



Collaborative Strategies Oil and Gas Impact Management

Thom Stubbs

Headwater Group



Geographic Setting: Northwest Territories





Regional Context: Rapid Change

- ❖ Changing governance - decentralization
- ❖ Settled and unsettled aboriginal claims
- ❖ 8% +/- GDP growth/yr since 1999
- ❖ 2 ➡ 3 + major diamond mines
- ❖ Proposal for a 1,200km 1.2bcf pipeline and induced development



Social and Economic Effects

- ❖ Changed land-use patterns
- ❖ Changes in population (Im/Migration);
- ❖ Changed socio-economic systems
- ❖ Changed socio-cultural systems
- ❖ New goods and services into the region
- ❖ New decision-making systems
- ❖ New transportation networks
- ❖ Capacity, weakened social fabric



Lessons Learned: Past Projects

- ❖ Government slow to initiate programs
- ❖ Communities are/ want to take more control
- ❖ Focus on social affects limited by jobs and business focus
- ❖ Cooperative preparation to plan and cope is critical
- ❖ Advance capacity work needed
- ❖ Mitigation and monitoring key

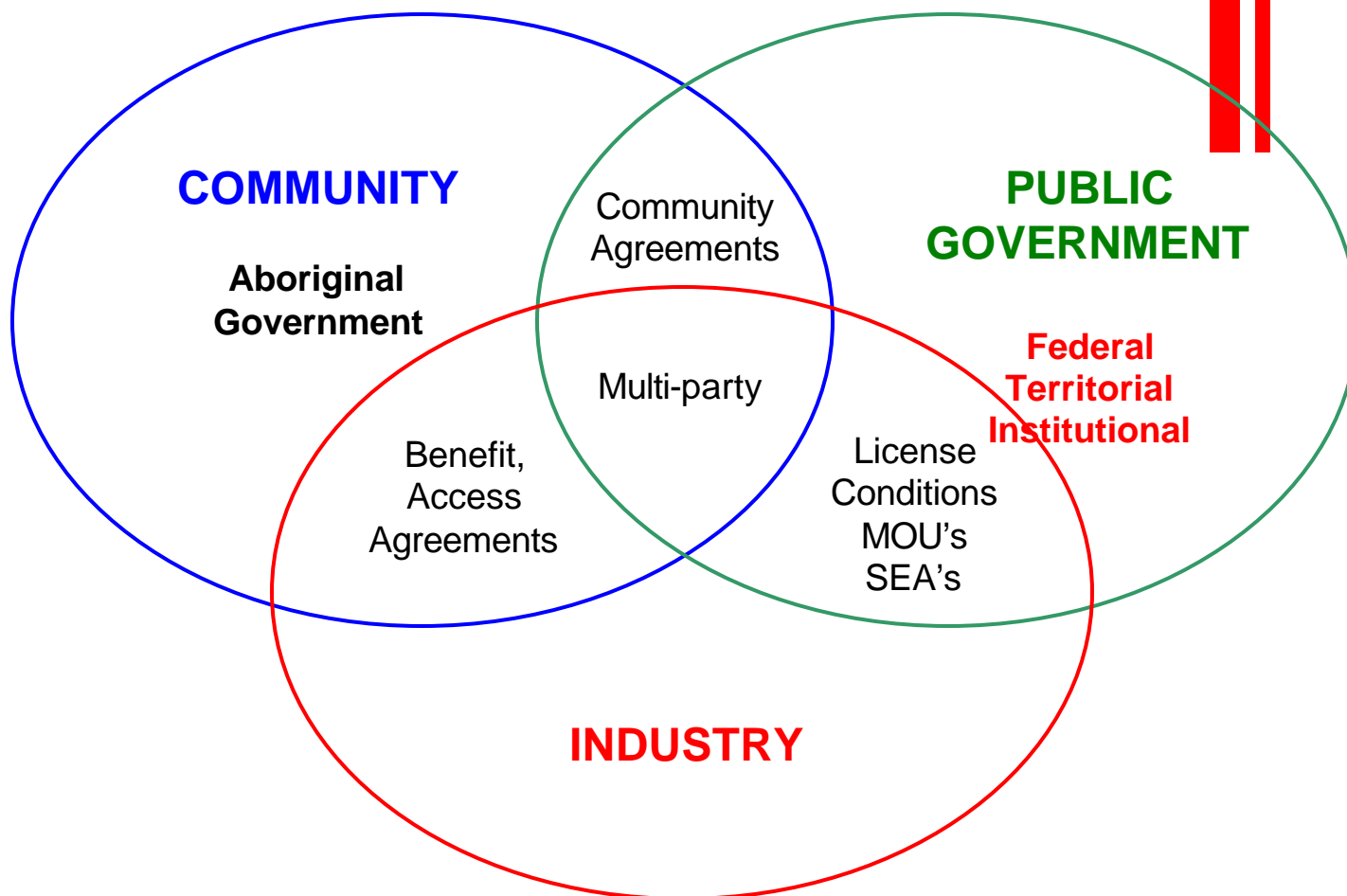


Existing Approaches to Impact Management

- ❖ Broad range of agencies share authority for resource management and Environmental Impact Assessment
- ❖ Multiple forms of agreements reached that serve to manage project impacts and benefits



Existing Approaches: Negotiate Agreements





Collaborative Strategies to Address Impacts

Focus on Outcomes, not Impacts:

- ❖ Building a common understanding
- ❖ Building partnerships
- ❖ Building capacity





Strategies: Building an Understanding

Identifying Sustainable Goals and Interests:

- ❖ Projects focus on their impacts
- ❖ Communities focus on goals and impacts
- ❖ ESIA processes are impact driven
- ❖ Community process needs to be goals and interest driven



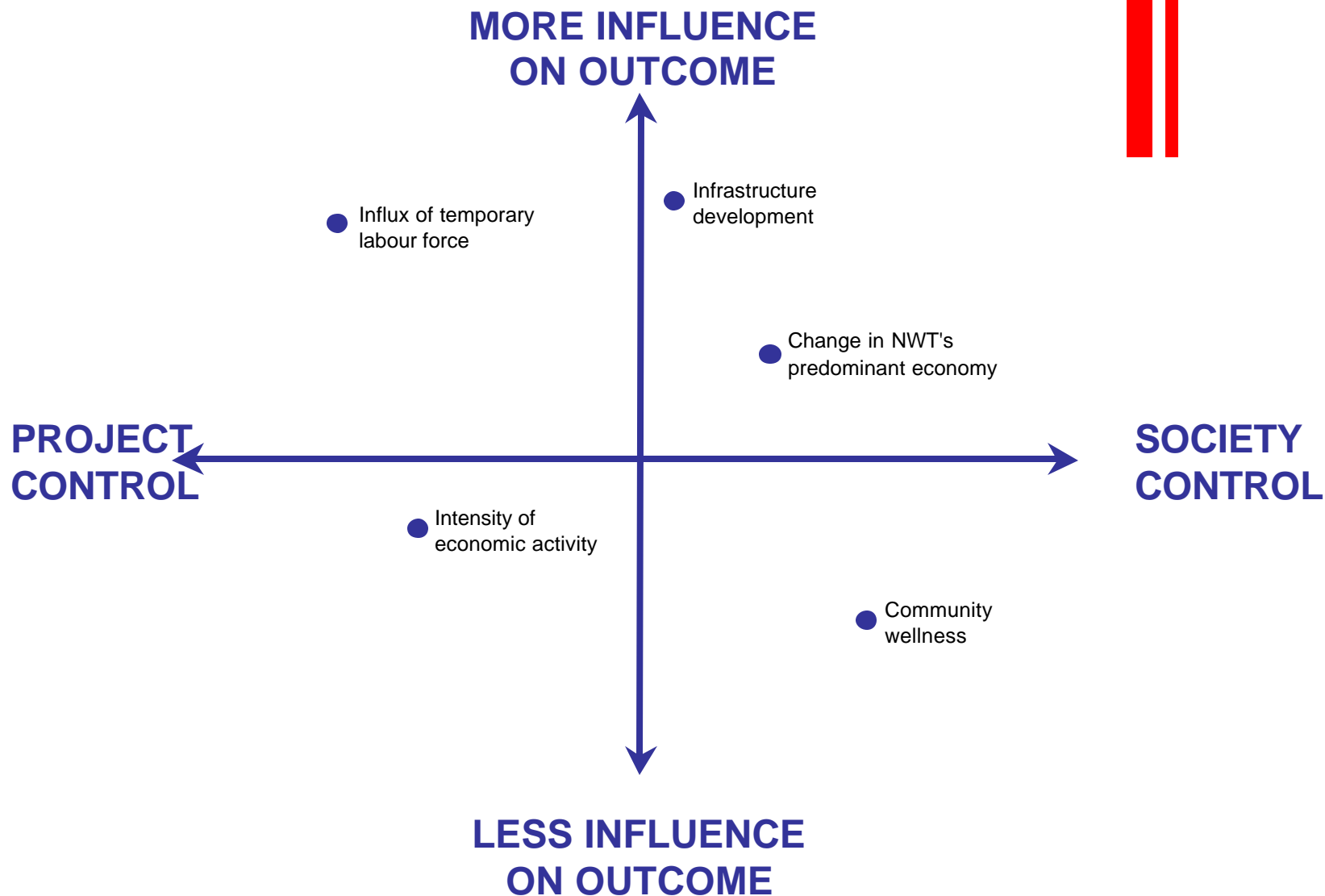
Strategies: Building an Understanding

Sustainable Goals and Interests

Impact	Ultimate Goal/ Interest	Intermediate Results	
		Minimize Negative Impacts	Optimize Positive Benefits
Influx of temporary labour for 7 years	Balance between wage economy and traditional lifestyle	<p>Provide self-contained facilities to minimize disruptive interaction between temporary workers and resident communities</p> <p>Provide transportation to home communities for local residents working on temporary construction or exploration crews</p>	<p>Use experienced (temporary) labour to train local population in construction skills</p> <p>Ensure that country food is routinely available as part of the staple diet for construction crews</p>



Strategies: Building an Understanding





Strategies: Partnerships

Building Partnerships to achieve Outcomes

- ❖ Partners respond to identified interests
- ❖ Partners are formed through agreements





Strategies: Partnerships

Working With Partners to Address Interests

Type of Partnership	Contribution to Ultimate Outcome	Intermediate Results	
		Minimize Negative Impacts	Optimize Positive Benefits
Information sharing and dialogue	Agreement by industry to share capital expenditure plans with government service delivery departments to foster regional coordination on infrastructure development	Agreement between government and industry to share and circulate reports over the project lifetime relating to environmental and social issues	Agreement by industry to share employment specifications over project lifetime in order to align labor requirements with training initiatives
Shared Responsibility	Industry, government health department and community agency jointly resourcing, designing, and implementing a program of alcohol and drug abuse prevention and treatment directed at communities impacted by construction workforce	Financial institutions, industry and government jointly resourcing and managing a venture capital fund to encourage community-based businesses to gain access to industry's supply chain	A formal partnering agreement between industry, government and communities to jointly develop and provide general access to high speed internet services throughout the region



Strategies: Capacity

Capacity not seen as an ESIA Outcome,
seen as a process and monitoring need

- ❖ Train industry, government and community groups together
- ❖ Develop consensus skills
- ❖ Build capacity to focus and manage outcomes from beginning
- ❖ Build capacity for process and project



Thank You

