

City of Fort St. John

Site C Clean Energy Project – Position Paper



FORT ST. JOHN

The Energetic City

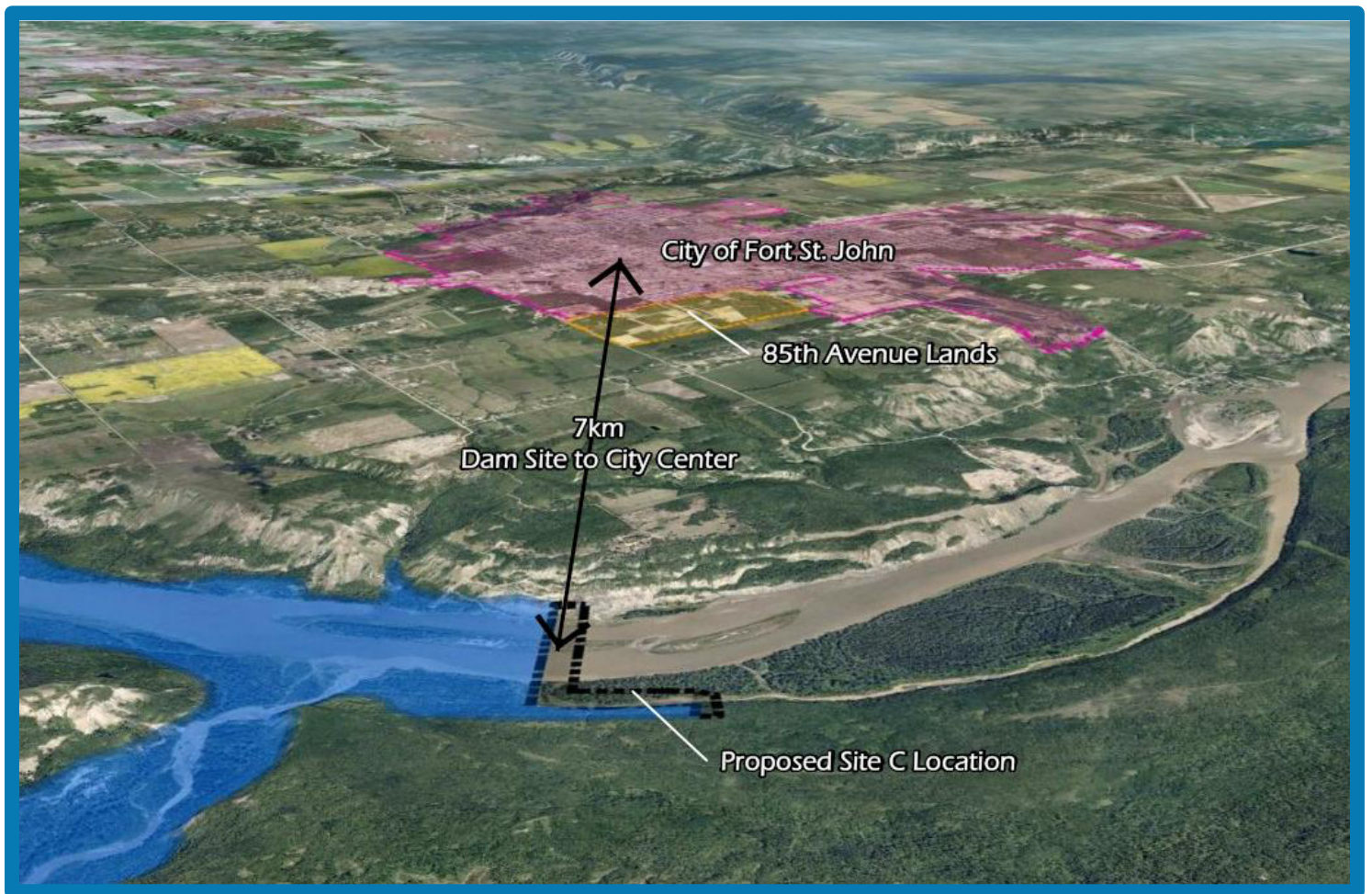


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1.0 Introduction

The proposed Site C Clean Energy Project (Site C) will have wide implications for the Province of British Columbia, for our neighbours in Alberta and the Northwest Territories, and for the communities of the Peace River Region. The importance of Site C in meeting British Columbia’s future domestic and industrial power needs is fully acknowledged by the Council of the City of Fort St. John (Council). If approved, the proposed Site C dam will be closely situated (seven km) to the City of Fort St. John (City) and will have significant impacts on our community. Because of this, Council recognizes that it must balance the interests of B.C. Hydro and the Province with the interests of the community it has been elected to represent. Through discussions with B.C. Hydro, Council has become better acquainted with Site C and its potential impacts on the City. In response to these discussions, Council has established a number of principles and positions related to Site C and wish to communicate these in the assessment process to ensure that they are properly considered by B.C. Hydro in the design of the project as well as in the formulation of mitigation and compensation strategies.

Council has consulted extensively with its citizens as well as other groups and organizations within the community in developing its strategy on Site C.

Council has a special responsibility to take a proactive role in ensuring that the interests of the City are protected and promoted. For this reason, the City requires B.C. Hydro to fully address the principles and positions identified in this document.

2.0 Community Support for Council’s Strategy Regarding Site C

Council has consulted extensively with its citizens as well as other groups and organizations within the community in developing its strategy on Site C. The City has also consulted with other local governments in the Peace Region and First Nations groups to identify issues of mutual interest and concern related to the project. Council is confident that principles and positions set out in this document have the full support of its citizens and the organizations within the community. It is also confident that some of the issues presented here are also shared by other local governments and First Nations.



2.1 Council’s Principles and Positions Are Rooted in Its OCP and Strategic Plan

The principles and positions set out in this document have their origin in the vision, principles, objectives and policies set out in the recently adopted Official Community Plan (OCP), the City’s strategic plan and “Vision 20/20” process. The process for preparing both the OCP and Vision 20/20 involved extensive community consultation and enabled Council to establish a clear and shared vision for the community.

Council’s vision for the community is based on two fundamental community values: 1) establishing a high quality of life, and 2) ensuring community well-being both in the present and future. The community’s vision can be summarized as establishing a community where “nature lives, businesses prosper and families flourish”. Industrial development and dealing with the impacts of such development are not new for the City. It has experienced numerous boom and bust cycles in its past that have had major negative impacts on the City. Council is committed to ensuring the past does not repeat itself and that any industrial or resource development near our City benefits our community over the long-term.



In achieving its vision, Council has established a number of objectives as a basis for evaluating future industrial developments such as Site C. These objectives include:

- Ensuring economic development that is sustainable, providing for increased diversification and stability;
- Ensuring that future development can be supported without major impacts on the region’s natural environment;
- Developing a socially inclusive community that emphasizes social equality and participation of diverse and disadvantaged populations; and
- Ensuring a culturally vital community that fosters and celebrates traditions, heritage and arts.

Council’s vision for the community is based on fundamental community values.

2.2 Council’s Positions Are Supported as Evident by the Community Engagement Process

The City’s OCP, Vision 20/20 and strategic plan provide a solid base for Council in developing a reference point for the evaluation of Site C. At the same time, Mayor and Council recognized that a critical ingredient in ensuring its principles and positions accurately reflect the best interests of the City was to create an opportunity for meaningful dialogue and input from community members. It decided to engage the citizens and organizations of the community in the process of defining its principles and positions. Council authorized and carried out an extensive community consultation process during the summer of 2012 to ensure that that its principles and positions related to Site C were supported by the community as a whole. Mayor and Council undertook a number of activities to inform and engage the community, including:

The outcome of the consultation process confirmed the community’s support for the principles and positions proposed by Council.

- A community briefing paper entitled “Let’s Talk Site C” that described Council’s preliminary principles and positions on the project (over 1,000 copies were distributed and an electronic copy was available online).
- Pre-consultation meetings with senior B.C. Hydro representatives to describe the proposed process as well as present Council’s interests and objectives.
- Let’s Talk Site C Consultation Website and Community Survey, which provided information and allowed community members to discuss the issues and provide their views (over 1,100 unique views; 85 survey responses).
- Two videos, one which encouraged community participation while the other outlined the interests and positions Council was proposing (approximately 150 views).
- Community meetings and gatherings including “Play at the Park”, coffee shop gatherings, Chamber luncheon and meetings with various other community groups, organizations and individuals.
- Active use of social media including Facebook and Twitter to provide updates and undertake a Facebook poll throughout the engagement process.

The outcome of the consultation process confirmed the community’s support for the principles and positions proposed by Council. Council is committed to continuing the process of consulting with the community’s citizens and organizations on Site C to ensure that it is fully representing the community’s interests. Council also intends to continue its consultation activities with other local governments and First Nations, including the Treaty 8 Tribal Association, in order to identify and address issues of mutual interest and concern.



3.0 Council Intends to Follow Internationally Accepted Protocols for the Assessment of Hydro Dam Impacts

Council wants to be confident that the current process will result in a comprehensive and balanced evaluation of Site C in which the objectives of impacted communities will be adequately considered. Accordingly, the City intends to approach the evaluation of Site C on the basis of international best practices as reflected in the work of the World Commission on Dams and the International Hydropower Association in its Hydropower Sustainability Assessment Protocol. The work of the World Commission on Dams and the International Hydropower Authority suggest that large dams have generally not provided the benefits predicted while the negative impacts have been greater than anticipated. The work of both the World Commission on Dams and the International Hydropower Authority has resulted in the development of an evaluative framework and protocol that provides a more equitable balance between the interests of the proponents of a project and those impacted by it. The evaluative framework and protocol encourages a more collaborative approach to the design of hydroelectric projects and proposes a more equitable sharing of benefits with a greater emphasis on the long-term sustainability of the project and the impacted communities.



Council, in its evaluation of Site C, will need confirmation that the City will be better off in the long-term as a result of Site C.

In Canada, both Manitoba Hydro and Quebec Hydro are members of the International Hydropower Association. While B.C. Hydro is not a member, it has been recognized by the International Hydropower Association for the Arrow Lakes Generating Station, part of the Columbia Basin River Trust. The City believes that the approach of the World Commission on Dams and International Hydropower Authority should be adopted by B.C. Hydro and applied to Site C to create a legacy that showcases international best practices, results in a fair evaluation and provides an equitable sharing of benefits.

4.0 Adopted Principles of Council on Site C

Council, in its evaluation of Site C, will need confirmation that the City will be better off in the long-term as a result of Site C. This will require formal agreements to ensure that the agreed upon benefits are in fact provided. Council has established four foundational principles that enhance the prospect of enabling the community to benefit from Site C in the long term.

The principles are foundational in that they establish the basis for addressing project impacts as well as ensuring that the project provides benefits that are in keeping with Council’s long-term vision for the community. Council will look to these principles to guide its decision-making and actions on matters concerning Site C. They are as follows:

1. Council will maintain its legitimate authority to make decisions concerning the future of the community.
2. The City’s long-term plans for the community will be enhanced through Site C.
3. Financial impacts on the City associated with the construction or operation of Site C will be borne by B.C. Hydro and the Province of B.C., not existing or future tax payers of the City
4. The project must provide benefits to the community consistent with the City’s vision for the development of a sustainable community.

These principles provide the foundation for the various positions discussed in the subsequent sections.

5.0 Overarching Positions of Council

5.1 All Land Containing Staging Areas, Camp Facilities and the Powerhouse Must be Included Within City Boundaries

The City requires all staging areas located near the existing boundaries of the City, the major work camp(s), and the powerhouse to be included within City boundaries. This enables the City to generate some of the revenue required to address project impacts and to realize benefits associated with the project. Inclusion of these lands and proposed facilities within the boundaries will also enable the City to ensure that these are developed and subsequently re-developed consistent with City objectives, policies and standards. B.C. Hydro would initiate this by making a formal request to the City that their lands be included within City boundaries before the project is approved and construction activity begins.

5.2 There is a Need for Greater Collaboration, Coordination and Joint Decision-Making on Key Components of the Project

The potential impacts of Site C are wide ranging and complex, requiring considerable collaboration between the City and B.C. Hydro. Collaboration between the City and B.C. Hydro needs to occur at a level that allows the key issues of the City to be properly addressed and given appropriate weight by B.C. Hydro. As Site C will be situated a mere seven km from the City, it is imperative that the City has a strong voice and that B.C. Hydro agrees to a new approach to working with the City. This approach must incorporate more effective communication, increased collaboration and joint decision-making on issues that directly affect the City.



B.C. Hydro has recognized that the City has a right to be directly involved in the preparation of assessments and plans to address the impacts of Site C and therefore must be prepared to work with the City to develop a closer and more collaborative relationship. Such a relationship will be critical in order to carry out the additional studies and assessments required to identify potential impacts and to develop strategies to address the impacts.

Council is committed to ensuring its legitimate authority to set community priorities and make unfettered funding decisions.

The City is only prepared to accept the findings and conclusions of impact assessments if it has been involved in the preparation and approval of the terms of reference and has reviewed and signed off on the reports. City approval will be required for the implementation of B.C. Hydro's plans, particularly in areas such as transportation, housing, and other areas falling within the City's jurisdiction. The inclusion of Site C facilities within the City's boundary will serve to increase the level of collaboration and provide the City with the ability to take an active part in decisions concerning its future.

The City also requires B.C. Hydro to work more collaboratively with key agencies such as School District No. 60, the Northern Health Authority, the RCMP and the not-for-profit sector to ensure that adequate health, education, policing and social services are available during both the construction and operation phases.

5.3 B.C. Hydro Must Provide an Adequate, Predictable and Sustainable Source of Funding to the City in Order to Address Impacts and Provide for Community Benefits

Council requires an adequate predictable and sustainable source of funding from B.C. Hydro to address impacts during both the construction and operation phases of the project. This must be set out in a formal agreement between the City and B.C. Hydro. Council also wishes to receive funding to provide longer term benefits to the City. The provision of benefits is not to be confused with funding required to address impacts. Some of these benefits will be shared by B.C. Hydro, the City, the Peace Region and the Province of B.C., while others may only benefit the City. The provision of benefits may not rest solely with B.C. Hydro but may also require investments by the Province of B.C. to take advantage of economic opportunities that are created by the development of Site C.

Council is committed to ensuring its legitimate authority to set community priorities and make unfettered funding decisions is maintained during this or any other industrial development that affects the City. As a result, the City will not accept project by project funding where B.C. Hydro, rather than the City, determines which projects are to be funded or not. During the construction phase of the project, it is Council's position that an adequate and predictable level of funding must be provided by B.C. Hydro to address all of the identified impacts associated with the project and provide benefits to ensure a sustainable community in the future. The mechanisms for generating such funding could include permit fees and other municipal charges in addition to annual payments in lieu of taxes sufficient to address projected impacts.

An annual payment in lieu of taxes is entirely consistent with the precedent established by B.C. Hydro in the Peace River Region (e.g. District of Hudson’s Hope and Peace River Regional District) as well as B.C. Hydro’s policy and practice in other parts of the province.

5.4 Council Will Require the Establishment of a Monitoring Program to Identify and Address Any Unforeseen Impacts and Issues

It is Council’s requirement that B.C. Hydro implement and fund a mutually agreed upon monitoring program, including a dispute resolution mechanism. The monitoring program would be established prior to the construction of Site C and would be in operation during both the construction and operations phases of the project. This is to ensure that the agreement referred to in Section 5.5 below is adhered to as well as to identify and address any unforeseen impacts during both the construction and operations phases of the project. The monitoring program will be administered by an independent commission that takes into consideration the City’s voice and role in the program, and that will have binding authority to require B.C. Hydro to address unforeseen impacts and comply with all agreements.



5.5 Council Will Require B.C. Hydro to Enter Formal Agreements Incorporating all Commitments Made to Address Impacts and Share Project Benefits

The City will require B.C. Hydro to enter into legally binding agreements incorporating all commitments made by B.C. Hydro in addressing impacts and providing benefits. These agreements will be made a condition of the City approvals provided to B.C. Hydro for Site C. It is important to note that this requirement received some of the highest support from community members during the engagement process.

6.0 Council Positions Related to Specific Aspects of Site C

The proposed scale and scope of Site C will result in numerous impacts on the City particularly during the construction phase of the project. The impacts on the community can be greatly reduced through the design of Site C and through well-developed measures to avoid and mitigate the impacts. In addition to addressing

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the impacts, the community must also benefit from Site C to ensure that it can develop in a sustainable manner. This section provides an overview of specific positions related to Site C.

6.1 Economic Development Opportunities for the Community Must be Optimized

An important objective of Council is to establish a vibrant, diversified and sustainable economy in the City. This is born out of its vision for the community as well as the objectives and policies contained in its adopted plans.

Site C must contribute to the achievement of this objective.

The City requires B.C. Hydro to establish policies and take initiatives that optimize the economic benefits to the community during both the construction and operations phases of the project. Specific requirements are as follows.

Maximizing Local Hires and Training of Local Workforce

B.C. Hydro and its contractors are required to implement a local hire policy in order to maximize the number of local hires and undertake training programs to develop a highly trained workforce. This may require B.C. Hydro to work with Northern Lights College and other vocational and technical institutions to establish trades training programs in advance of the construction of the project.



Local Procurement of Goods and Services

The City requires B.C. Hydro and its contractors to develop and implement a local procurement policy whereby required goods and services are purchased locally to the greatest extent possible. Initiatives must be taken by B.C. Hydro in advance of construction to enable the local business community to understand B.C. Hydro procurement policies and its needs for goods and services during the construction phase. A procurement office must be established in Fort St. John by B.C. Hydro.

Enhancement of the City as B.C.'s Energy Capital

An important objective of Council is the enhancement of Fort St. John as B.C.'s Energy Capital. In addition to being the premier service and training centre to B.C.'s oil and gas industry, the City has a broader objective to expand its role as a centre for training, innovation and research in the energy field. Site C offers numerous opportunities that will contribute to achieving this objective. Council intends to work with B.C. Hydro to identify opportunities that are of mutual benefit. This will require partnerships through agreements with Northern Lights College, the University of Northern B.C., B.C. Hydro, senior levels of government and the private sector.

Establishment of a Regional Benefit Agreement

Consistent with the precedent established by the creation of the Columbia Basin Trust, the City and other local governments in the Peace Region believe that a Regional Benefit Agreement must be established to recognize and address past impacts associated with the hydroelectric developments in the region. B.C. Hydro must establish a fund that would support long-term sustainable economic development within the region, in line with the approach of the International Hydropower Association.

6.2 Housing of the Workforce and Work Camps

An important objective of Council is to ensure a safe and healthy community during both the construction and operations phases of Site C. This requires the interface between the camp and community to be addressed. B.C. Hydro must house the construction workforce in the community to the greatest extent possible without disrupting the local housing market. The City also wishes to ensure that the operations workforce permanently resides within the community. The monitoring of housing supply and demand as well as impacts on the local housing market must be an important aspect of the monitoring program referenced above.

Council’s position is that one camp should be developed and that this camp must be located on the north side of the Peace River and incorporated within City boundaries. This will minimize the environmental footprint associated with camp development. As the proposed size of the camp represents approximately 10 % of the City’s population, the camp must be serviced by the City consistent with its standards. Extension of City services to the camp will also benefit parcels located between the camp and the City’s existing boundary, some of which have been identified for future industrial development. City services include extension of the City’s water, sanitary and storm sewer systems. Other City services may require expansion and/or upgrading, including:



- Emergency services including police and fire protection;
- Transportation services, including the upgrading of existing roads and the development of new roads as well as increased road maintenance; and
- Other city services, such as planning and engineering, and environmental health.

Furthermore, the lands containing the facilities must be rehabilitated to ensure their beneficial use once the camp is no longer required.

Adopting the “Workers Living Locally” Strategy

The housing of the Site C construction workforce is perhaps the most important single issue facing B.C. Hydro and the City. To the greatest extent possible, Council requires construction workers such as B.C. Hydro staff, trades employees and employees on contracts of two years or longer to reside in the community rather than in camps. B.C. Hydro has the ability to greatly influence where its construction workforce will be housed.

The housing of the Site C construction workforce is perhaps the most important single issue facing B.C. Hydro and the City.

Council also requires that B.C. Hydro and its contractors adopt and implement policies that maximize local hires, establish longer-term contracts through “bundling” of contracts and to provide housing incentives to longer-term workers.

In addition, Council requires B.C. Hydro to work in partnership with the City in order to develop innovative forms of in-community housing to accommodate the construction and operations workforce. The development of housing should “showcase” energy efficiency and conservation as well as other green technologies and sustainable design principles. In providing in-community housing, B.C. Hydro must avoid major disruptions to the local housing market during the construction phase of Site C. Following completion of the project, surplus housing must be made available to the public.

Management of the Camp

An important objective of Council is that the camp is well managed and provided with a range of recreation and other services to reduce the potential negative impact on City services and the community in general. Council requires B.C. Hydro to design worker shifts in a manner that encourages a safe, secure and healthy workforce and that supports strong families in both the home and host communities. Shifts for local workers should be designed to enable daily commuting. Council also requires B.C. Hydro to have effective security measures in place and to establish a liaison position that would be the key contact between the camp and community.

Once construction is complete, Council requires B.C. Hydro to provide the City with the right of first refusal for the lands containing the camp in order to provide for the development of the site for uses that contribute to the long-term economic development of the City. Future uses that will be considered following the construction may include an energy innovation and interpretation centre that enhances the City’s role as B.C.’s Energy Capital, tourism facilities, and a recreation vehicle park.

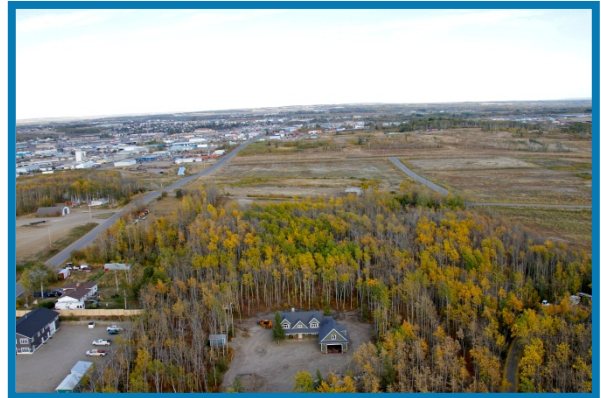
6.3 Development and Ultimate Use of Proposed Staging Areas

Council requires that lands designed for future industrial use and inclusion within the City’s boundaries are adequately serviced and reclaimed to enable their ultimate use for industrial purposes. It is the position of the City that all sites proposed as construction staging areas, including the 85th Avenue site, must be developed and serviced to City standards with the potential for such sites to be ultimately developed to industrial uses that contribute to the long-term economic development of the City. The City requires that it be given the right of first

refusal once these sites are no longer required following completion of construction in order to provide for the development of such sites to their ultimate use.

6.4 Improvements to Transportation in the Region

Both B.C. Hydro and the communities in the region will greatly benefit from improvements to transportation infrastructure proposed by B.C. Hydro. B.C. Hydro is committed to upgrading the Jackfish Lake Road to enable construction workers to access the dam site from the District of Chetwynd through the development of a park-and-ride system. Council requires that B.C. Hydro and the Provincial Government construct the Jackfish Lake Road, including the proposed project access road, to a rural provincial highway standard and to maintain the road as a provincial public road after construction of Site C is complete.



B.C. Hydro originally proposed the construction of a two lane bridge across the Peace River to connect the south and north banks near the proposed dam site to enable access through the worksite. B.C. Hydro has since removed the bridge from its plans. Council believes that the development of a bridge would have had major long-term social and economic benefits for the region as a whole. Council requires the Province and B.C. Hydro to engage with the region in further discussions on this issue.

Both B.C. Hydro and the communities in the region will greatly benefit from improvements to transportation infrastructure .

A considerable number of construction workers will commute by air to the North Peace Regional Airport from other parts of the province and beyond. The infrastructure and environmental impacts that this will have on the airport and local travelers must be addressed. Council requires an assessment be undertaken to identify the impacts of Site C on the North Peace Regional Airport and requires B.C. Hydro to pay for any required improvements to accommodate project related increases in air traffic and passenger volumes.

The City recognizes that not all costs associated with the development of Site C related transportation infrastructure such as the bridge should be borne by B.C. Hydro, but that some investments may also be required by the provincial government.

6.5 Requirement for Basin-Wide Assessment For the Peace River Basin

Site C will be the third hydro-electric project on the Peace River. Impacts related to the W.A.C. Bennett Dam and the Peace Canyon Dam were never fully assessed and addressed. Council, together with other local governments and First Nations, requires B.C. Hydro to prepare an assessment and development plan for the entire Peace River Basin. Such a plan would address the outstanding environmental and socio economic issues

related to the first two dams and provide a broader context for addressing the impacts of Site C. Communities impacted by the plan must be given opportunity to participate in the preparation of the plan and must be dealt with fairly. The Regional Benefit Agreement, proposed earlier in this document, would provide one of the means for making investments in the environmental, economic and social sustainability of the basin.

6.6 Development and Implementation of a Master Plan for the Site C Reservoir

The creation of the Site C reservoir provides benefits to the region for recreation, future economic development as well as providing a potential secondary water source for the City. The City requires B.C. Hydro to prepare a master plan for the development and operation of the reservoir, which will address:

- Potential recreational opportunities including boat launch facilities, marinas, swimming beaches and other related facilities;
- Economic development opportunities such as recreation vehicle parks and interpretive facilities; and
- The development of a secondary water source for the City.

The master plan must be consistent with the overall basin plan proposed above and would address:

- Navigation requirements;
- Reduction in the fluctuation of water levels; and
- Protection of the environment.

These principles and positions have been arrived at carefully, based on the information received from B.C. Hydro as well as extensive consultations.

7.0 Conclusion

This document has set out the principles and positions of Council that relate to Site C. These principles and positions have been arrived at carefully, based on the information received from B.C. Hydro as well as the extensive consultations that Council has carried out with its citizens, community organizations, other local governments and First Nations. Council’s position is that major changes need to take place in how B.C. Hydro has been working with the City.

Council proposes a way forward in dealing with the City’s principles and positions.

7.1 Next Steps

Council requires a process to be designed that enables the City and B.C. Hydro to work together in a more positive and collaborative manner to address the range of community



issues associated with Site C. There is also a need to broaden the discussion to include community organizations and agencies such as School District No. 60, the Northern Health Authority, the RCMP and local non-profit organizations. It is Council's understanding that B.C. Hydro is also interested in enhancing both the level and quality of communication with the City.

Council has considered how a process to increase the level of collaboration and joint planning might be structured and implemented. It proposes the following.

Establishment of City - B.C. Hydro Joint Planning Committee

As many of the City's issues and positions related to Site C are policy matters, the involvement of Council and senior officials of B.C. Hydro will be required. Council proposes that the City and B.C. Hydro establish a Joint Planning Committee consisting of the Mayor and two members of Council, the City Manager and three senior officials of B.C. Hydro to begin the process of addressing the positions and issues of the City as well as those of B.C. Hydro. The City believes that there is a role for the Peace River Regional District to be represented on this committee for issues of mutual concern. This committee would not usurp the authority of Council or the Board of Directors of B.C. Hydro but would focus on developing recommendations on the identified issues. These recommendations would then be forwarded to Council and senior officials of B.C. Hydro for consideration and ratification. This committee would be supported by a technical committee consisting of B.C. Hydro Site C project staff and senior staff of the City.



The mandate of the Joint Planning Committee would be to:

- Meet regularly to carry out its mandate;
- Identify the scope and nature of the issues and positions to be addressed by the committee and to establish meeting agendas to address the issues (it is proposed that the City's Position Paper provide the initial basis for discussions);
- Direct that reports, research, assessments and analysis of the issues be carried out by B.C. Hydro, the City or jointly under the direction of the Technical Committee (described below);
- Receive and review reports and recommendations from the Technical Committee on the issues and positions being addressed;
- Consult with Provincial and Federal elected officials as required to address policy and planning issues that impact on provincial and federal jurisdiction;
- Ratify draft policies and plans to address the issues, positions and community benefits; and
- Present recommendations to City Council and the senior executive staff or Board of Directors of B.C. Hydro for consideration and ratification.

Once recommendations have been ratified, they would form the basis of the formal agreements referred to in Section 5.5 of this position paper.

Establishment of Technical Committee

A Technical Committee would be established to provide recommendations and advice to the Joint Planning Committee on the identified issues and positions. The Technical Committee would have a core membership of three B.C. Hydro Site C project staff and three City representatives. Representatives of other community organizations and agencies such as the Peace River Regional District, School District No. 60, the Northern Health Authority, the RCMP, provincial and federal agencies providing community services and non-profit organizations would be consulted and invited to attend meetings that address their specific mandates or interests.

The mandate of the technical committee would be as follows:

- Advise the Joint Planning Committee on City issues and benefits;
- Identify studies, assessments and analysis to be carried out to address issues and positions related to Site C;
- Oversee the preparation of terms of reference for additional consulting work initiated by B.C. Hydro, the City or jointly in reference to Site C;
- Review the work of consultants;
- Meet and consult with community organizations, such as School District No. 60, provincial and federal government agencies and community based non-profit organizations to identify issues and to review draft policies and plans to address issues and positions;
- Prepare reports and recommendations to the Joint Planning Committee on draft policies and plans to address issues, policies and community benefits; and,
- Meet regularly with the Joint Planning Committee to present reports and recommendations.



It is Council's view that the work of the committee would begin on January 1, 2013 and will be completed by August 1, 2013.

Preparation and Ratification of a Memorandum of Understanding to Establish Broad Principles and Processes for Working Together

Council requests that B.C. Hydro meet with the City to consider the above described process and either ratify it or amend it. Council also requests that B.C. Hydro enter into a memorandum of understanding (MOU) which commits the two organizations to working together based on a mutually agreed upon process and structure. It is proposed that this MOU be ratified by December 14, 2012 to enable the recommended process and structure to be implemented on January 1, 2013. The proposed MOU would address the following:

- Set out the principles that would guide the development of the process and structure as well as the ultimate outcomes related to Site C;
- Establish the process and structure to enable the City and B.C. Hydro to communicate more frequently and effectively as well as collaborate in addressing the issues and positions;
- Identify the key issues and positions to be addressed by the Joint Planning Committee;
- Establish the source of funding for the process; and
- Establish a timeframe and schedule for addressing the issues and positions.

If the approach outlined above is adopted, Council believes that the principles and positions described in this document will be given proper consideration.

While the City fully understands the need for Site C, it must first and foremost be proactive in protecting and promoting the interests of its citizens, and ensure that the City is better off in the long term with Site C.

While the City fully understands the need for Site C, it must first and foremost be proactive in protecting and promoting the interests of its citizens.



Appendix A: Let's Talk Site C Brochure

Let's Talk Site C

Taking a proactive approach to protecting and promoting the best interests of our community



Energetic City Residents, Entrepreneurs, & Volunteers,

Through the many opportunities for consultation with the community over the past several years, you told us to focus on creating a community "where nature lives, families flourish and businesses prosper." That has become our compass bearing for the future of the Energetic City throughout several strategic documents, including our Official Community Plan.

Moving forward, we find in our path the potential Site C dam. It is clear that with a project of this magnitude only 7 km from our downtown that we will be the community most impacted should it be approved. I must ask you again to join in the dialogue to discuss how this project will impact our community and how we should prepare.

This document lays out some thoughts as the basis for discussion moving forward. Council will initiate and host these discussions in a desire to be proactive, to ensure that we protect our community from negative impacts, and to set high standards for the project proponents.

Over the next few months we will ask you to reflect on the project and how it could impact your quality of life, your work, your business, the services within the community and the community as a whole.

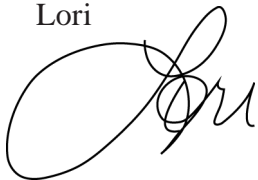
Lastly, we will ask you what you would see as a benefit to the community and region from this project. Even though it is referred to as a "project", it will impact the "life of our community."

Together we can bring forward a comprehensive document that will ensure our community remains strong and resilient if the Site C dam is approved.

I encourage you to become part of the dialogue. Stay tuned to our website, Facebook page and Twitter feed for more information.

Warmest regards,

Lori



Lori Ackerman
Mayor



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Taking a Proactive Approach



Photo: City of Fort St. John

The proposed Site C Clean Energy Project has been top of mind in our community for many years. For quite some time now, City Council and Staff have been **learning** about the proposed project. We have been **meeting** with BC Hydro, **reviewing** numerous studies and reports, and conducting our own research. We have been **talking** with community members who represent a **diversity of perspectives**. We have also been discussing the issues with other municipalities. Our goal has been to understand and assess the potential impacts the Site C project would have on our community.

Mayor and Council believe it is time now to take a **coordinated** and **proactive approach** to representing our community's interests and assist BC Hydro and the Provincial and Federal Governments in their assessment and decision-making process. This fall, Mayor and Council intend to present a **position paper** to BC Hydro and the Provincial and Federal Governments outlining the City's interests and objectives that we believe will be critical to protect if the Site C project is approved. We believe the document will be an important tool in helping the decision-makers to identify and address key areas of concern for our community. Mayor and Council will be looking for **community input** to help develop the position paper.

Protecting and promoting our community's interests if the project is approved

The decision to approve Site C resides with the Provincial and Federal Governments, not with local municipalities.

In fact, the City of Fort St. John neither supports nor opposes the proposed Site C project.

As the municipality that would be most impacted, the City carries a special responsibility to take a proactive role in ensuring community interests are protected. Council also does not believe that BC Hydro is fully considering the City's comments and concerns or giving appropriate weight to them in designing the project.

As Mayor and Council, we intend to represent the community's interests and use all of our influence and jurisdiction to ensure they are protected.



Photo: City of Fort St. John



Photos: City of Fort St. John

Consulting With the Community

Council recognizes that the City has already engaged the public in significant consultation on matters of community direction, goals and objectives. We are using the City's Vision 20/20, Official Community Plan and Strategic Plan as a guide for **evaluating** the community's needs and interests when it comes to Site C. We have also been doing a lot of **listening** to community members and plan to do more. Mayor and Council are committed to consulting with the com-

munity during the process of developing the interests and objectives to ensure they truly represent the needs of the community as a whole. We will also be considering the needs of our **neighbours** and others potentially impacted by this project. We know it may not be possible to incorporate all views into our stated objectives, but we are **committed** to focusing on what is best, overall, for the City of Fort St. John in the short- and long-term.

Through our work on Site C and in talking with many

community members, Council has already identified a number of interests and objectives that we believe will be critical to **promote and protect**. They are presented here in draft format to encourage **dialogue** within our community. We hope you will carefully consider these interests and objectives and then add **your voice** to the discussion. We're looking for your help to ensure that the position paper we present to BC Hydro and the Province accurately reflects what's best for our community.

As the municipality that would be most impacted by Site C, Fort St. John's views and interests should be given appropriate weight

If approved, Site C will be the third dam and hydroelectric generating station on the Peace River. It will have short-term consequences for our community during construction and will **forever alter future life** in Fort St. John. While Site C will impact the region as a whole, the City and the rural areas immediately adjacent to it will be impacted the most. For that reason, we believe the City's views, concerns and positions of the City and its residents should be given the **utmost attention** and weight they deserve by the decision-makers.

As a community, we've worked hard to set a direction and work toward goals that we believe will help Fort St. John move forward – to be a better place tomorrow than it is today. If the Site C project is approved, we will expect to see **tangible benefits** that align with our community's goals to:

- Create a vibrant and diversified economy
- Facilitate and maintain a safe and healthy community
- Implement planned and sustainable practices



Photo: City of Fort St. John

Let's Talk Site C



Photo: City of Fort St. John

The City of Fort St. John will be a catalyst to address regional impacts

While the City will look to represent Fort St. John's objectives in evaluating Site C, we are interested in meeting and **collaborating** with other impacted local governments and First Nations.

We believe that identifying areas of mutual concerns and opportunities will strengthen our ability to advocate for regional interests.

Council will not presume to represent the interests of other communities, but we want to work together to ensure unified positions in situations where we have common goals and interests.



Council intends to communicate Fort St. John's objectives on Site C to ensure they are adequately considered in the design of the proposed project

Council understands that BC Hydro is still in the early stages of designing the project and undertaking the assessments proposed in Stage 3 of the process (Environmental and Regulatory Review). We want to make sure that BC Hydro and the Province of BC fully **understand the issues** that are most important to our community and region. The City will not make a decision on whether to support the project or not until we receive the final design of Site C and a comprehensive description of how impacts to the City and region will be addressed and the nature and value of the benefits the project will deliver.

Council will follow internationally accepted protocols for assessing hydro dam impacts

Council is not confident that the current assessment process BC Hydro is using to evaluate the project adequately considers the objectives and interests of impacted communities. That's why the City intends to evaluate Site C on the basis of **international best practices** developed by the United Nation's World Commission on Dams (WCD) and the International Hydropower Association (IHA) in its Hydropower Sustainability Assessment Protocol.

The work of the WCD and the IHA suggest that large dams have not generally provided the benefits predicted, while the negative impacts have been greater than expected. Based on the work of the WCD and the IHA, an **evaluation framework** and protocol were developed that more fairly balances the interests of the project proponents with the interests of those likely to experience impacts. The protocol encourages a more **collaborative** approach to designing hydroelectric projects and recommends benefits be shared in a more **equitable** way. It also proposes a greater emphasis on the long-term **sustainability** of the project and the communities impacted.

The City believes that BC Hydro should adopt the approach of the WCD and IHA to ensure that its evaluation reflects international best practices and results in fairly evaluating, and more equitably sharing, the benefits if Site C proceeds.



Photos: City of Fort St. John

The City's over arching objective is that Site C must contribute to the **long-term, sustainability** of the community. Site C should not only create short-term benefits by meeting the short-term energy needs of the Province, it must also contribute to achieving the City's long-term objectives to develop in a sustainable manner. Simply put, Council will need confirmation that our **community will be better off** in the long-term as a result of the project than without it.

What follows are the objectives Council is currently **considering requiring** BC Hydro to meet if the proposed Site C project is approved.



Photos: City of Fort St. John

SITE C

SUGGESTED REQUIREMENTS



1

Optimize economic opportunities for the community



2

House the construction workforce in communities

3

Fully service staging areas to benefit economic use after completion of Site C construction



4

Include all staging areas, camp facilities and the dam itself in City boundaries



Photo: City of Fort St. John

1. Optimize economic opportunities for the community

As a City, we want to establish a vibrant, diversified and sustainable economy. Site C may contribute to achieving this goal if it is designed and operated in a way that respects the City's broader plans and policies. The City believes that BC Hydro must establish policies and take actions that enhance the economic benefits to the community during both the construction and operations phases of the project by:

Hiring locally

We believe BC Hydro and its contractors should implement a local hire policy that will maximize the number of local hires during the construction phase of Site C and assist the community to develop a highly trained workforce. This will require BC Hydro to work with Northern Lights College and other vocational and technical institutions to establish trades training programs in advance of construction. We believe this would not only benefit the City, but the region as a whole.

Continuing to develop City as BC's Energy Capital

An important objective for our community is continuing to develop as BC's Energy Capital. In addition to being the premier service and training centre to BC's oil and gas industry, the City would look to expand its role as a centre for training, innovation and research in the energy field. If approved, Site C could offer numerous opportunities to contribute to achieving this objective. It would require partnerships between Northern Lights College, the University of Northern BC, BC Hydro, senior levels of government and the private sector. Council would also work with BC Hydro to identify other opportunities of mutual benefit.

Purchasing local goods & services

The City also believes BC Hydro and its contractors should develop and implement a local procurement policy to ensure goods and services are purchased locally to the greatest extent possible. In advance of construction, BC Hydro would need to ensure the local business community understands its purchasing policies and need for goods and services during the construction phase. BC Hydro would be required to establish a local procurement office.

Establishing a Peace Trust

We believe it is in the best interest of the City of Fort St. John, the residents of the Peace River Basin, and the Peace River Regional District to create a Peace Trust. Funding would be made available through the trust for an investment program that will provide a legacy to the people in the Peace Region. Similar to the Columbia Basin Trust, the Peace Trust would deliver programs and initiatives to support the long-term economic, social and environmental wellbeing of the City and region impacted by the existing W.A.C. Bennett and Peace Canyon dams, and the proposed Site C dam.

2. House the construction workforce in communities to the greatest extent possible – without disrupting the local housing market

Adopt a “Workers Living Locally” strategy

The housing of the Site C construction workforce is perhaps the most important single issue facing BC Hydro and the City of Fort St. John. Council recognizes the need to have a camp during the construction phase for short-term workers. However, to the greatest extent possible, the City believes that BC Hydro should encourage the construction workforce – such as BC Hydro staff, trades employees and other employees – to reside in our communities rather than in camps. This would reduce the number of transient workers and foster a workforce that is committed to living in the Peace Region. BC Hydro has the ability to greatly influence where its construction workforce will be housed. We believe BC Hydro and its contractors should adopt and implement policies that maximize local hires, establish longer term contracts through “bundling” of contracts and provide housing incentives to longer-term workers.

The City also believes BC Hydro should develop innovative forms of in-community housing to accommodate the construction workforce and, eventually, the operations workforce. Housing developed should showcase energy efficiency and conservation as well as other green technologies and sustainable design principles. Avoiding surplus housing is an important objective of the City to guard against major disruptions to the local housing market during the construction phase of Site C. Following completion of the construction phase of the project, surplus housing would be made available to the public through a variety of means.



Photos: City of Fort St. John

Continued on next page

Build one camp, not two

We believe it is in the best interest of the community that BC Hydro creates one camp, rather than two camps. The single camp is best located on the north bank to enable the camp to be serviced by City services consistent with City standards. This will enable any extensions to the City's infrastructure to be developed for the long-term. City services would include extension of the City's water, sanitary and storm sewer systems and solid waste management. Other City services may require expansion and/or upgrading, including:

- Emergency services, including police and fire protection;
- Transportation services, including upgrading existing roads, developing new roads and increasing road maintenance; and
- Other city services, such as planning and engineering, culture and recreation, and environmental health.

How the camp would be managed and serviced is also of great concern to the City to reduce any potential negative impact of the construction workforce on City services and the community in general. We believe BC Hydro should provide, within the camp, facilities for entertainment, recreation and emergencies. The City would also request effective security measures to be taken, such as alcohol and drug testing and restrictions on use of private vehicles during work shifts. Once construction is complete, the City would require BC Hydro to provide the City with the right of first refusal for the lands containing the camp so the City can develop the site for uses that contribute to the community's long-term economic development.



Photo ©iStockphoto.com

3. Fully service staging areas to benefit economic use after completion of Site C construction

Staging areas (locations used to store equipment, resources and materials as well as mobilize personnel) will need to be serviced with water, sewer and solid waste management. The City believes the construction staging areas, including the 85th Avenue site, should be developed and serviced to City standards. Following construction, the City would ask that it receive the first right of refusal to assess the value of these sites to the City's future economic development. The City could then ultimately develop these sites for commercial or industrial uses that contribute to its long-term economic development.



Photos: City of Fort St. John

4. Include all staging areas, camp facilities and the dam itself within City boundaries

The City believes that it should require facilities that are close to the City (such as the staging areas, workforce camp and the dam itself) be included in the City's boundaries. This would ensure these developments can be effectively integrated into the City's infrastructure system (water, sewer, waste management and roads). It will require that BC Hydro make application to the City and the Provincial Government for these boundary extensions before the construction phase of Site C begins. This would enable the camp and staging areas to be developed and subsequently redeveloped consistent with City objectives, policies and standards.



Photo: City of Fort St. John

5

Offset the cost of addressing impacts through payment of a grant in lieu of taxes



6

Enhance the regional transportation system through investments by BC Hydro and the Province



7

Conduct a basin-wide assessment for the Peace River basin



5. Offset the cost of addressing impacts during construction and operation phases through payment of a grant in lieu of taxes

The City of Fort St. John would be the municipality most impacted by the construction and ultimate operation of Site C if it moves forward. Council believes it should expect BC Hydro to provide the City with a mandatory annual grant in lieu of paying taxes to ensure it is sharing costs and contributing to the community it is impacting. The grant would help the City offset increased servicing costs associated with accommodating the construction and operations workforce as well as other impacts.

It would also enable the City to make the required investments to ensure sustainable development in the future. The payment of a grant in lieu is entirely consistent with the precedent established by BC Hydro in the Peace River Region (e.g. District of Hudson's Hope and Peace River Regional District) as well as BC Hydro's policy and practice in other parts of the province.



6. Enhance the regional transportation system through investments by BC Hydro and the Province

Both BC Hydro and the communities of the Peace Region would greatly benefit from improvements to regional transportation infrastructure. BC Hydro indicates it is committed to upgrading the Jackfish Lake Road to enable construction workers to access the dam site from the District of Chetwynd. It is also evident that a considerable percentage of the construction workforce would commute by air from other parts of the province and beyond to the North Peace Regional Airport.

Initially, BC Hydro proposed constructing a bridge across the Peace River to connect the south bank and north bank near the proposed dam site to enable access through the work site. BC Hydro has since revised its plans. Council believes that the development of a two lane bridge would have both short- and long-term benefits for both BC Hydro and the region. The City recognizes the economic and social benefits that would be realized by building the bridge and by enhancing other regional transportation infrastructure. The bridge and transportation infrastructure will not only be required by Site C but for future economic development. The City recognizes that not all costs associated with Site C related to infrastructure should be borne by BC Hydro. Some investments may be required by the Provincial Government.

The City is interested in proposing that:

- BC Hydro and the Provincial Government construct the Jackfish Lake Road consistent with a rural provincial highway standard and maintain it as a public road after the construction of the dam.
- BC Hydro and the Provincial Government construct a permanent two-lane bridge across the Peace River near the dam site to connect the Jackfish Lake Road to the North Peace, providing a secondary crossing of the Peace River.
- BC Hydro conduct an assessment to identify the impacts of Site C on the North Peace Airport and pay for any required improvements to accommodate project related increases in air traffic and passenger volumes.



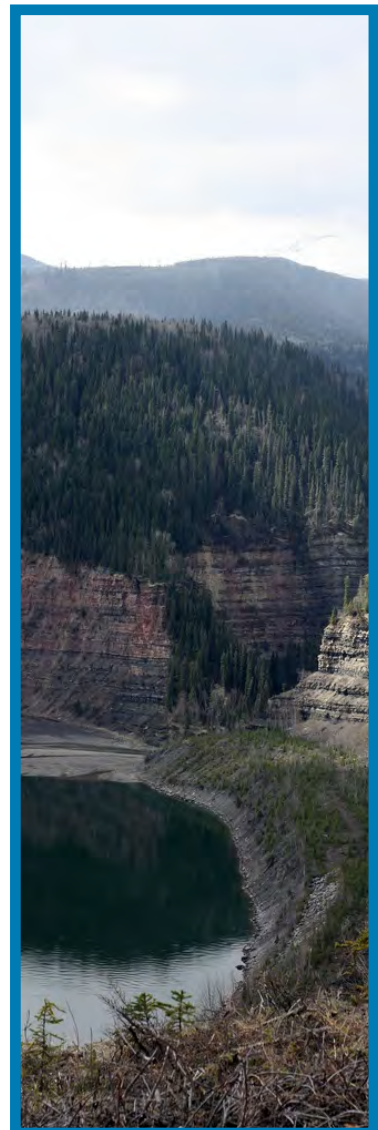
7. Conduct a basin-wide assessment for the Peace River basin

If Site C is approved, it will be the third hydro project on the Peace River. Impacts related to the W.A.C. Bennett Dam and the Peace Canyon Dam were never fully assessed and addressed. Council believes it is important that BC Hydro prepare an assessment and development plan for the entire Peace River Basin.

The plan should address outstanding environmental and socioeconomic issues related to the first two dams and provide a broader context for addressing the impacts of Site C. Communities impacted by the plan must be given opportunity to participate in preparing the plan and must be dealt with fairly. The Peace Trust, proposed on page 10, would provide one of the means for making investments in the environmental, economic and social sustainability of the basin.

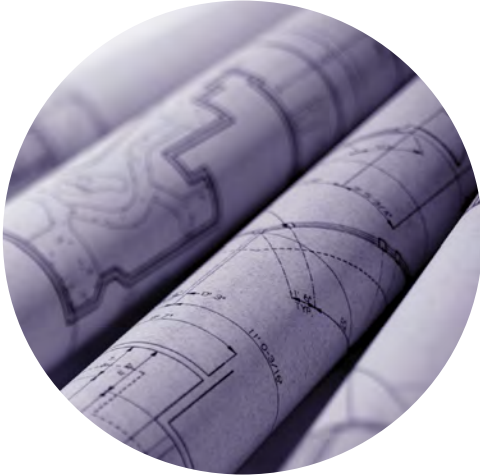


Photos ©flickr.com/Doug D



8

Develop and implement a master plan for the Site C reservoir



9

Improve the project review process



10

Establish a monitoring program to identify and address any unforeseen impacts and issues



11

Enter a formal agreement incorporating all commitments

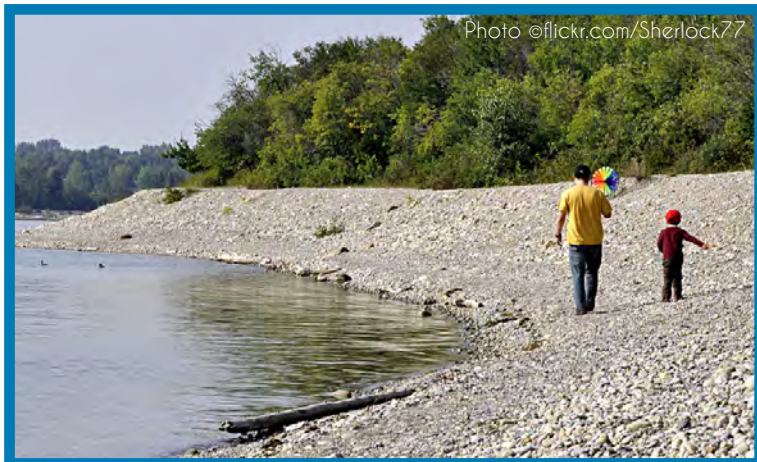
8. Develop and implement a master plan for the Site C reservoir

If approved, the proposed Site C reservoir may provide benefits to the region for recreation and future economic development. It may also provide a secondary water source for the City. The City believes BC Hydro should prepare a master plan for developing and operating the reservoir, which would address:

- Potential recreational opportunities for the residents of the City and region including boat launch facilities, marinas, swimming beaches, RV and day parks, and other related facilities;
- Tourism related uses including recreation vehicle parks, interpretive facilities; and
- Opportunities for the City to develop a secondary water source.

The master plan must be consistent with the overall basin plan proposed above and must address:

- Navigation requirements;
- Reduction in the fluctuation of water levels; and
- Protection of the environment.



9. Improve the project review process

Council strongly urges BC Hydro to modify its approach to working with communities and assessing project impacts. Council would like a more collaborative approach that involves the community in establishing the terms of reference and carrying out BC Hydro funded assessments and studies.

We believe the current assessment work is being undertaken in a fragmented fashion, making it difficult for the community to respond in a meaningful way. To be able to respond in an appropriate manner to an individual request, the City believes more comprehensive description of the project and its impacts is necessary, given that many of the issues are interrelated. The City has yet to receive a comprehensive project design and description of anticipated impacts.

Council does not believe that BC Hydro is fully considering the City's comments and concerns or giving appropriate weight to them in designing the project. Submissions made by the City to BC Hydro project staff involved in the consultation activities do not appear to be finding their way to engineering and technical staff involved in the project design. The City believes improved communication with BC Hydro is required to enable the City to make informed decisions in a timely manner about the actions that will impact the community.

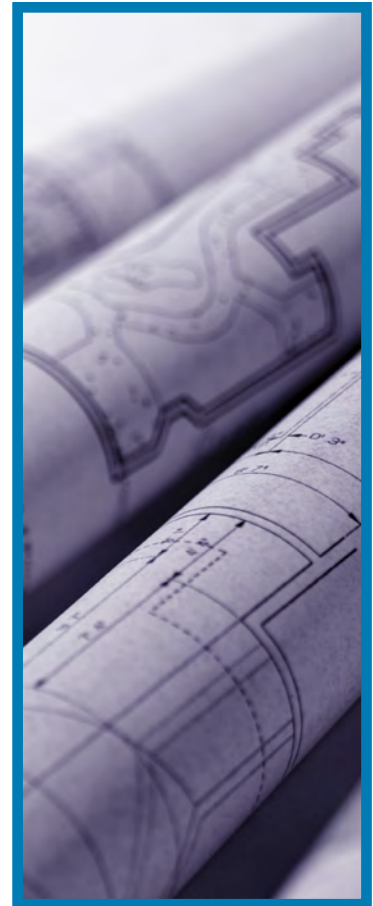


Photo ©iStockphoto.com

10. Establish a monitoring program to identify and address any unforeseen impacts and issues



Photo ©flickr.com/jbinpg

The City believes BC Hydro should be required to fund a monitoring program to operate throughout the construction and operation phases of the project. The continuous monitoring would help identify and address any unforeseen impacts and issues during the project's construction and operations phases. It would also help ensure that BC Hydro adheres to the agreement referred to below. The monitoring program should be administered by an independent commission that would have binding authority to enforce the agreement and require BC Hydro to address unforeseen impacts and issues.

11. Enter a formal agreement incorporating all commitments made to address impacts and share project benefits

If the project proceeds, the City believes BC Hydro should be required to enter into a legally binding agreement incorporating all commitments it has made to address impacts and provide benefits. The agreement will be a condition before the City would provide any approvals to BC Hydro.



Photos: City of Fort St. John

Let's Talk Site C

Thank you for taking the time to read the interests and objectives presented in this document. As we mentioned, at this point they are drafts only. We need YOU and your fellow community members to provide feedback over the next few weeks, and ongoing. We look forward to the community dialogue that will be generated. Your input is important to ensure that we accurately represent the interests of the community and can assess the support for potential positions moving forward.

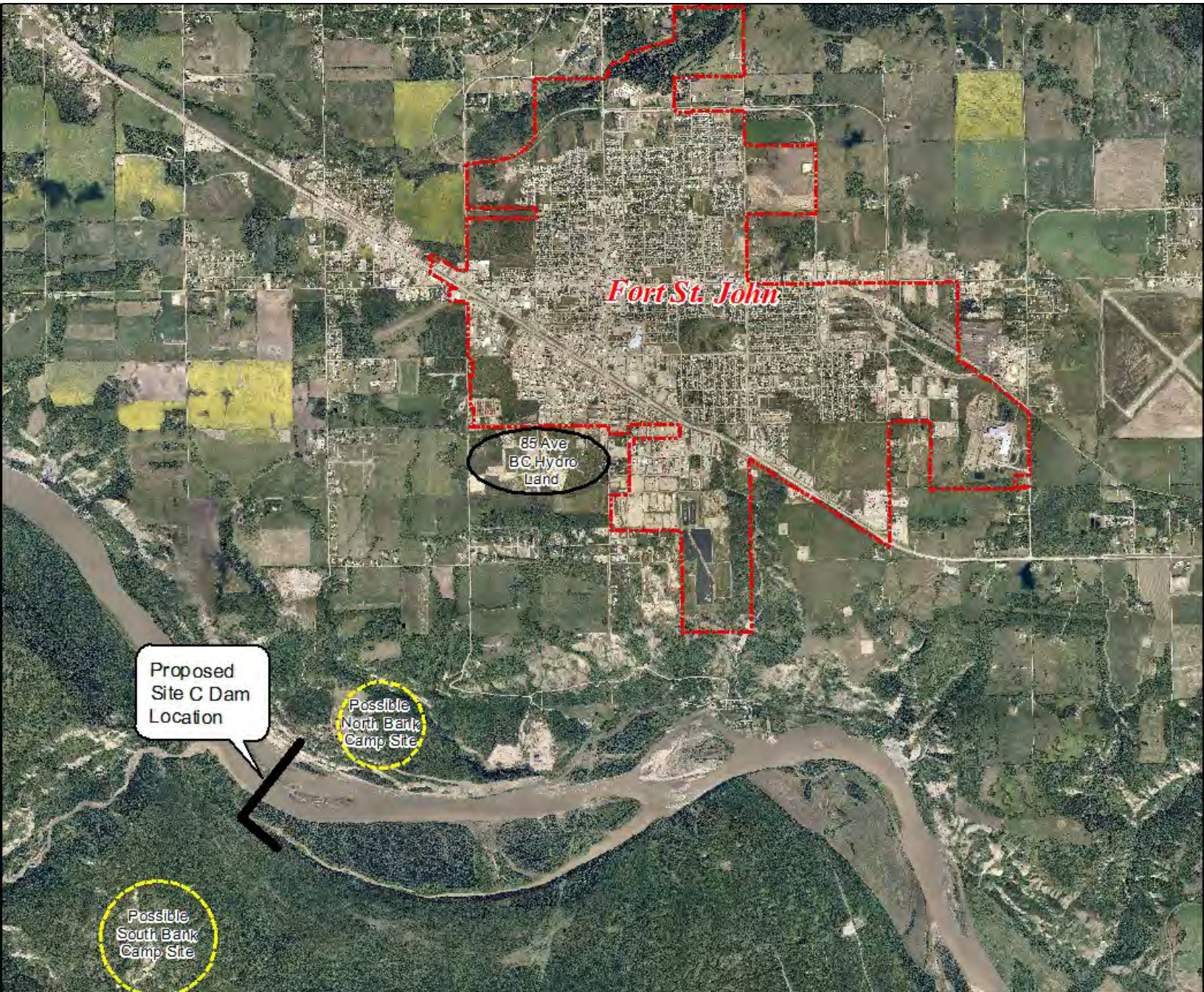
Through our website at www.fortstjohn.ca, Twitter @fortstjohn, and Facebook page www.facebook.com/fortstjohn, you can receive information about planned community consultation activities and offer your thoughts through ongoing dialogue and formal surveys. We will also be providing opportunities to access information through the media, at City Hall and at community meetings designed to get us together to discuss the issues.

You can also find our Mayor and Council in a park near you during the summer months, with lawn chairs, lemonade and a willingness to hear your thoughts directly.

The location and schedule for these "Let's Talk Site C" discussions will be advertised well in advance so that you can plan to attend.



Photo: City of Fort St. John



Fort St. John

85 Ave
BC Hydro
Land

Proposed
Site C Dam
Location

Possible
North Bank
Camp Site

Possible
South Bank
Camp Site



**Appendix B: Let's Talk Site C Summary of Community
Engagement Process and Stakeholder Feedback**

City of Fort St. John

Summary of Community Engagement Process and Stakeholder Feedback



FORT ST. JOHN

The Energetic City



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1.0 Background

In preparation for the potential Site C project the City actively researched and identified ways to mitigate potential negative impacts of the proposed Site C project and determined means of addressing impacts that could not be avoided or mitigated during the construction and operation phases. The City then used the information obtained through other engagement processes such as the City's Vision 20/20, Official Community Plan and Strategic Plan as a guide for evaluating the community's needs and interests when it comes to Site C.

With a goal of protecting and promoting the community's interests if the project is approved, Council identified a number of interests and objectives that the City believed would be critical moving forward. They felt it very important the community be consulted and involved prior to finalization of the interests. Working with Urban Systems, a stakeholder engagement strategy was developed. This strategy recognized and considered the interests of various stakeholders/audiences and their past involvement/reaction to the proposed Site C project and other related initiatives.



Mayor Ackerman discussing "Let's Talk Site C" at a Play in the Park event

2.0 Stakeholder Engagement Strategy Components

- Community Briefing paper – *Let's Talk Site C*
 - A community briefing paper was developed that outlined a number of objectives that City Council was considering requiring that B.C. Hydro meet if the proposed Site C project was approved.
 - Over 1,000 copies of the Let's Talk Site C document were distributed to various stakeholders in the community through meetings and informal gatherings. The document was available online on the City's website as well as through a PlaceSpeak website.

- Pre-consultation – face to face discussions between the Mayor and B.C. Hydro, Provincial / Federal / Municipal / Regional representatives regarding the process and the draft *Let's Talk Site C* document
 - Mayor Ackerman personally met with MP Bob Zimmer, MLA Pat Pimm, Senator Neufeld and former MP Jay Hill prior to the launch of the community briefing paper to solicit input
 - Mayor Ackerman also provided Premier Clark, Hon. Rich Coleman, Minister of Energy, Mines and Natural Gas and Hon. Steve Thomson, Minister of Forests, Lands and Natural Resource Operations with copies of the community briefing paper in July
 - Mayor Ackerman met with Mayors of neighbouring communities and Chair Goodings from the Peace River Regional District

- *Let's Talk Site C* Media Launch & Press Release
 - Mayor Ackerman and Council held a Media Launch in Council Chambers on July 25, 2012

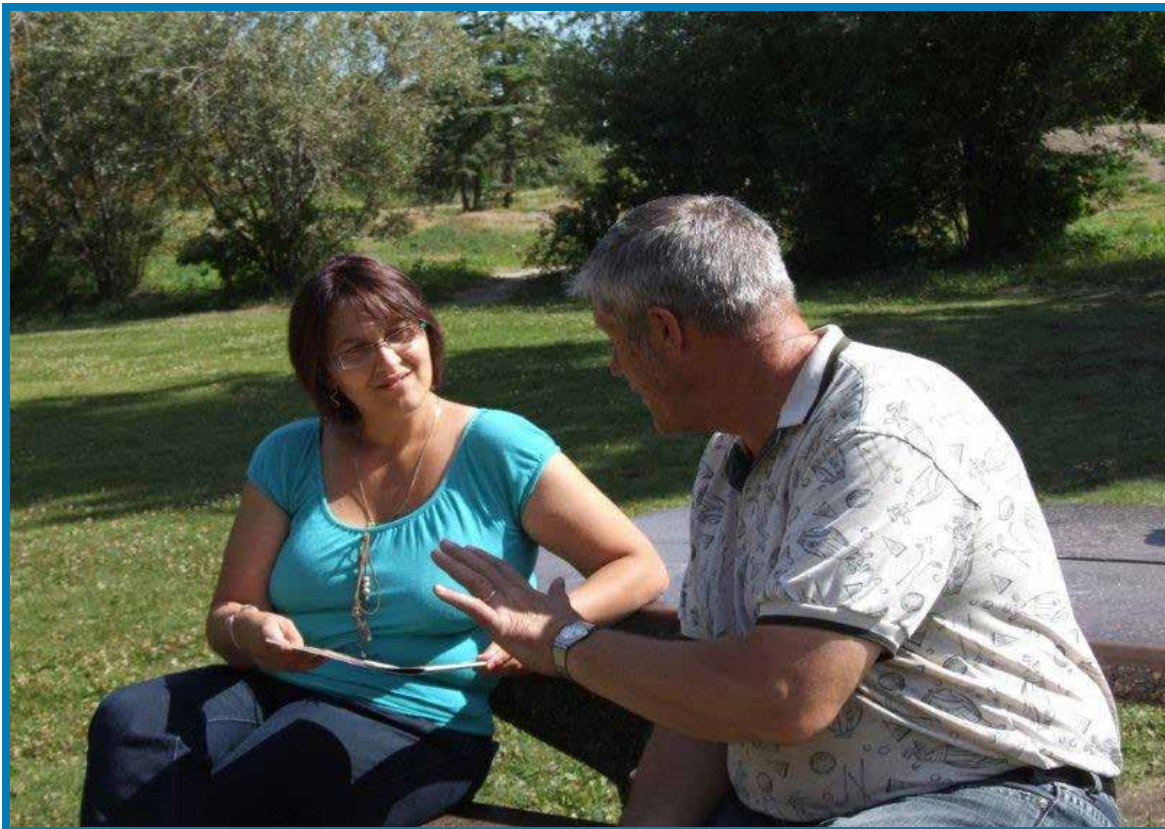
- Two Videos – one encouraging participation and one outlining the interests outlined in the *Let's Talk Site C* Community Briefing Paper
 - Videos were posted on the PlaceSpeak site as well as on the City's Facebook page (YouTube)
 - Video 1 (invitation to participate) was viewed 88 times (source YouTube)
 - Video 2 (outlining interests) was viewed 149 times (source YouTube)
 - Videos were also hosted on the Place Speak website

- Letters from the Mayor to Community and Environmental Groups inviting participation in the *Let's Talk Site C* engagement process
 - 63 community groups were sent letters and copies of the community briefing paper
 - 32 community groups were invited to participate in the community meeting with B.C. Hydro on July 24, 2012

- Let's Talk Site C Consultation Website & Online Survey – PlaceSpeak
 - 1141 views of the topic on the PlaceSpeak website
 - 100 “connections” to the topic
 - 85 surveys completed (including paper submissions)

- Community meetings and gatherings including Play at the Park, Chamber luncheon and attending invites from various community groups (estimated 300+ connections)
 - 6 Play in the Park opportunities
 - 3 Coffee and Chat's (Canadian Grind)
 - Meetings and presentations to various groups including Synergy, Chamber Board, Chamber Luncheon, Verena, Treaty 8, Northern Environmental Action Team (NEAT), RCMP, Northern Lights College Board, o) Peace Valley Environmental Association (PVEA), residents outside of city limits in the Wiltse Subdivision, Farmer's Market, North Peace Airport Society

- Facebook and Twitter
 - Various Facebook and Twitter posts and questions posed throughout the engagement process
 - Facebook Poll



Councillor Christensen discussing “Let’s Talk Site C” at a Play in the Park event

3.0 Face-to-Face Meetings - Summary of Feedback:

In the discussions that Mayor and Council had with community members over the course of this engagement process, there was an overall appreciation of the approach that the City of Fort St. John took in outlining objectives that were designed to protect assets and promote community interests. There was a general feeling from the community members and groups that without strong leadership the community would be “run over” by this project and steps had to be taken to prevent this. Sentiments were expressed that the project was “out of our hands” and that “it is a given” that the project will proceed no matter what the concerns from the community are. It was stressed by Mayor and Council that the community engagement process was not a process to determine whether the community was in favour, or not in favour, of the project moving forward – it was a process to determine whether or not the City had identified the concerns the community had IF the project moved forward.

All of the objectives that the City brought forward were generally viewed very positively. Some, as outlined later in the survey results, were viewed as points not requiring discussion as they were expected. Some of the points and themes brought forward in the community discussions are outlined below:

Health services: A new hospital has just opened in Fort St. John. Recruiting professionals to the community remains a struggle yet this project intends to hire medical professionals for their camps rather than working with the community. General practitioners working within camps will require lab and diagnostic imaging to diagnose. Unless B.C. Hydro intends to have full laboratory and diagnostic imaging at camp sites, patients from the camps will need to access services provided by our local hospital – this further strain on services is a concern to the community.

For years the community has requested a nursing program for training youth and residents to enter into this field of work. Currently there are three registered nursing schools across northern BC, two within an hour of each other and none in the Northeast. This community is expected to take the impact of having a sudden increase in our already large shadow population without the benefit of seeing the training that is necessary being made available in our region.

Para-medical services: Concerns were expressed that physiotherapy, home care, the Child Development Centre, community health and all other paramedical services will experience a further strain on already stressed services. A project of this size will attract a peripheral economy with families and those who will need these services. It was felt that families who live here and helped build this community cannot and should not bear the brunt of the effects of this project. Assistance in recruitment and funding will be necessary.

Social Services: The social infrastructure in Fort St John is already stretched and it was felt that this project will tear it apart. Funding will be needed to ensure that the programs that support our children, families and women are kept viable. There were concerns expressed from many community groups that B.C. Hydro does not realize the impact that the project will have on the services that community groups provide to the community and the lack of resources that are available to them to address any further stressors on their services. Historical examples of people coming to the community looking for work without pre-planning for housing and adequate

living costs were discussed as well as how employers would be dealing with workers terminated that did not have adequate resources to return to their original places of residence.

Safety: The City of Fort St John pays for 90% of the Municipal Policing Unit and this represents the largest cost item in the City's budget. As with increases in the peripheral economic growth, it is suspected that there will also be growth in organized crime and illegal drugs. It is felt that the City and its residents should not be required to absorb the increased costs to the community for policing. Increases to municipal policing costs and additional funding for the RCMP Provincial contingent must be provided if this project moves forward.

Quality of life: When asked what type of benefits the community would like to see, residents indicated that they are interested in facilities that would support youth, such as an indoor play area that would encourage active living in our winter months and a centre where our youth and professionals could remotely access a university of their choice for courses and professional development respectively. This was discussed further when looking into continuing to develop the city as BC's Energy Capital.

Optimizing Economic opportunities: There was no question that *hiring locally and purchasing local goods and services to the greatest extent possible* is clearly expected by the community if the project moves forward. The Chamber of Commerce recognized the need for sustainable community growth throughout the construction process.

With regards to *continuing to develop the City as BC's Energy Capital* it was identified that Energy literacy is becoming more vital with each passing year. Fort St John has hosted energy based industries for decades and will continue to do so. The community feels that there are opportunities that could be developed within the spheres of advanced education, research and development and training.

A Peace Trust was one of the least discussed items as it was clearly expected that B.C. Hydro will enter into a benefiting agreement on the two established facilities along with Site C.

Housing: Housing is a concern for residents particularly in the areas of affordability and pricing. The community could end up with such a demand for housing that prices may limit the ability to recruit professionals to the community. If that happens, it was asked if the province would supply subsidies or homes within the community to ensure that services are maintained.

There were many suggestions that camp housing be designed for re-use after the camps are no longer required. Legacy projects, such as those created from the Olympic housing, could be made possible with proper planning. There were also concerns expressed on the location of the camps. With a mega project of this nature only 7km from the City's downtown, it was felt that care and attention needs to be paid to this. Having a camp on the south side of the river will be more costly, harder to access for policing, health and safety and will put further pressure on already stressed highways. It was felt that with proper planning, and working with the community, there could be a benefit for all concerned in locating one camp on the North side.

Boundary: In conversation with City residents, and some residents in the rural area surrounding Fort St. John, there is a growing concern that development in the rural areas surrounding the project will be done in a very “helter skelter” fashion leaving decreased real estate values as a result. This concern over future development and viability of what is built could be solved if B.C. Hydro will submit a request to be included in the City’s boundaries. This ensures that development will be to City standards and contribute to the community. This would be a legacy for the future growth of the community and considering the timeline for a boundary expansion, this should be a priority action.

Transportation: Concerns were voiced by community members regarding B.C. Hydro’s calculations for transportation increases on roads and highways in the area. In addition, concerns were identified regarding the lack of consideration being given to demands on air transportation or increased rail transportation impacting crossings. The North Peace Airport Society had not been consulted on the impact that this project would have on the airport as one of the most important economic hubs of our community.

A bridge across the Peace River has always been a point of discussion for the City and was identified by residents as a potential valuable link to areas south of the river, both for quicker access to work areas and accessing services in southern British Columbia. This second permanent crossing was also identified by industry as a clear benefit to their operations. Concerns were expressed regarding the Peace-Moberly tract, which is a land of traditional interests to First Nations in the area and suggestions were made that a park could be developed that ensures the First Nation communities have access to their traditional territory while protecting it from misuse and industry use.

In recognition of the natural gas industry, and that it is a cleaner fuel than diesel, it is felt that all vehicles being used in the construction of this project should be fueled by natural gas. This will ensure that the infrastructure is built to support this.

Energy Stewards: As this is an energy project, it was identified that this should be the “best” example of an energy project. What types of materials are used, how they are disposed of and/or recycled were all identified as concerns to environmentally conscious individuals and community groups such as the Northern Environmental Action Team.

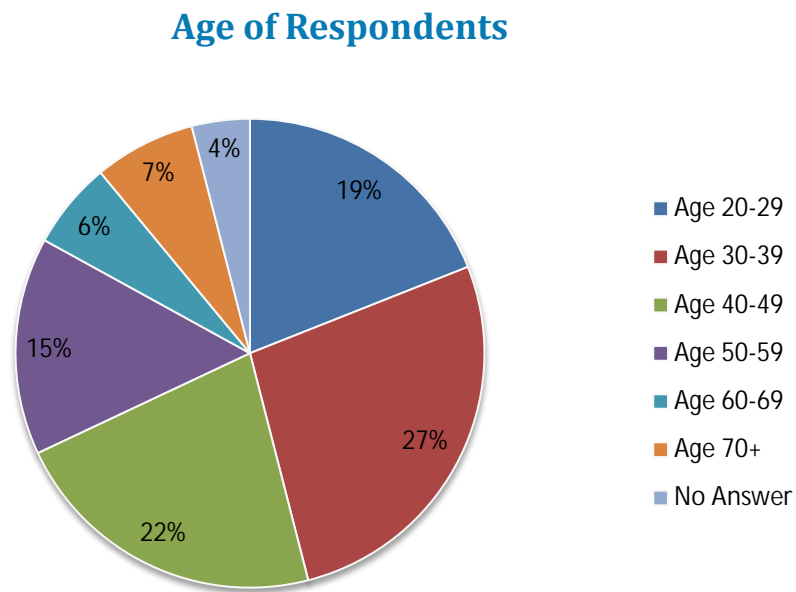
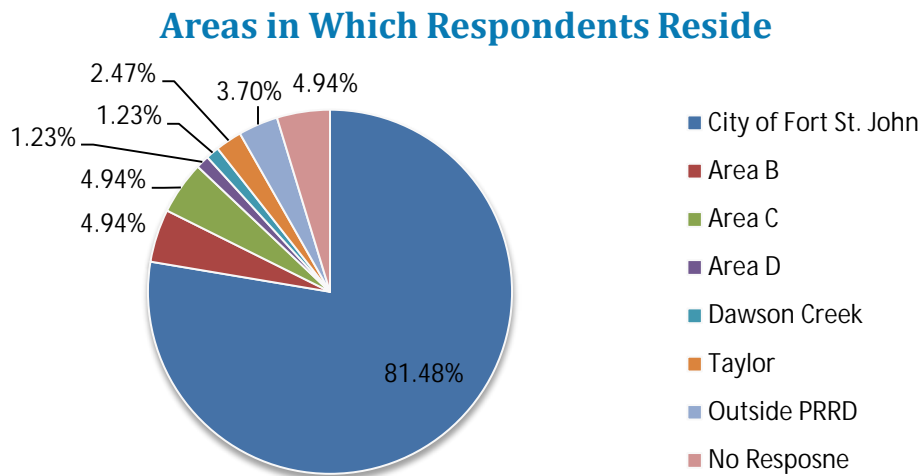
Summary: It was clear through community discussions that the consultations that B.C. Hydro has hosted have not permeated the community and that residents that participated in discussions felt that they were not heard. Even those in support of the project felt that consultations with B.C. Hydro regarding the project have not been sufficient. It was much appreciated that the Mayor and Council members had taken the time to develop the *Let’s Talk Site C* engagement process and went out to the community and spoke to them in parks, coffee shops, community group meetings, offices and homes.

4.0 PlaceSpeak Survey Results & Facebook Comments:

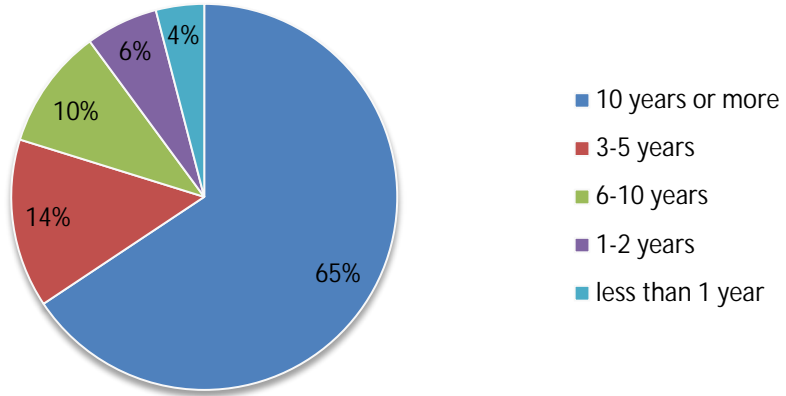
85 survey responses were gathered through paper means and online through PlaceSpeak. All paper survey responses were inputted into the PlaceSpeak site.

The ranking of “very important” garnered the highest response for every question posed (ranging from 57% to 88%). Summaries of the responses are included under each topic heading.

Survey Respondents:



Years in Community

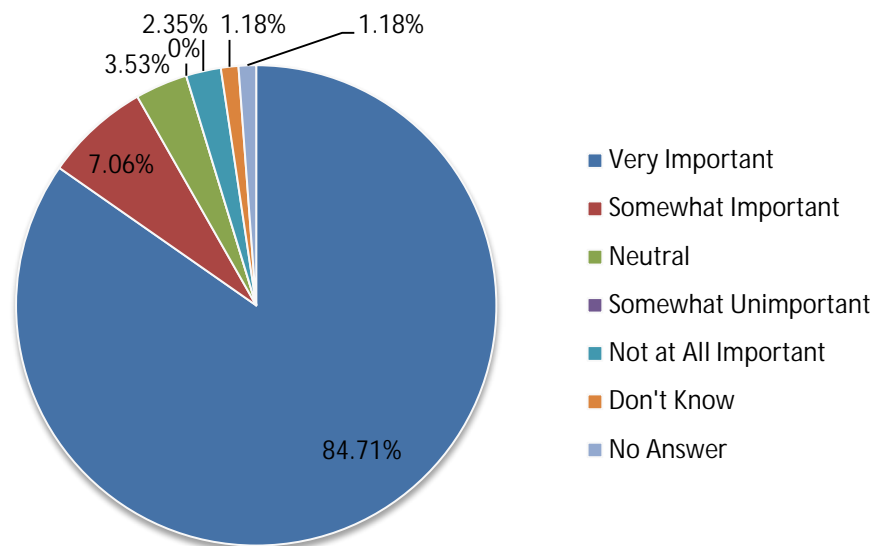


70% of survey respondents indicated the majority of their work was conducted within the City of Fort St. John.

5.0 Topic 1 – Optimize economic opportunities for the community

Preamble: If Site C is approved, the City believes that B.C. Hydro must establish policies and take actions that would enhance economic benefits to the City and region. Examples of this may include establishing local hiring and procurement policies, partnering on opportunities to further develop Fort St. John as BC’s Energy Capital and establishing a legacy fund to support the long-term economic, social and environmental wellbeing of the City and region.

5.1 Question 1: How important do you believe it will be to ensure there are improved economic opportunities for the City of Fort St. John and region if Site C is approved?



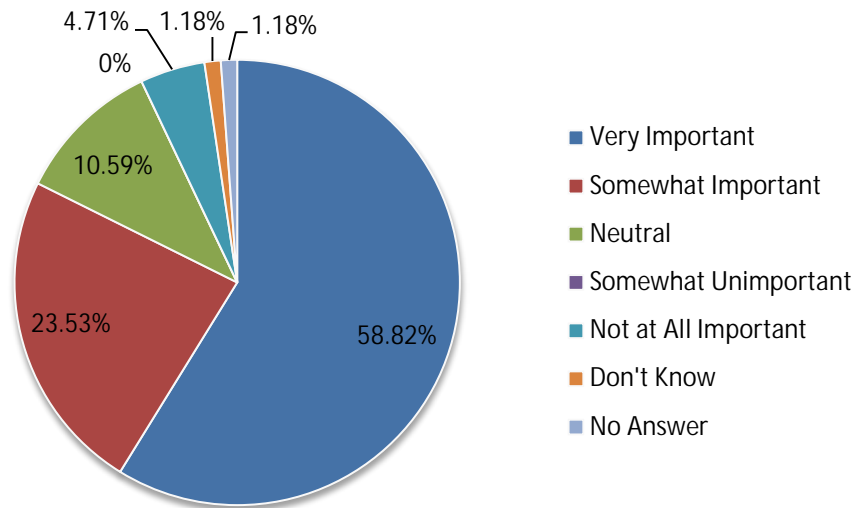
Summary of comments:

- Already have a highly employed region and low unemployment rate
- Concerns regarding creating a boom/bust economy
- General agreement that potential for business and local employment opportunities should be maximized
- Partnership between Northern Lights College and B.C. Hydro to develop trades programs beneficial

6.0 Topic 2 – House the construction workforce in our community

Preamble: The City believes that B.C. Hydro should encourage the Site C workforce to reside in our communities. This would reduce the number of transient workers and foster a workforce that is committed to living in the Peace Region. This could be accomplished through providing housing incentives, developing in-community housing and establishing longer term employment opportunities through bundling of contracts. If camp housing is required, B.C. Hydro should also be asked to build one camp, not two, and locate it on the north side of the Peace River with any extensions of City services developed to City standards.

6.1 Question 2: How important do you believe it will be to ensure the workforce is housed, to the greatest extent possible within communities?



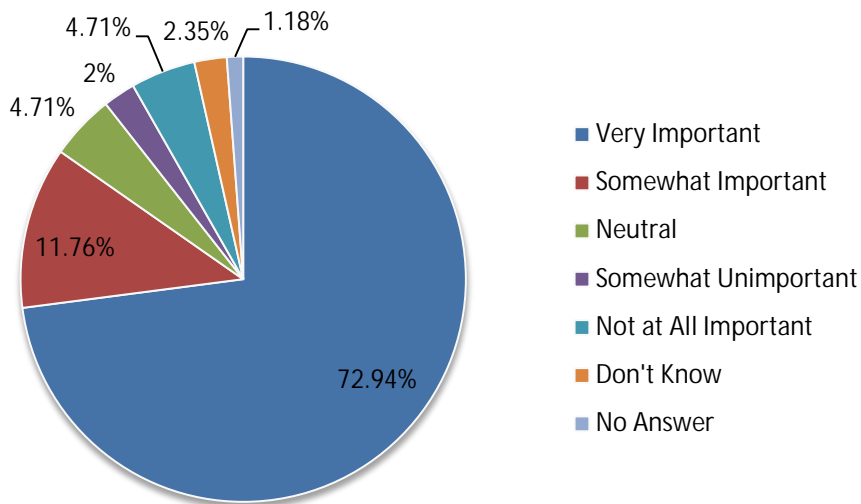
Summary of comments:

- Concern that workers living in camps would not be contributing to the tax base however they would be putting a strain on an already strained system – social programs, local government programs (recreation, water/sewer etc.), healthcare services and programs, education system etc.
- Concern that there may be inflated costs due to increased demand for services
- Workers and families living in the community are more likely to become vested in the community and support the community
- Concern that housing workers in camps will contribute to crime both directly and indirectly
- Real estate market concerns – concern that demands for specific types of accommodations may not be met and prices become inflated – affordable housing is already a concern in the community
- Suggest to explore potential to use “camp” quarters for alternate housing after project ends

7.0 Topic 3 – Fully service staging areas to benefit economic use after completion of Site C construction

Preamble: Staging areas (locations used to store equipment, resources and materials as well as mobilize personnel) will need to be serviced with water, sewer and solid waste management. The City believes any lands that are developed close to the City boundaries should be serviced to City standards and that the City should receive first right of refusal to obtain the land for future City use. This will provide future redevelopment opportunities that align with the City’s long-term economic strategy.

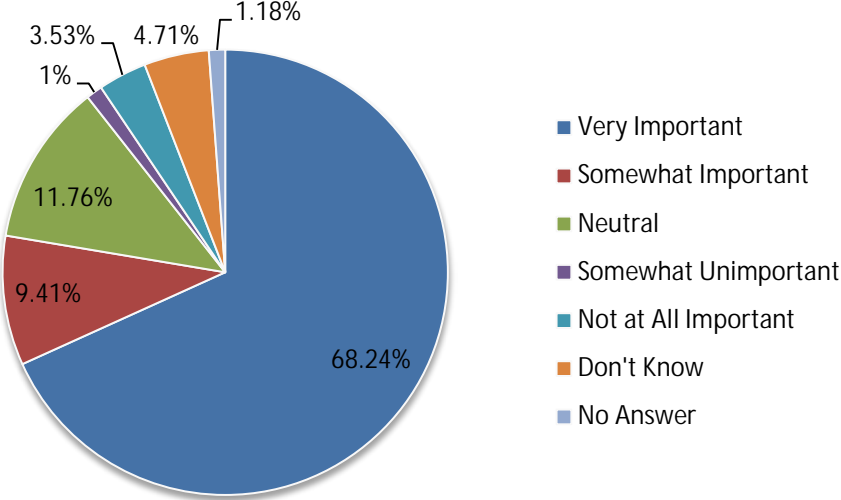
7.1 Question 3A: How important do you believe it will be to ensure lands developed close to the City are serviced to City standards?



Summary of comments:

- General agreement that this would assist with growth by making the property inviting to investors and builders as the city services would already be in place
- Consistent standards will ensure that future development would mesh with City development in the future

7.2 Question 3B: How important do you believe it will be for the City to have the first right of refusal to obtain these lands?



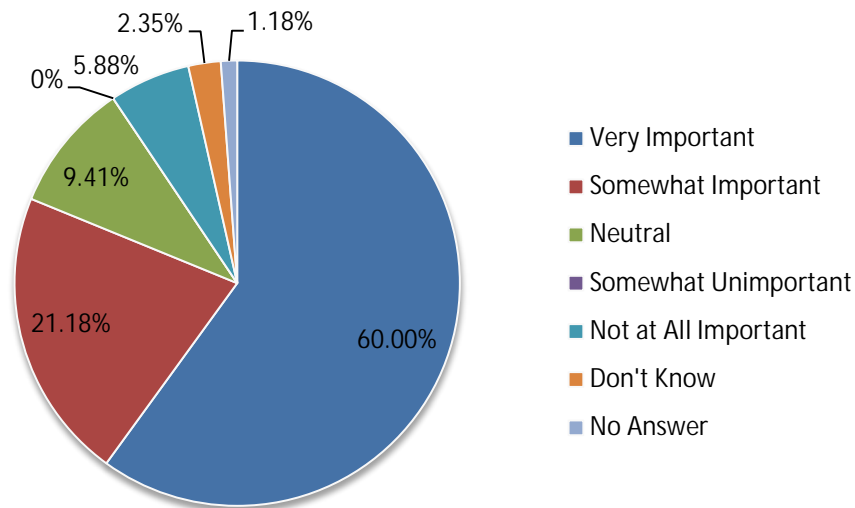
Summary of comments:

- General agreement dependent on the cost of the land, plans for the land and how it has been developed

8.0 Topic 4 – Include all staging areas, camp facilities and the dam itself in City boundaries.

Preamble: The City believes that it should require facilities (such as staging areas, workforce camp and the dam itself) that are close to the City to be included in the City’s boundaries. This would ensure these developments can be effectively integrated into the City’s infrastructure system (water, sewer, waste management and roads). It would also reduce the City’s costs to ensure proper services that maintain the health and safety of community residents and protect the environment.

8.1 Question 4: How important do you believe it will be to ensure lands developed close to the City are included within the City’s boundaries?



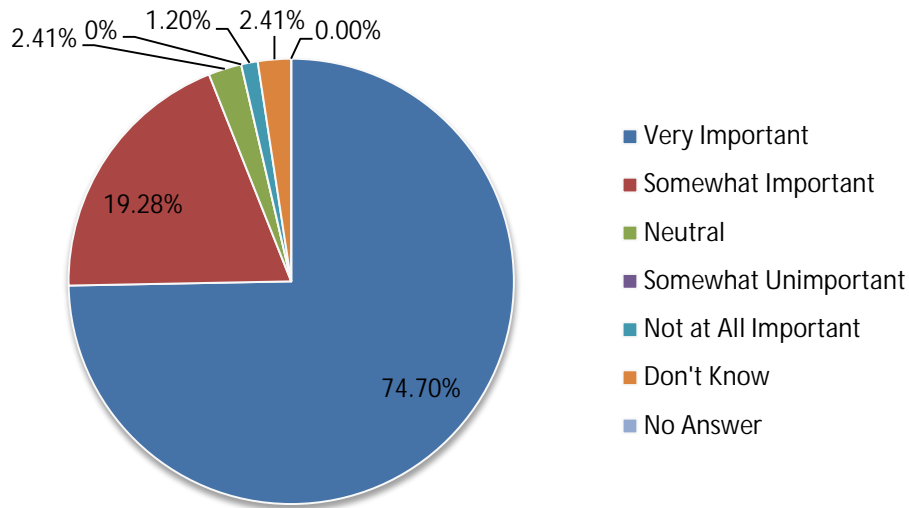
Summary of comments:

- Expanding City limits to bring B.C. Hydro properties within City boundaries would ensure that the impact would be offset by contributions to the tax base
- Including the development within municipal boundaries would assist with expansion and City growth into the future
- Concerns regarding who will pick up the cost for additional services required if properties are not brought within boundaries
- Concerns from citizens in the Peace River Regional District regarding increased tax costs if their properties are brought within City limits (i.e. would there be a different rate for unserved properties?)

9.0 Topic 5 – Offset the cost of addressing impacts through payment of a grant in lieu of taxes.

Preamble: Construction and operation of Site C will undoubtedly put greater pressure on the City’s infrastructure (including roads, water and sanitary systems) and services like bylaw enforcement, recreation, and environmental monitoring. Council believes it should expect B.C. Hydro to provide the City with the mandatory annual grant-in-lieu of taxes to help cover these increased costs and contribute to the community.

9.1 Question 5: How important do you believe it will be for B.C. Hydro to provide the grant-in-lieu to the community?



Summary of comments:

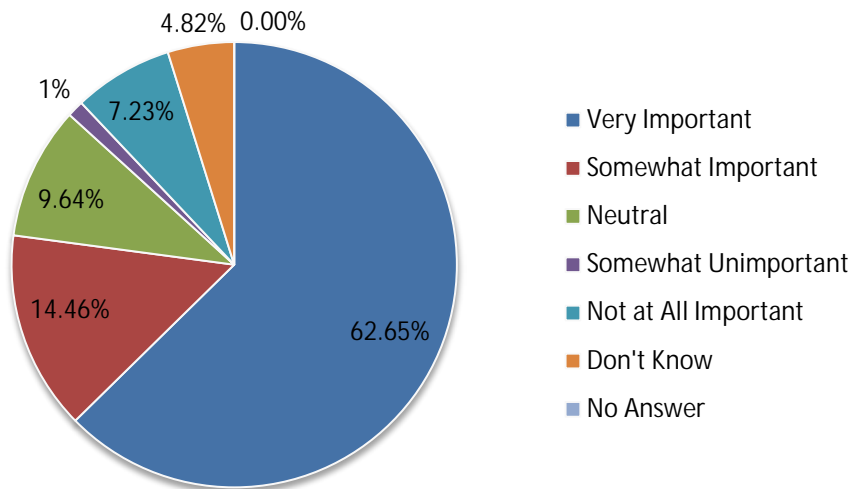
- B.C. Hydro is making an investment in their business by building a dam that will affect the community – a payment in lieu will provide funding to offset the costs of maintaining and possibly improving local services
- Community social programs that rely on the city for fee for service dollars could receive their allotted funding from the process

10.0 Topic 6 – Enhance the regional transportation system through investments by B.C. Hydro and the Province.

Preamble: To enhance future economic and social development of the City and region, B.C. Hydro and, in some cases the Provincial Government, should be expected to improve regional transportation infrastructure. For example, the City is interested in proposing that:

- Jackfish Lake Road be constructed to rural provincial highway standard and maintained as a public road after the construction of the dam;
- A permanent two-lane bridge be constructed across the Peace River near the dam site to connect the Jackfish Lake Road to North Peace providing a secondary crossing of the Peace River; and,
- An assessment be conducted to identify the impacts of Site C on the North Peace Airport and that B.C. Hydro should pay for any required improvements to accommodate project related increases in air traffic and passenger volumes.

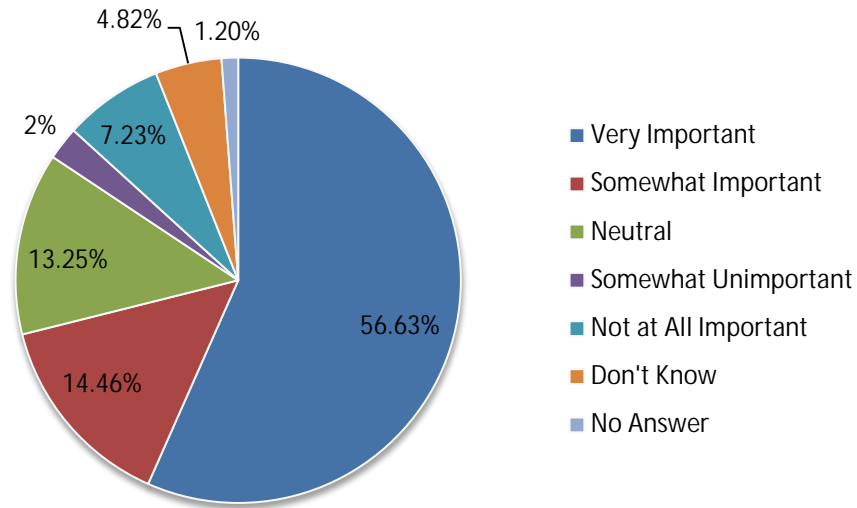
10.1 Question 6A: How important do you believe it will be to ensure the Jackfish Lake Road is constructed and maintained to a provincial highway standard?



Summary of comments:

- Need to consider this from a regional perspective
- Could be a benefit to the oil and gas industry
- Some concern for the environment and the impact on opening up the area
- Great opportunity for the City, B.C. Hydro and the Province to work in partnership to improve transportation in the area

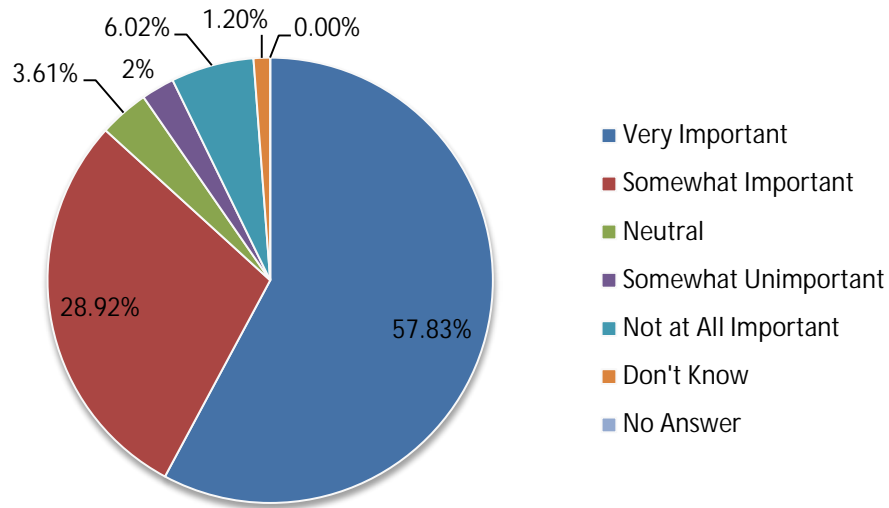
10.2 Question 6B: How important do you believe it will be to have a permanent bridge constructed across the Peace River?



Summary of comments:

- Recognition that this could be a benefit for people travelling south to access medical services (e.g. cancer clinic) in Prince George
- Would reduce travel time south and may provide opportunities for future economic growth
- May provide opportunities for agricultural growth (south of the River) and help connect Fort St. John and the region
- Some concern for the environment and the impact on opening up that area
- Could provide some tourism opportunities

10.3 Question 6C: How important you believe it will be for B.C. Hydro to assess and pay for any required improvements to the North Peace Airport?



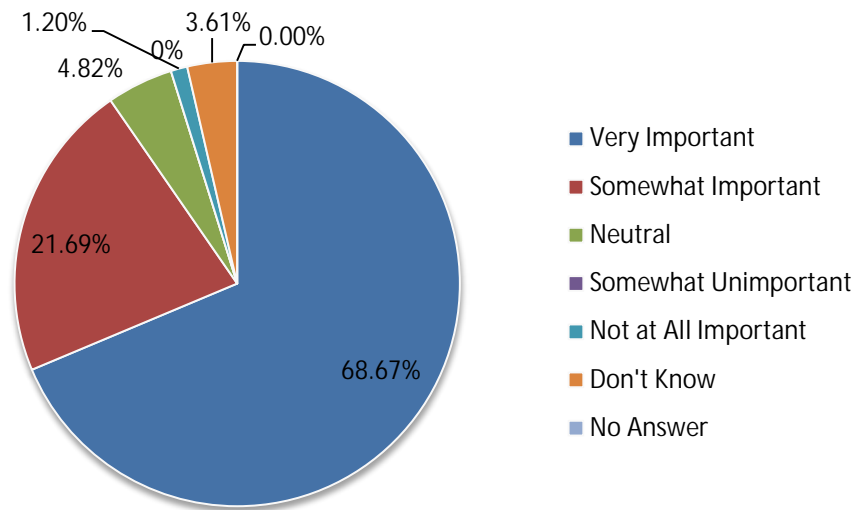
Summary of comments:

- Assessment on projected North Peace Airport impacts should be carried out prior to a decision being made on who should pay for improvements
- Concern that a higher demand for flights may lead to increased fares
- Concern voiced regarding environmental impacts of reservoir on airport (i.e. fog)

11.0 Topic 7 – Conduct a basin-wide assessment for the Peace River Basin.

Preamble: The City believes that it is important that B.C. Hydro prepare an assessment and development plan for the entire Peace River Basin. The plan should address outstanding issues related to the W.A.C. Bennett and Peace Canyon dams and provide a broader context for addressing the impacts of Site C.

11.1 Question 7: How important do you believe it will be to conduct a basin-wide assessment for the Peace River basin?



Summary of comments:

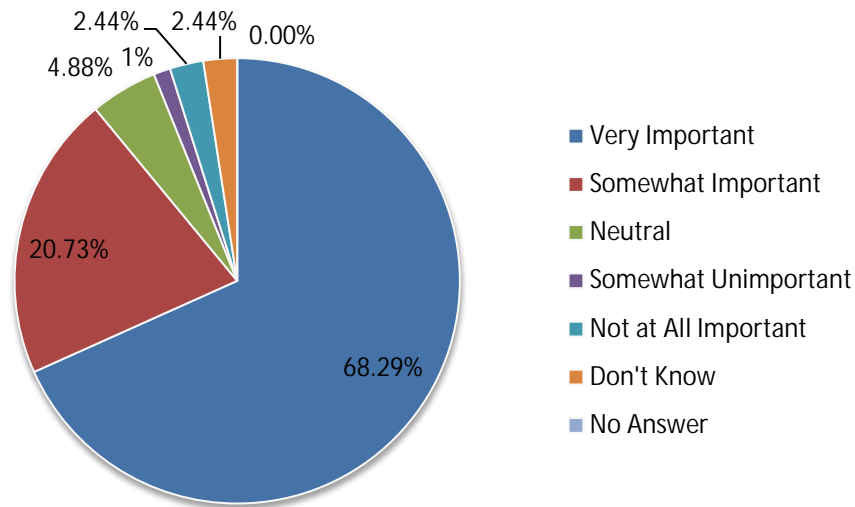
- Concern that this basin-wide assessment be completed by a neutral party
- Assessment and development plan for the entire Peace River Basin is important – should take into account environmental changes (i.e. micro climate changes)
- Important to view from a bigger perspective

12.0 Topic 8 – Develop and implement a master plan for the Site C reservoir.

Preamble: The City believes B.C. Hydro should prepare a master plan for developing and operating the reservoir, which would consider:

- Recreational opportunities for our residents including boat launch facilities, marinas, swimming beaches, RV and day parks and other related facilities;
- Tourism related uses including recreation vehicle parks, interpretive facilities;
- Security and water safety requirements; and,
- Opportunities for the City to develop a secondary water source.

12.1 Question 8: How important do you believe it will be for B.C. Hydro to implement a master plan for the Site C reservoir, if the project is approved?



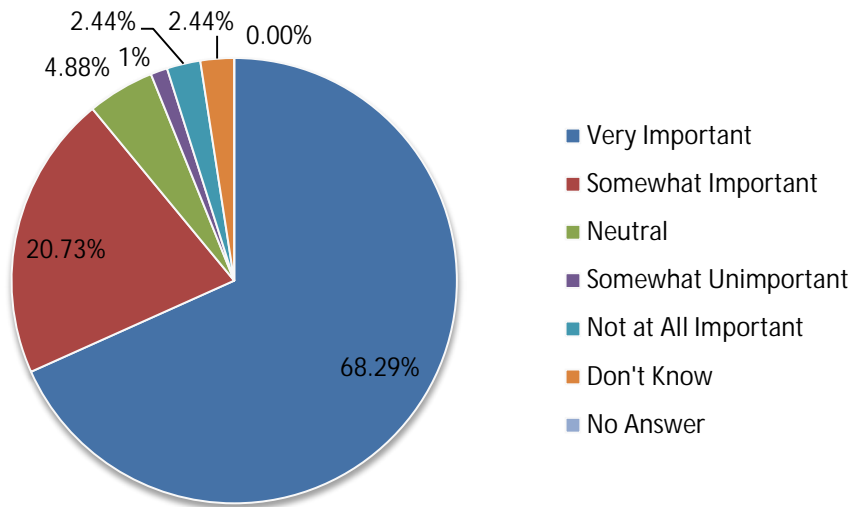
Summary of comments:

- Concern that there will be limited recreational opportunities based on other reservoirs and their history
- Secondary water source for the community is important
- Concerns with sloughing and how that will affect recreational opportunities
- Opportunity to explore options for tourism through partnerships with B.C. Hydro
- Important for cultural, tourism and recreational reasons

13.0 Topic 9 – Improve the project review process.

Preamble: Council believes a more collaborative approach should be taken in assessing the impacts of Site C. The City believes the community should be more involved in establishing the terms of reference (guidelines) for B.C. Hydro and funds should be made available to undertake community assessments and studies regarding Site C. The City also believes that improved communication with B.C. Hydro is necessary to enable the community to make informed decisions in a timely manner about the actions that will impact the City.

13.1 Question 9: How important do you believe it will be to improve the project review process to meet the community’s need for input and information?



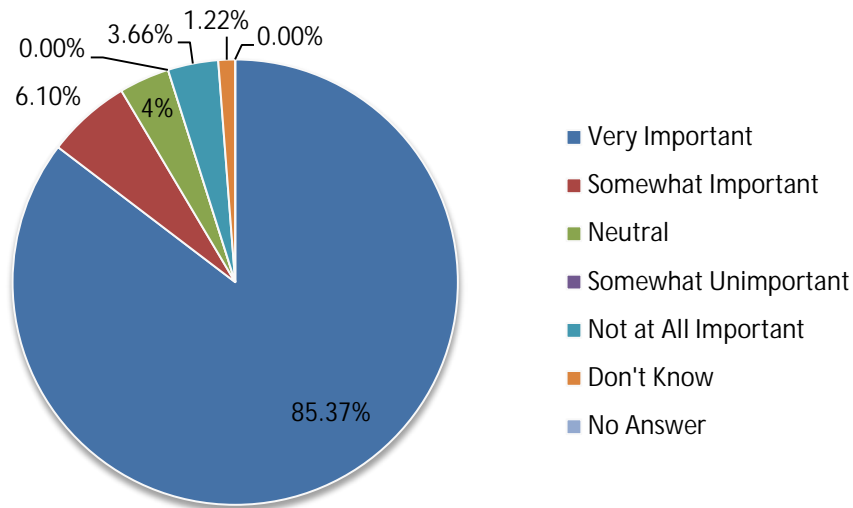
Summary of comments:

- Important for the City to be more involved with B.C. Hydro and the province and be integrally involved in the review process
- Concern that the region's citizens do not feel that their concerns are being heard
- It is very easy to get lost in the review process
- Concerns that B.C. Hydro’s “consultation” process is more a process of providing information rather than consulting

14.0 Topic 10 – Establish a monitoring program to identify and address any unforeseen impacts and issues.

Preamble: The City believes that B.C. Hydro should be required to fund a monitoring program to help identify and address any unforeseen impacts and issues during the project’s construction and ongoing. This program should be overseen by an independent commission and also ensure that B.C. Hydro adheres to any agreements it entered into with the City.

14.1 Question 10: How important do you believe it will be for B.C. Hydro to establish an ongoing monitoring program to identify and address unforeseen impacts on an ongoing basis?



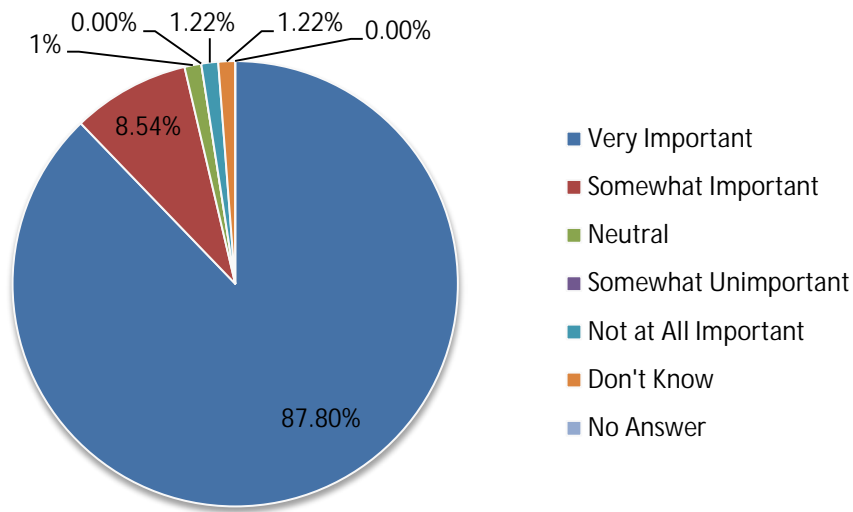
Summary of comments:

- Concerns with historical projects - the lessons learned from WAC and Peace Canyon Dams in the area support ongoing monitoring
- Concern that a project like this may have unforeseen impacts

15.0 Topic 11 – Enter into a formal agreement incorporating all commitments.

Preamble: The City believes that B.C. Hydro should be required to enter into a legally binding agreement incorporating all commitments it has made to address impacts and provide benefits.

15.1 Question 11: How important do you believe it will be for B.C. Hydro to enter into a formal agreement with the City outlining the commitments it agrees to?



Summary of comments:

- Necessary to have a legal binding agreement to ensure the residents of Fort St. John and surrounding communities are protected
- Concern that B.C. Hydro has a strong history of not honoring previous agreements with local communities
- Formal arrangements ensure accountability through changes in leadership at the provincial, Hydro and local government levels

16.0 General questions and comments:

16.1 Question 12: Please comment on how you believe the proposed Site C project may impact your quality of life.

Summary of concerns:

- Increased crime rates with influx of people
- Increased costs for rental accommodations
- Increased and possibly inflated housing prices
- Low unemployment may contribute to youth quitting school to work at the dam rather than graduating
- Loss of the view – river valley and drive to Hudson Hope
- Added traffic congestion
- Increase in transient workers and associated impacts
- Construction chaos – worry about boom/bust cycle
- Concern that it will be harder to find workers as there will be more competition for people – added stress on businesses, organizations, institutions
- Stress on services – longer lines everywhere
- Negative impacts on the environment
- Concern that residents may not like the community through the construction phase and will want to move
- An increased load on already taxed services providers (RCMP, ambulance, municipal, health etc.)

Summary of potential benefits:

- Possible expansion of commercial development
- Opportunity for social and economic growth if funding is available to support infrastructure and improve/expand services
- If well planned could lead to benefits – transportation (Jackfish Road & Bridge), serviced land, secondary water source

16.2 Question 13: Please comment on how you believe the proposed Site C project may impact your work or business.

Summary of concerns:

- Shortage of workers – increased difficulties in attracting and retaining staff
- Rising costs to employ workers
- Work life/balance – more work and less staff, higher stress levels for workers
- Safety concerns with traffic both in town and on the highways
- Maximum capacity already has been reached for many non-profit and social service providers – how will the increased needs be met?
- Concern regarding the aftermath – what happens after the project is complete – will businesses close?

Summary of potential benefits:

- Increased job opportunities
- Increased client base
- Potential financial gains through increased business opportunities

16.3 Question 14: Please comment on how you believe the proposed Site C project may impact the services provided within the City.

Summary of concerns:

- Concern that there are many services already stretched to the limit and this project will make it worse.
- Non-profit groups will feel the strain from more people wishing to access services, higher rent costs, increased social pressures
- Municipal, health, educational and police services will be stretched
- Service industries are already taxed – will be even harder to find people
- Services within the City will become more strained as an influx of workers comes to the area to work on this project. This includes but is not limited to recreation facilities, rural water station, sewer transfer station and roads. Not all of the workers are going to be living within City boundaries, thus not financially contributing towards the operation and maintenance of the services but will be receiving the benefit of receiving the service
- Services that may be improved in the short-term may drop off after project is complete

Summary of potential benefits:

- Higher participation in some programs may provide income and opportunities for new programs – economies of scale
- Opportunities for partnerships with B.C. Hydro – funding associated with this project could be used to expand, grow and support the demands on the infrastructure and services

16.4 Question 15: Please comment on how you believe the proposed Site C Project may impact our community as a whole.

Summary of concerns:

- Fear that Fort St. John become similar to other communities such as Fort McMurray with higher cost of living, higher housing costs, higher crime rate, increased demand for services
- Increased number of transient workers and associated impacts
- Increased traffic – local and highway
- Loss of employment opportunities at the end of the project and migration of people away from Fort St. John and related impacts
- Concern that the project will contribute to the image that Fort St. John is the place to “make money and then get out”
- Loss of nature

Summary of potential benefits:

- Opportunity to have a larger selection of merchants to keep people shopping locally
- Opportunity to grow the community and surrounding area if done properly – potential to anchor our areas as the service center of the north
- With planning and proper funding the community could be enhanced

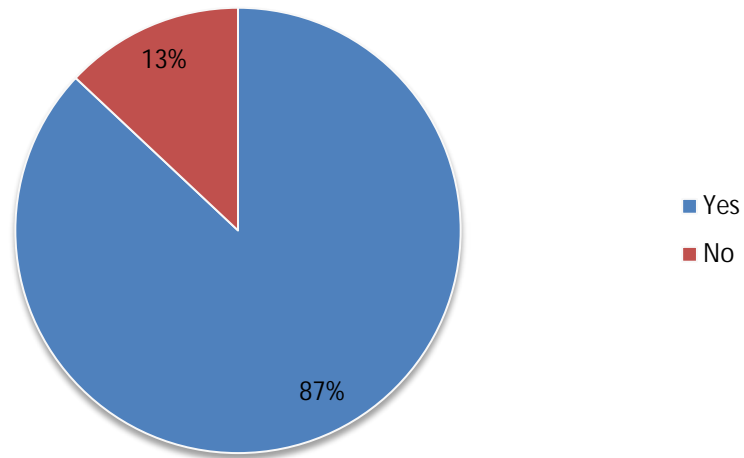
16.5 Question 16: Please comment on what types of benefits you anticipate seeing, or would like to see, for the community and region from this project.

Summary of Comments:

- B.C. Hydro should contribute financially to offset the burden that the community will bear through the construction phase
- B.C. Hydro should contribute to both ongoing and one time community/regional legacies – suggestions included alternative energy housing projects, daycare facilities, low income housing (suggestion to use worker housing as social housing after project completion), recreational facilities (e.g. indoor play area), recreational areas along the reservoir, lump sum project contributions, educational trust funds
- Enhanced recreational facilities should be developed along the reservoir
- Increased amenities through growth of the business sector and growing population
- Enhanced Arts and Cultural opportunities – both from new people moving into the community and from expansion of opportunities for showcasing the area and aboriginal culture
- Expansion of City limits and tax base to relieve taxpayer costs, infrastructure burdens and to ensure B.C. Hydro contributes to the community
- Taking advantage of increased transportation options – Jackfish Road, permanent bridge across the Peace River, upgrading of other transportation options (e.g. airport)
- Increased educational and vocational options
- Cheaper power rates

17.0 Facebook Poll Question: In general, do you support the approach and the suggested requirements that the City has outlined in the "Let's Talk Site C" document?

53 Responses:



18.0 Summary of PlaceSpeak Discussion Responses:

18.1 Question 1: What is your number one concern if Site C is approved?

Summary of comments:

- Loss of the river valley – including the view, wildlife, recreational opportunities
- Concern with the planning stage and consultation process – lack of a collaborative approach
- Concern with transient workers, wait times for services, affordable housing, rental and real estate cost escalation
- Concerns regarding the entire Peace River watershed and the effect on the environment downstream
- Concern that the project may not be following “best practices” and the newest technology or options
- Concerns with the project cost
- Lack of trust (B.C. Hydro)
- Concern with where the labour force will be coming from and how they will be housed
- Concern for the loss of agricultural land
- Concern for the environment and animal habitat

18.2 Question 2: What is the number one benefit you see happening if Site C is approved?

Summary of comments:

- Economic benefit for business and more employment opportunities for local labour force
- Possibility that housing used during construction could be left as a legacy for the community for social/affordable housing
- Possible improvements to local infrastructure through financial contributions by B.C. Hydro and/or the province
- Clean reliable power

19.0 Summary of Written Responses:

- Concerns with the traffic corridor and increased traffic on local roads
- Concerns with deferred decommissioning, sloughing, lost agriculture, fish habitat, wild game disruption, raising water levels by the landfill and toxins leeching into the river upstream from water intakes and loss for first nations culture/land
- Concerns with the requirement for vast amounts of aggregate for the project
 - limitations that this may impose for the future of the region and the City
 - Flooding of the Peace River Valley will result in a number of aggregate deposits being lost
 - Aggregate deposits in the area are nearing their useful end
 - Price increases will result in an increase in all activities that use gravel, including road building and construction
- Concerns with the quality of the Air shed and the airspace surrounding the airport and some rural areas
 - particulate matter from the proposed conveyor belt, construction and vehicular movement to the project site
 - water vapour from the reservoir contributing to fog events and other air quality issues resulting in airport closures
 - increased accidents on the highways due to increased traffic and fog
- Hopes that if the project proceeds that B.C. Hydro will promote best practices and show that it can be the most environmentally responsible project in the world through:
 - zero waste (composting, recycling, waste reduction)
 - Ensuring air emissions are reduced or eliminated (vehicle, particulate)
 - Energy conservation is practiced by B.C. Hydro and all contractors
 - Materials are supplied in a way that reduces carbon input - supply chain management
 - Ongoing education of workforce on best practices around environment
 - Developing environmental and carbon reduction policies that permeate (B.C. Hydro and contractors)
 - Long term stewardship of affected areas
 - Any land lost that is arable due to this dam should be permanently protected (by covenant or legislation) and available for farming somewhere else in BC (trade-off / offset)
 - Community of Practice approach is followed. How does the dam affect all the different services, non-profits, organizations, infrastructure etc. and how can they be supported?
 - Variety of investments in offsets (trees, farmland, carbon, urban agriculture - grow food in the camps)
 - Long term monitoring of the impact of the project both during construction and into the future