



BUILDING CAPACITY IN COMMUNITY/INDUSTRIAL BENEFIT AGREEMENTS

MUNICIPAL SYMPOSIUM

MAY 4, 2017





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Background

What is STBBI?

The Small Towns – Big Business Initiative (STBBI) is a collaboration of municipalities in Eastern Newfoundland clustered in Placentia and Trinity Bays who are working to identify best practices and approaches in industrial development within their communities.

Mission

We are small municipalities, hosting big industries, which have come together to explore shared approaches to enhance communities and industry.

Partners

Partners include the Towns of Long Harbour – Mount Arlington Heights, Arnold’s Cove, Come By Chance, Marystown, Placentia and Sunnyside. The initiative is administered by the Long Harbour Development Corporation (LHDC) with support from the Atlantic Canada Opportunities Agency (ACOA).

Objectives

Multi-national corporations operating in small communities have a major impact on towns from a number of perspectives.

Get a better understanding of impacts and how we can better interact with companies to advance the community's development.

Identify best practice/build capacity within communities to address the impacts/potential of big business

Share best practice and experience with other communities/jurisdictions in NL



Activities

Support from ACOA to facilitate the project

Consensus among participating Towns to collaborate in STBBI (sessions in March and May 2014)

Identification of community issues on engagement with big business

Scan for best practice in other jurisdictions/possible missions

Consensus on planning for in-bound Best Practice session

Planning for Round Table

Round Table in November 2016



Roundtable Highlights

Session held November 15-17, 2016 at Delta Hotel

Key partners engaged including Harris Center at MUN and MNL/UMC

60 participants

5 panels on key themes

Over 20 speakers/panelists including presentations on best practice areas in BC, Alberta and Nova Scotia

Evaluations very positive

Strong interest in following up

Key Themes

STBBI identified a five shared themes in relation to major industrial development that were the basis of the Roundtable.

Employment

**Municipal
Services**

**Regulatory
Environment
/Taxation**

Procurement

**Engagement
with Business**

Key Findings – Employment

Address expectations of local hiring and employment, including among sub-contractors during the construction and commissioning phases of development, training and job readiness for new industry, building trade agreements and the role of labour and collective bargaining.

- Link to socio-economic/broader community benefits
- Plan (early)
- Engage all stakeholders
- Built culture of communication
- Discussions on equity/employment take place up front

Explore the role of municipalities as ‘hosts’ for big business including the municipality as a supplier of services i.e. water, sewer, transportation, realistic costs for services in terms of additional demand on municipal infrastructure, investment in new infrastructure and services to facilitate/support industrial development.

- Based on personalities
- Use legislative authority and capacity to provide services
- Balance community/industry
- Expectations always higher than what company will provide
- Municipalities must lead/build their own capacity – hire “Rock Stars”

Identify the importance of nurturing local suppliers and how best to encourage local procurement and local supplier development. Consideration is given to partnering for success by matching local companies with possible service providers to maximize procurement opportunities.

- Analytic tools available to identify opportunities Know the companies and their requirements
- Communities should expect local benefits but must offer solutions
- Consider local capacity – this means regional capacity
- Scale of region depends on need

Review the current legislative and policy environment in support of community benefit agreements, past industrial benefit agreements, the socio-economic aspect of the environmental assessment process along with the authority of municipalities to establish reasonable taxation and fee structures for new industry.

- No clear definition of CBAs/IBAs
- Who needs to be involved
- Current EA process geared to negative aspects of development
- Templates needed
- Do not expect Province to address your needs

Provide a glimpse into the challenges of community engagement with industry and the importance of maintaining effective and ongoing communications. It considers the issue of continuity and the need for both partners to clearly articulate needs and expectations.

- Who's leading and what is the plan?
- Who's talking and is there anybody listening?
- Understand your assets
- Know the industry
- Keep good records

So what have we learned?

“It is said that if you know your enemies and know yourself, you will not be imperiled in a hundred battles; if you do not know your enemies but do know yourself, you will win one and lose one; if you do not know your enemies nor yourself, you will be imperiled in every single battle.”

*Sun Zhu
Art of War*

- Plan early
- Build capacity and collaborate with other communities/regions
- Know yourself and the company/industry
- Reflect agreements in formal and legal context
- Lead

Building capacity for CBAs/IBAs requires:

- Leadership
- Capacity
- Collaboration
- Engagement

Appetite among partners and others for a further phase of STBBI with a focus on 3 areas including:

- Research
- Knowledge Mobilization
- Capacity Building

Questions/Comments





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