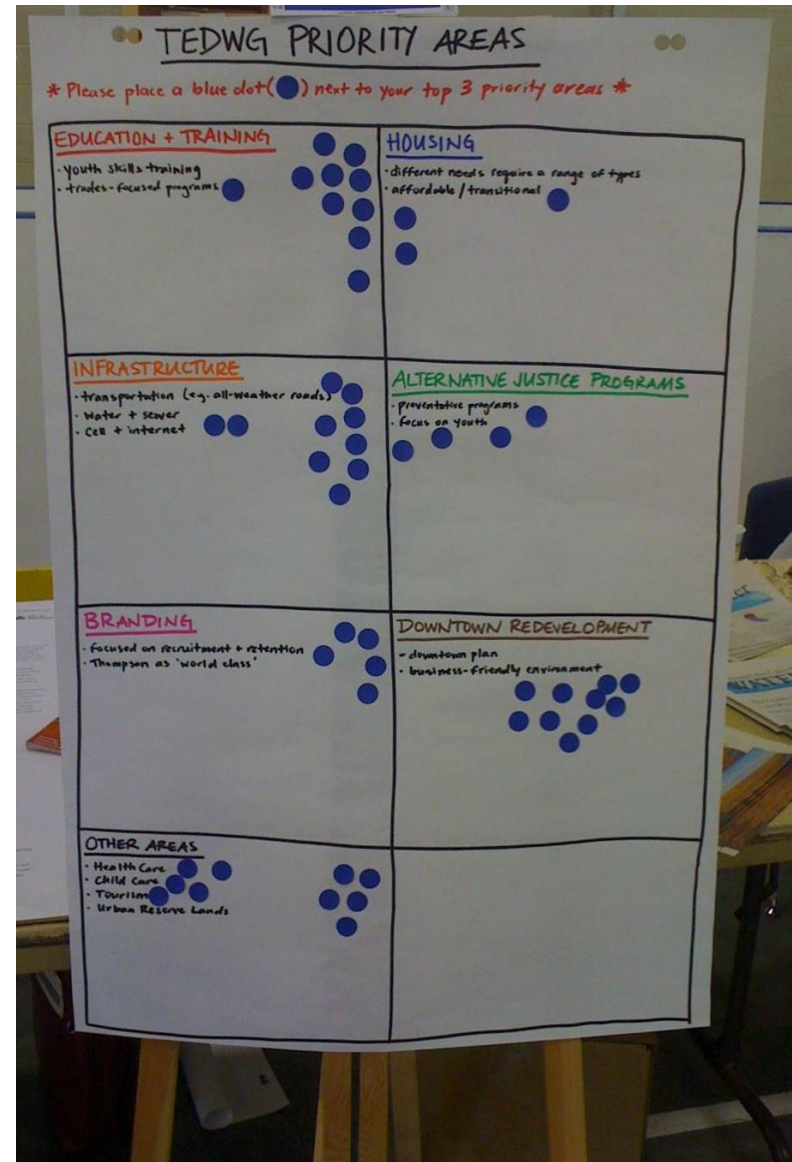
Stakeholder-informed mapping

- Learning the region from those who know it best can complement baseline data from formal sources
- Defining geographical boundaries/connections/flows through discussion about and visual representation of the lived experience of stakeholders
- Generating buy-in to the process from organizations and communities who are often geographically excluded
- Generating discussion and critique from organizations and communities not engaged in the process, resulting in a new understanding of geographical



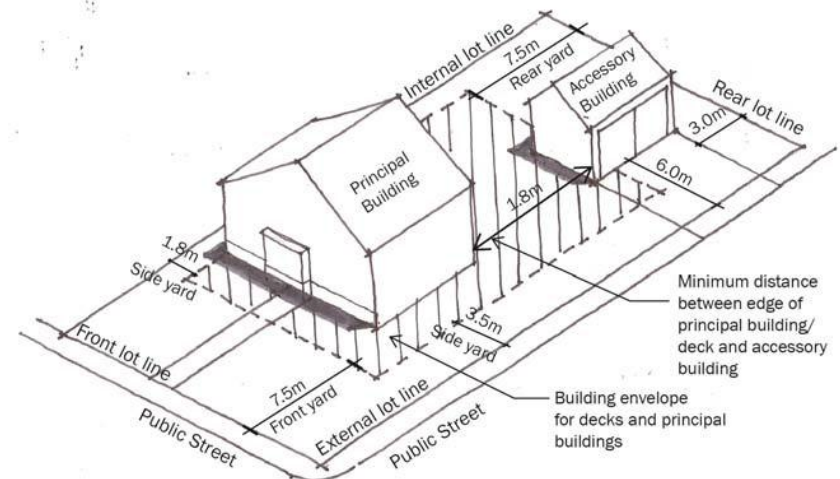
An options-based approach to economic diversification

- Broadening traditional definitions of economic diversification and development to incorporate structural elements that may be overlooked in a simpler model or definition
- Provide plan options that respond to a diverse economic base and multiple opportunities for individual and community development
- Distributing resources for planning and implementation across a range of plans to address the interests and priorities of multiple stakeholders
- Empowering stakeholders to prioritize their needs and take



Practical strategic plans

- Equal focus on long-term strategic planning and near-term action to support organizations in making proactive decisions to address immediate needs
- Establishing a strong regulatory framework to support and facilitate the implementation of action-focused plans. The framework must be flexible and easily updated/replicated
- Building stakeholders' capacity to take on implementation and future planning throughout the project process. Ensure the process itself is understood by stakeholders as a technical output.
- Developing implementation strategies that take into account



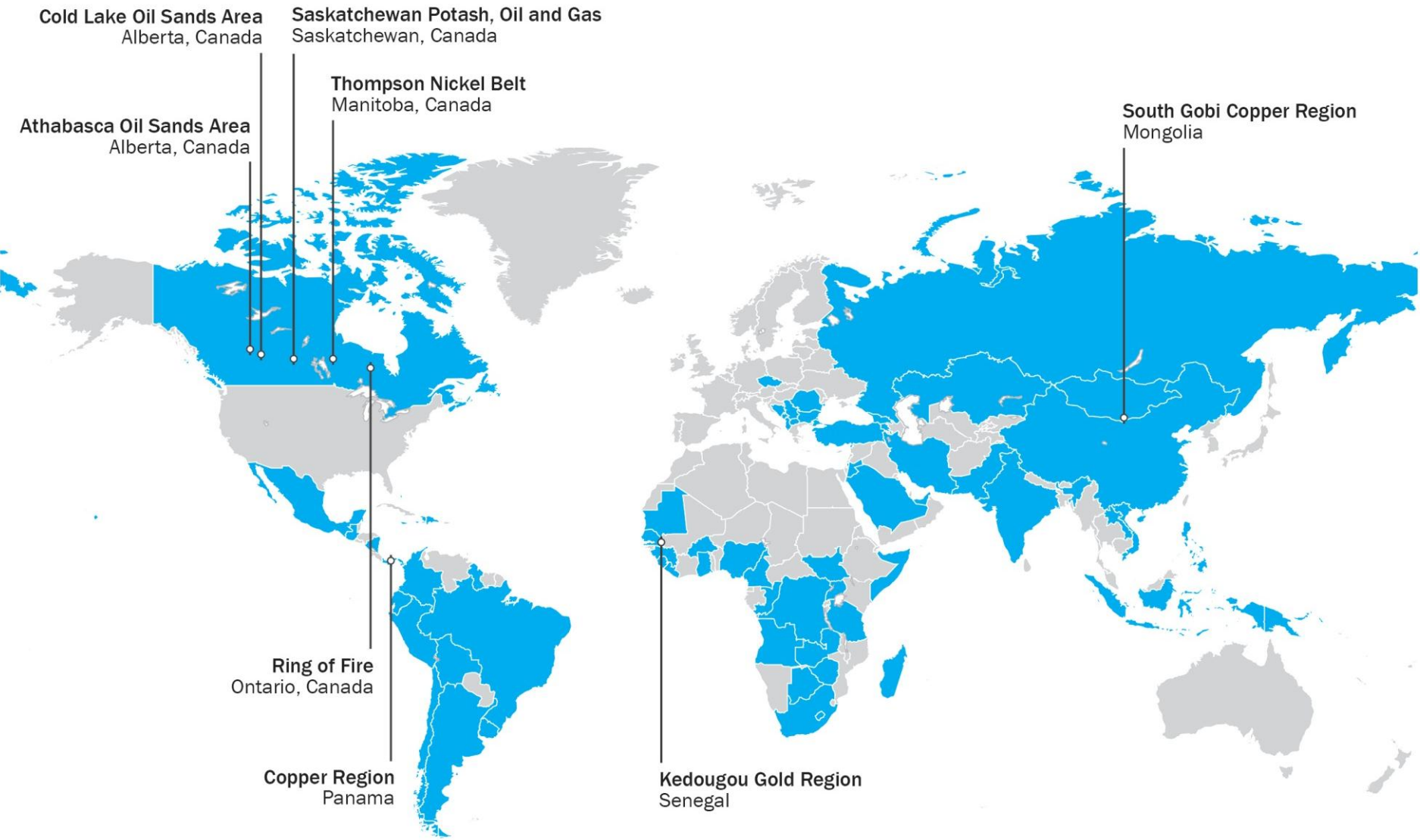
Establishing partnerships for implementation

- Carrying the stakeholder relationships and trust developed through the engagement process into implementation with a few 'quick wins'
- Establishing the next phase of local engagement and relationship-building processes while facilitation support is still available to ensure a smooth transition
- Successful stakeholder partnerships can reduce dependence on government and large industrial partners for implementation



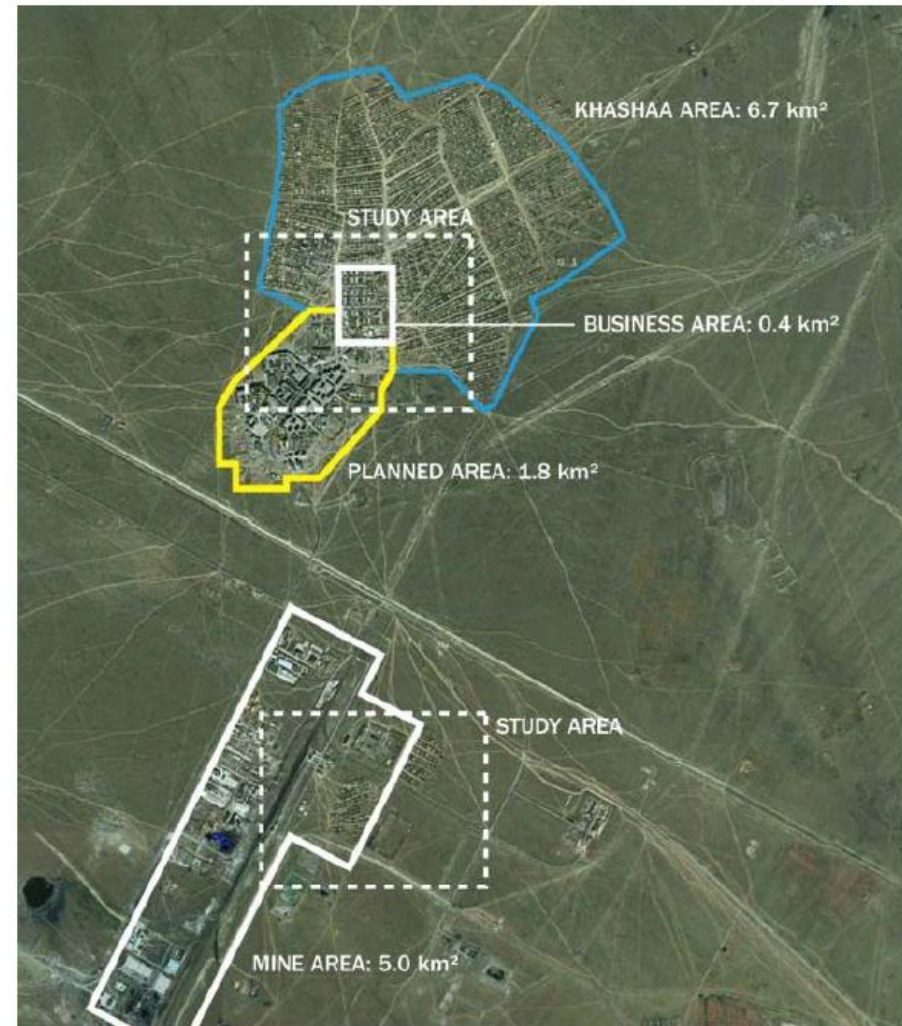


4. Benefits of regional planning in resource regions



Benefits of Regional Planning

- Clarify roles and responsibilities
- Create a shared vision
- Come to a common understanding of land use issues
- Provide a basis for community dialogue
- Anticipate growth-related challenges
- Align priorities and find efficiencies



Typical Outcomes

Moving From



- STAKEHOLDERS DISENGAGED FROM ONE ANOTHER / DISTRUSTFUL
- REACTIVE AND UNCOORDINATED RESPONSES TO LONG-TERM CHALLENGES
- CULTURE OF 'FIRE FIGHTING' AND MOVING FROM CRISIS TO CRISIS
- SHORT-SIGHTED / PASSIVE APPROACH TO MANAGING ECONOMIC UNCERTAINTY
- LIMITED UNDERSTANDING OF THE LINK BETWEEN LAND USE AND ECONOMIC DEVELOPMENT / SUSTAINABLE PROJECT IMPLEMENTATION
- STAKEHOLDERS' PERCEPTION OF INDUSTRY AS RESPONSIBLE FOR PROJECT FUNDING AND ACTION

Moving Toward



- STAKEHOLDERS COMMIT TO A COLLABORATIVE PLANNING PROCESS FOCUSED ON TRUST-BUILDING AND SHARED WINS
- THOROUGH UNDERSTANDING OF BASELINE CONDITIONS AND ADOPTED STRATEGIC VISION ENABLE PROACTIVE AND COORDINATED RESPONSES
- MULTI-PRONGED, LONG-TERM APPROACH TO PLANNING
- OWNERSHIP AND IMPLEMENTATION OF PLANS AND BEST PRACTICE
- STAKEHOLDERS SEE INDUSTRY AS AN EQUAL PARTNER IN THE PROCESS AND EXPECT CONTINUED PARTNERSHIP

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Thank You
Questions?

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