

Jansen Project Community Readiness Study

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Study Objectives

- Identify and describe:
 - community infrastructure
 - services
 - housing capacity and needs
 - municipal plans, actions, and allowances for the further development of infrastructure, services, and housing;
- Identify and describe the likely challenges within each community; and
- As a case study, describe the lessons learned from Fort McMurray's past experiences, challenges, and constraints in the provision of community services, infrastructure, and housing resulting from the municipality's rapid growth.

Community Readiness Study

Communities and Other Stakeholders Engaged for the Study

Host Communities	
Jansen	Lanigan
LeRoy	Watson
RM of LeRoy	Wynyard
RM of Prairie Rose	Punnichy
Humboldt	Drake
Muenster	

Other Community Stakeholders	
Prairie Innovation Enterprise Region	Northridge Development Corp.
Saskatoon Health Region	Innovative Residential
Horizon School Board	Bridge Road Developments Ltd.
Saskatchewan Municipal Affairs	Royal Bank of Canada
Saskatchewan Housing Corp.	Conexus Credit Union

Summary of Community Characteristics

- Full local employment with some business concerns for potential loss of employees to the Jansen Project.
- Active housing market in the region, with current supply pressures and price inflation.
- Hierarchy of community amenities and services, level dependent on community size and relative location. There is an evolution towards provision of centralized regional services (health, education).
- City of Humboldt is the largest community and is becoming a strong regional hub with urban amenities and services. There is active residential and commercial development within the city.
- Diversity is occurring from immigration and communities are receptive; however, the scale of recent immigration has been relatively modest.
- Communities are familiar with industrial development, including potash mining, and have a supportive culture.
- There is disparity among the communities, but overall they have capacity to attract and accommodate growth.
- Municipal planning and development growth management capacity limited, and no cohesive regional plan or vision.
- High expectations and positive anticipation within communities of the development of the Jansen Project.

Community Readiness Study

Projected Local Population Effect (Year 2023)

2010 Population	% of Jansen Project Employees	# of Jansen Project Employees	Indirect and Induced Employment Growth	Total Employment Growth	Projected Population Increase	Total 2023 Population Projection
12,385	90%	950	760	1,710	4,450 – 5,470	16,830 – 17,860

- Project is expected to employ approximately 510 people on a full-time equivalent basis for operations employment in 2015, increasing steadily to a maximum of approximately 1,050 persons by 2023.
- Development of the Project is projected to result in population growth of 4,500 to 5,500 new residents in local communities by 2023.
- 2023 population projections do not account for non-Project related growth.

Residential Development Capacity

- Overall, the local communities have the capacity and are well-positioned to support the projected growth they will attract over the next 10 to 15 years.
- Where existing new housing capacity is below the 2023 projected population and infill lots or higher density development would not sufficiently meet growth demands, further community planning and infrastructure upgrading would be required as growth occurs.
- The planning and investment required to accommodate long-term incremental growth is reasonable to achieve in the communities over a number of years.
- The main challenge is addressing the initial influx of Project-related growth expected near the start of operation in 2015.

Infrastructure

- Municipalities have a good understanding of infrastructure needs to accommodate growth.
- Solid waste management by the Regional Authority of Carlton Trail (REACT) is nearing capacity; expected that REACT will manage this as it works towards locating its future facility.
- Important for communities to consider that infrastructure for services to new development has both initial capital costs and long-term service/maintenance costs - servicing agreement charges and development levies should account for this.

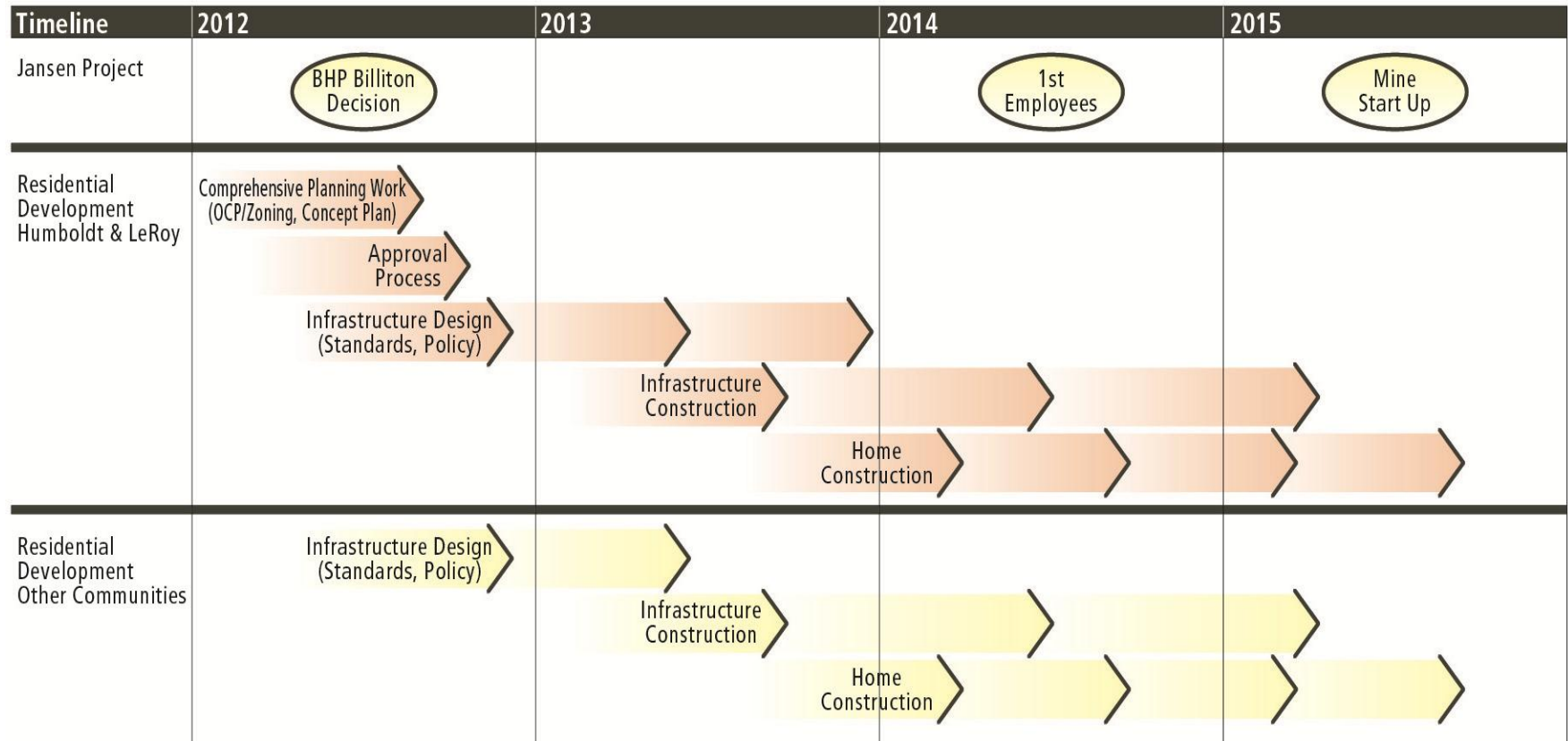
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Residential Development Capacity and Population Projection

Community	New Housing Development Capacity (lots)	Estimated Population Equivalent
Humboldt	700	1,820 – 2,240
Muenster	42	110 – 130
Lanigan	200	520 – 640
Wynyard	100	260 – 320
Watson	50	130 – 160
LeRoy	50	130 – 160
Jansen	10	30
Punnichy	0	0
Drake	0	0
RM LeRoy	50	130 – 160
RM Prairie Rose	10	30
Total	1,212	3,180 – 3,870

Community Readiness Study

Community Land Development Process



Source: Associated Engineering

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Community Readiness Study

Saskatoon Health Region

- Strong strategic planning and activity (Rural Health Strategy 2010)
- Humboldt has an full technology, new 42 bed hospital a regional hub supported by 31 communities
- Humboldt surgery supported by Saskatoon surgeons every week (4 days)
- Doctor recruitment focused in Humboldt; currently 8 doctors, plans for 12; nursing recruitment a challenge for long term care
- Wynyard Tier 2 regional, 4 doctors, good medical centre integrated with long term care
- Smaller communities supported by Humboldt doctors on weekly basis (4 days) - Watson, Lanigan possibility
- Regional collaboration and cooperation
- Lanigan has a new medical clinic but challenged with doctor recruitment
- Desire for enhanced paramedic capacity for emergency response as smaller centre doctor shortage prevails

Education: Horizon School Division

- Significant declining enrollment trends; acute in smaller communities
- Growth demand in Humboldt
- Uncertainty in communities concerning growth expectations with the Jansen Project, potentially affecting decisions on capital investment and school closures
- Have school capacity but desire to clarify growth potential and prioritize planning to maximize use of funding allocation

Colleges: Carlton Trail Regional College and St. Peter's College

- Strong interest for industrial training and cooperation with industry
- Responsive and flexible to regional needs and delivery options

Fort McMurray Case Study

- Fort McMurray differs from the Jansen Project in many regards including geographic isolation and scale and rate of development
- Fort McMurray was not prepared for the planning needs to meet growth
- Housing supply fell well below demand and, combined with limited land supply and corporate live-out allowance policies, substantial price inflation occurred
- Competitive employee recruitment and retention
- Population outgrew the area's health and educational facilities and community and social services were inadequate to address the population's needs
- The operations paid taxes to the local improvement district, yet the costs and demands for fiscal commitment rested with the city where employees lived and services and infrastructure were required
 - eventually the area amalgamated into Wood Buffalo Municipal District

Lessons Learned from Fort McMurray

- Commit planning resources early
- Engage the community in meaningful dialogue to define the community vision and plan
- Address housing affordability for lower income families
- Consider company incentives for recruitment and retention that have specific objectives to encourage an increase in the housing supply
- Avoid company incentives and human resource policies that distort the housing market in the short-term
- Routinely share information about project schedule, labour force, and development decisions to regional stakeholders and communities
- Consider collective action at the regional level on labour force development and other emerging public policy issues

Lessons Learned from Fort McMurray(continued)

- Development of work force training, immigration programs, and support for assimilation of workers
- Plan for industrial development and procurement policies that support local economic development
- Focus industry's community donations to the regional needs to respond to changes in the community as growth occurs
- Local government and institutional service providers, with industry support, to advocate regionally to ensure that basic quality of life services are available and commensurate with the growth horizon
- Industry and community leaders to work together to identify regional amenity and infrastructure needs that are mutually beneficial to a sustainable quality of life
- Support skills training and entrepreneurial initiatives for First Nations owned and operated business that directly contract with the industry

Conclusions

- The Jansen Project is expected to attract approximately 4,500 to 5,500 new residents to the communities in the immediate vicinity of the Jansen Project
- Communities are enthusiastic about the opportunities that will result and, in general, are realistic about the amount of growth they expect and their ability to accommodate this growth
- Most communities have the infrastructure in place and availability of lots to accommodate the anticipated growth
- City of Humboldt is predicted to see the most substantial growth as it is already acting as a regional service centre and is a reasonable commuting distance from the Jansen Project
- To ensure continued progress toward community readiness and employee attraction and retention, and to provide employees choosing to live in the region with an increased, diverse, and cost-competitive housing market, the following areas require attention:
 - planning;
 - communication;
 - regional collaboration; and
 - housing development.

City of Humboldt Overview

- Increasingly community of choice for the region
- 2010 population of 5,925, capacity and vision in place to grow to 10,000 population in 10-20 years
- Realistic growth expectations
- Investment in community amenities (hospital, uniplex, high school, retail and services)
- Financial capacity, limited debt, strong fiscal position and contemporary utility funding and asset management models

Recreation

- Multi-use recreational facility
- Future vision for community and development of arts facility
- Embracing community as a regional centre for activities

Health

- New Humboldt District Health Complex includes a 42 bed hospital, community health services, and 8 doctors with plans for 12 in total. Surgical services are provided on a regular basis from Saskatoon.

City of Humboldt Overview (continued)

Education

- New high school (already reaching capacity) and home to CTRC

Development/Housing

- City no longer acting as developer, encouraging private development
- Major Saskatoon/Manitoba developers with capacity, active and preparing plans
- New development will support mix of housing
- New seniors assisted living complex (98 units), freeing up existing housing stock
- Industrial and commercial area preliminary planned
- Approximately 50 home starts/year
- Strategic housing strategy in place and producing results (densification, housing diversity)
- Incentives policy providing property tax exemption

Community Readiness Study - Humboldt

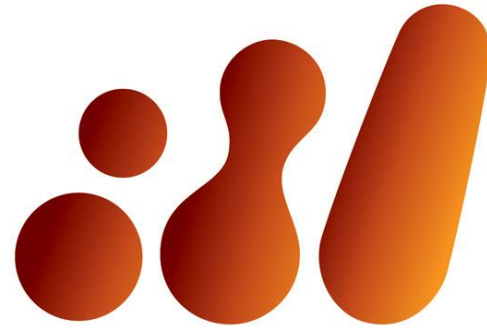
Projected Local Population Effect for Humboldt (Year 2023)

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Regional Total	12,385	90%	950	760	1,710	4,450 – 5,470	16,830 – 17,860
Humboldt	5,925	50%	530	530	1,060	2,760 – 3,390	8,680 – 9,320

- Humboldt is estimated to receive approximately 50% of the Jansen Project operation employees, leading to additional population growth.

Key Challenges for Humboldt

- Shortage of cultural activities and facilities
- Concern about increased social issues
- Concern about increased traffic issues (Highway 5 and 20)
- Requirement for comprehensive community sustainability planning for specific growth areas; planning/administrative capacity to respond to growth pressures; and identification of actions and policies to achieve a sustainable city of approximately 10,000 residents



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