

# **COMMUNITY SERVICES AND INFRASTRUCTURE PLAN**

## **Woodfibre LNG Project**

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Project No. 989232-05

July 2019

## REVISION HISTORY

Version	Date Issued	Distribution	Comments
0.1	July 10, 2019	Woodfibre LNG	Preliminary Draft

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## ACRONYMS AND ABBREVIATIONS

Acronym	Definition
BC	British Columbia
BMP	best management practice
CEAA	Canadian Environmental Assessment Agency
CEMP	Construction Environmental Management Plan
CSIMP	Community Services and Infrastructure Management Plan
EAC	Environmental Assessment Certificate
EAO	Environmental Assessment Office
FDS	Federal Decision Statement
LAA	Local Assessment Area
LNG	liquefied natural gas
OGC	Oil and Gas Commission
Project	liquefied natural gas processing facility with marine storage and off-loading/Woodfibre LNG Project
SNEAA	Squamish Nation Environmental Assessment Agreement
Woodfibre LNG	Woodfibre LNG Limited
Working Group	Woodfibre Environmental Working Group

## SYMBOLS AND UNITS OF MEASUREMENT

Unit of Measurement	Definition
km	kilometre

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## 1.0 INTRODUCTION

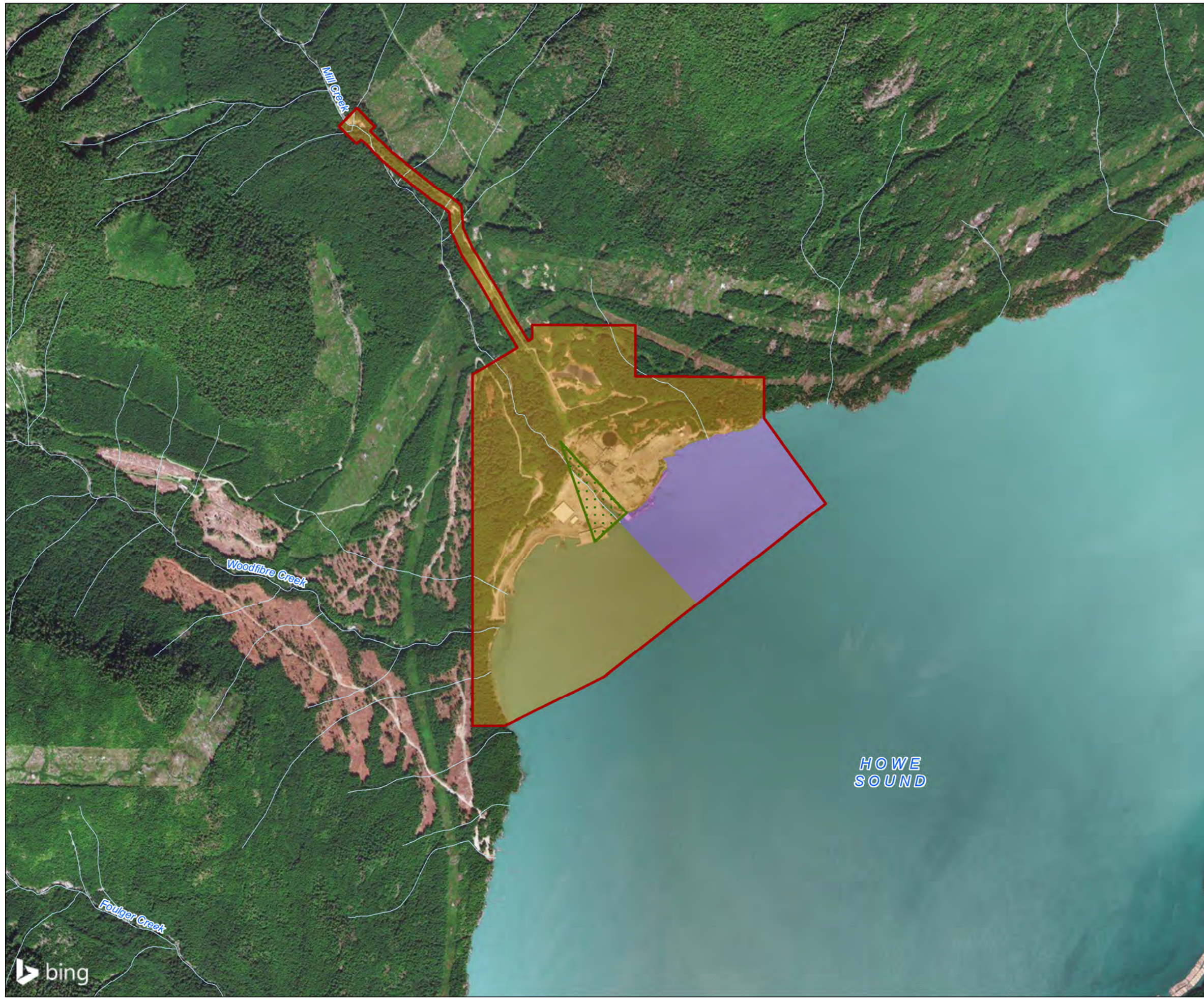
Woodfibre LNG Limited (Woodfibre LNG) is proposing to build a liquefied natural gas (LNG) processing facility with marine storage and off-loading (Project), located approximately 7 kilometres (km) southwest of Squamish, British Columbia (BC).

The Project area is located at the former Woodfibre Pulp and Paper Mill site; a fee simple, industrially zoned brownfield site with more than 100 years of industrial use and deep-water marine access. The community of Britannia Beach is approximately 5.5 km southeast of the Project area; Darrell Bay is approximately 6.2 km to the east; and Port Mellon is approximately 22 km southwest. Vancouver is situated approximately 50 km southeast of the Project area.

**Figure 1-1** shows the location and Certified Project Area for the Project. A detailed project description is provided in Section 1.0 of the Project's Construction Environmental Management Plan (CEMP).

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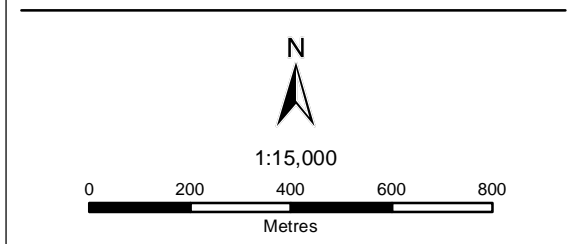
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**LEGEND**

- GREEN ZONE
- CERTIFIED LNG FACILITY AREA
- CERTIFIED MARINE TERMINAL AREA
- CERTIFIED PROJECT AREA
- WATERCOURSE

**SOURCES**  
 Imagery provided by Bing Map Aerial.



WOODFIBRE LNG PROJECT WOODFIBRE, HOWE SOUND, B.C.	
CERTIFIED PROJECT AREA	
Figure 1	05/04/2017

## 1.1 OVERVIEW OF THE COMMUNITY SERVICES AND INFRASTRUCTURE MANAGEMENT PLAN

The objective of the Community Services and Infrastructure Management Plan (CSIMP) is to describe measures that will be implemented to mitigate the potential adverse effects of the Project on services and infrastructure delivered by provincial agencies and local governments during construction. The CSIMP has been prepared to fulfill Environmental Assessment Certificate (EAC) Condition 2: Consultation Regarding Management Plans and EAC Condition 14: Community and Infrastructure and Services Management Plan. The sections of the CSIMP where the conditions of the EAC are addressed are cross-referenced in **Table 1-1**.

**Table 1-1 Conditions for Community Infrastructure and Services Management Plan**

Condition Number	Condition	CSIMP Reference
EAC Condition 14	The Holder must develop, in consultation with Aboriginal groups, local governments, and provincial government infrastructure and service providers, a plan to adaptively manage and monitor effects on services and infrastructure delivered by provincial agencies and local governments. The scope of the plan addresses effects that are directly attributable to the Project and related to its construction phase.	Section 2.0 Consultation
	The plan must include the mitigation measures in the Application Table 22-1 under the heading “infrastructure and community services”.	Section 5.0 Community Services and Infrastructure Mitigation Measures
	The plan must include specific actions to address the following: <ul style="list-style-type: none"> <li>Communication with potentially affected Aboriginal groups, local governments and regional districts, and provincial government infrastructure and service providers regarding Project activities and actions</li> <li>An approach for monitoring and reporting on the effectiveness of the mitigation measures set out in the plan.</li> </ul>	Section 2.0 Consultation, Section 4.0 Roles and Responsibilities, Section 6.0 Communication, Section 7.0 Monitoring, Section 8.0 Reporting
	The Holder must provide the plan to the EAO no less than 60 days prior to the Holder’s planned date to commence construction. The Holder must not commence construction until the plan has been approved by the EAO, unless otherwise authorized by the EAO. Once approved, the Holder must also provide the approved plan to the EAO, local governments, provincial government infrastructure and service providers, and Aboriginal groups.	N/A
	The Holder is required to implement the plan to the satisfaction of the EAO, as of the start of construction until two years after the completion of construction, unless otherwise directed by the EAO.	N/A

**Note:** EAO – Environmental Assessment Office

The CSIMP will be implemented during construction to reduce the potential for Project-related effects on services and infrastructure delivered by provincial agencies and local governments.

Project-related interactions with housing, community infrastructure and services, and emergency services are largely generated from Project workforce requirements and associated anticipated population in-migration. Construction activities also directly affect demand for community services and infrastructure. The CSIMP presents measures to avoid the effects to community infrastructure and services during the construction phase of the Project, and evaluate compliance and effectiveness via a monitoring plan. The CSIMP will be implemented in conjunction with the overall CEMP for the Project and provides both standard mitigation measures (e.g., best management practices) and Project or activity-specific mitigation measures that are consistent with activities listed in Table 22-1 in the EAC Application.

The goals of the CSIMP are supported by EAC Condition 13: Local Economic Opportunities, which requires the Holder to design and deliver programs to support local and Aboriginal employment and contracting opportunities, skills training, and education. Support of these opportunities will reduce the number of employees migrating to the local area for employment and potential consequent demands on community services and infrastructure. Measures implemented by Woodfibre LNG to maintain community health and well-being (M9.2.1 to M9.2.9 in Table 22.1 of the EAC Application) will also decrease demand from local Project employees on health services. In addition, the Traffic Management Plan (M7.2-4 in Table 22.1 of the EAC Application) and the Emergency Response Plan (M7.2-5 in Table 22.1 of the EAC Application) are provided separately.

## **1.2 REVISIONS TO THE PLAN**

The CSIMP provides mitigation measures that will be developed and implemented throughout the construction period. Revisions will be made as additional information becomes available through the progression of detailed design or through the Contractor, Aboriginal groups, the public, and regulatory agencies. A table of revisions listing the version, date, distribution, and comment is on page i of this document.



## 2.0 CONSULTATION

Per EAC Condition 14, the draft CSIMP is being developed in consultation with Aboriginal groups, local government, and provincial government infrastructure and service providers, and a final CSIMP will be submitted to the BC Environmental Assessment Office (EAO) no less than 60 days prior to the start of construction. Woodfibre LNG must not commence construction until the plan has been approved by the EAO, unless otherwise authorized by the EAO.

The CSIMP is considered a Regulated Plan under the Squamish Nation Environmental Assessment Agreement (SNEAA) and must be approved by the Squamish Nation representative of the Woodfibre Environmental Working Group (Working Group) prior to construction commencing. In accordance with the process developed by the Working Group and with SNEAA, a Squamish Nation representative of the Working Group must review a preliminary draft of the CSIMP, and the resulting comments will be considered in the process of developing the CSIMP. Squamish Nation participation in implementing the CSIMP will occur in accordance with the SNEAA and through contractual opportunities for Squamish Nation members or businesses in accordance with the Impact Benefit Agreement.

A summary of consultation events to date is shown in **Table 1-2**.

**Table 1-1 Aboriginal Groups, Government, Public, and Other Parties Engaged**

Aboriginal Group/ Agency/Party	Date	Name of Person Contacted	Action

### 3.0 REGULATORY FRAMEWORK

Development of the CSIMP is guided by the legislation identified in **Table 3-1**.

**Table 3-1 Regulatory Framework for the Community Infrastructure and Services Management Plan**

Name	Jurisdiction	Description
<i>Canada Health Act</i> , RSC 1985, c. 6	Federal	Funds for health care are allocated to each province and territory pursuant to the Act.
<i>Local Government Act</i> , RSBC 1996, c. 323	Provincial	Pursuant to the Act, an Official Community Plan (OCP) can be developed by municipalities and regional districts. An OCP includes a statement of objectives and policies, including those focused on housing and temporary accommodation, to guide decisions on planning and land use management within the area covered by the OCP.
<i>Community Charter</i> , SBC 2003, c. 26	Provincial	Through the Community Charter, water, wastewater, and solid waste management systems and other utilities are deemed to be areas where municipalities have jurisdiction.
<i>Police Act</i> , RSBC 1996 c. 367	Provincial	The Act ensures an adequate and effective level of policing and law enforcement is maintained throughout BC.
<i>Emergency Health Services Act</i> , RSBC 1996, c. 182.	Provincial	Ambulance services are provided by the BC Ambulance Service operating under the authority of the Emergency and Health Services Commission, as mandated in the Act.
<i>Fire Services Act</i> , RSBC 1996, c. 144	Provincial	Local governments are responsible for providing municipal fire services, as regulated under this Act. Guidance is provided by the BC Fire Code, which includes regulations.

## 4.0 ROLES AND RESPONSIBILITIES

*[NTD: This section still under development (July 8, 2019)]*

This section outlines the roles and responsibilities of Woodfibre LNG, the Contractor(s), and the Environmental Monitor for updating, implementing, inspecting, and reporting on the effectiveness of environmental protection and mitigation measures. This section focuses on the roles and responsibilities covered by the CSIMP.

The CEMP contains the details of the roles and responsibilities for overall environmental management for the Project and should be referenced in conjunction with the CSIMP for detailed descriptions of Project-related roles and responsibilities. **Table 4-1** below provides a summary of the roles and responsibilities that are described in more detail in both the CEMP.

**Table 4-1 Summary of Roles and Responsibility for the CSIMP**

Entity	Role and Responsibility
Woodfibre LNG	<ul style="list-style-type: none"> <li>• Audit Contractor(s)' environmental compliance on a regular basis.</li> <li>• Communicate incidents, monitoring/tracking results, and other community related information in accordance with commitments identified in management plans.</li> <li>• Undertake actions identified in the Local Hiring Strategy.</li> <li>• Manage a website for employee accommodation information and hiring opportunities.</li> <li>• Attend project planning and implementation meetings to communicate potential infrastructure and community service concerns and requirements.</li> <li>• Maintain complete records of activities related to implementation of management plan.</li> <li>• Prepare and submit scheduled reports on infrastructure and community service monitoring to Woodfibre LNG, Squamish Nation, and regulatory agencies as required.</li> </ul>
Contractor	<ul style="list-style-type: none"> <li>• Implement the management plan.</li> <li>• Undertake work in compliance with environmental approvals, permits, and authorizations.</li> <li>• Develop and implement a Local Hiring Strategy and a Local Procurement Plan and provide information to the Woodfibre LNG website.</li> <li>• Regularly communicate and report to the Woodfibre LNG Environmental Representative.</li> </ul>
Housing and Accommodation Advisor	<ul style="list-style-type: none"> <li>• Be responsible for advising on and coordinating employee accommodation.</li> <li>• Prepare local information packages and web page content for Woodfibre LNG to provide to non-local construction workers.</li> <li>• Prepare and provide non-local construction workers with information packages on accommodation.</li> </ul>

## 5.0 COMMUNITY SERVICES AND INFRASTRUCTURE MITIGATION MEASURES

This section describes the mitigation measures that will be implemented to meet environmental legislation and commitments, including the mitigation measures from Section 7.2 of EAC Application that are relevant to infrastructure and community services. The mitigation focuses on avoiding or reducing changes in demand for local housing and / or temporary accommodation and associated changes in availability and affordability.

Mitigation measures relevant to the CSIMP are presented in **Table 5-1**. The measures in the CSIMP are applicable to the local area and its communities as defined for the Local Assessment Area (LAA) in the Application. The areas covered by the CSIMP include the District of Squamish, Resort Municipality of Whistler, Squamish-Lillooet Regional District Electoral Area D, and Metro Vancouver.

The Project will have its own infrastructure for water, waste water, and waste management, and will not be drawing on community infrastructure. The expected in-migration of Project workers to the LAA throughout the Project's construction phase is temporary and relatively small in comparison to the existing and projected population base in the LAA; therefore, changes to other local infrastructure and community services such as municipal potable water, wastewater treatment, solid waste disposal, and recycling infrastructure and services are not anticipated. In addition, due to limited in-migration, effects associated with local health and recreation services are not anticipated. The Local Hiring Strategy also reduces in-migration (**Section 5.3**).

**Table 5-1 Mitigation Measures and Associated Environmental Management Plans**

Mitigation	Mitigation Name	Project Phase	Construction Management Plan
M7.2-1	Local Information Packages and Web Pages	Construction Operation	CSIMP
M7.2-2	Housing and Accommodation Advisor	Construction Operation	CSIMP
M7.2-4	Traffic Management Plan	Construction Operation	Traffic Management Plan
M7.2-5	Emergency Response Plan (Construction)	Construction	Emergency Response Plan

### 5.1 HOUSING AND ACCOMMODATION

Woodfibre will implement mitigation measures that will reduce the Project-related demands on housing and accommodation for the Project. For the construction period and the initial stage of operations, Woodfibre will work with the Contractor(s) to identify housing and temporary accommodation units and make incoming workers aware of this potential accommodation.

## **5.2 HOUSING AND ACCOMMODATION ADVISOR**

To assist with Project-related housing and accommodations, Woodfibre LNG will work with the Contractor(s) to contract a person or a firm that will canvass and identify housing and temporary accommodation units and make incoming workers aware of this potential accommodation. The Housing and Accommodation Advisor will also generally act as the primary housing resource for the Project's non-local workers and liaise with housing and accommodation providers in the LAA. During construction, this person will also pre-book suitable worker accommodation within reasonable commuting distance from the Project during periods when higher numbers of short-term temporary accommodation units are required.

## **5.3 LOCAL HIRING STRATEGY**

The Local Hiring Strategy will help mitigate the potential Project-related strain on housing and accommodation services. Hiring locally will reduce the number of workers requiring temporary housing and accommodation while also reducing capacity pressures on local municipal services caused by an influx of new residents.

Woodfibre LNG will work with the Contractor(s) to hire local resources as available when subcontracting for work activities outside of the Contractors' capacity. Additional labour resources will also be considered locally prior to hiring non-local workers for activities that may be subcontracted, such as crane services, painting, earthworks, legal surveying, site security, catering, etc.

Utilizing local employees and contractors not only establishes positive community relations, doing so also makes sound economic sense. Woodfibre and the Contractor(s) will canvass the local community of District of Squamish and then to the Greater Vancouver area when hiring members of the workforce required during construction.

The Local Hiring Strategy will include the following:

- The Contractor(s) and sub-contractors will seek available and qualified workers in the Lower Mainland and elsewhere in BC prior to seeking and/or engaging foreign workers.
- Woodfibre LNG will work with the Project's contractors and labour organizations during the construction phase to identify apprenticeship or work experience opportunities.
- Work collaboratively with economic development organizations/associations in the Squamish Lillooet Regional District areas to inform entrepreneurial training programs for potential goods and services suppliers, including training in Woodfibre LNG-specific contracting procedures and quality control, and legal/contracting issues.
- Commence in-house training on various LNG facility-specific processes, including operations and maintenance, of direct employees initiating prior to operations.

- Work collaboratively with Squamish and Greater Vancouver educational authorities and educational institutions to inform the development and implementation of high school and college industrial training courses with natural gas sector content.
- Work collaboratively with other LNG focused companies, BC Government, First Nations organizations, and industry associations to enhance education and training strategies across the sector through the sharing of best practices, experiences and resources to meet emerging skill requirements for the Project (and other LNG projects in the province).
- Establish cooperative education opportunities at the Project's administrative offices and facility to provide job experience to young residents in the Squamish and Whistler areas who are in a career or trades-focused high school training program.

The Local Hiring Strategy requires the Contractor(s) to carry out the following:

- Identify and hire locally available workers with the requisite skills to carry out the construction of the LNG facility to the extent practical.
- Provide local communities with full, timely, and easily accessible information about the Project's construction workforce requirements, job descriptions, qualifications, application procedures, and selection procedures, through a Project-specific website.

To ensure that local and regional businesses can access the benefits of increased demand for goods and services from the Project, the Contractor(s) will develop a Local and Regional Procurement Strategy.

This will include the following elements:

- Regularly advertise tendered goods and services opportunities locally and regionally in the manner best suited to reach the target audience.
- Provide timely information on tenders, procurement requirements (including contract information, experience and skills requirements) and bidding procedures; in a timely manner prior to the start of construction at the Project site. The information will be on or accessible from the WLNG website.
- Undertake or sponsor workshops in conjunction with Woodfibre LNG at the local and regional levels for businesses that (1) outline the Project's direct goods and services procurement opportunities and (2) outline likely contracting conditions and methods and best practices in bidding (including joint venture subcontracting best practices) which local and regional suppliers can utilize to help meet the contracting conditions of Woodfibre LNG and contractor(s). Hold workshops with one prior to the start of construction, and intervals appropriate to the level of construction activity.

Woodfibre will work with the Contractor(s) to provide information on local hiring and procurement opportunities, which will be updated on the Woodfibre LNG webpage.

#### **5.4 LOCAL INFORMATION PACKAGES AND WEB PAGES**

Prior to commencing construction, the Housing and Accommodation Advisor will prepare and provide non-local workers with information packages on accommodation options within the region as well as information on local services they may require in these communities. Contractors will make this information available at their offices and on their websites, as requested by Woodfibre LNG. They will also advise of this housing and accommodation support service in advertisements that communicate the local procurement strategy. Woodfibre LNG will ensure this information available and can only be accessed by Project workers.

Woodfibre LNG will also prepare and provide non-local construction and operation-phase workers with information packages on accommodation options in Greater Vancouver and the Squamish Lillooet Regional District area, in addition to providing information on local services they may require in these communities. Woodfibre LNG will ensure this information available and can only be accessed by Project workers.

#### **5.5 EMERGENCY SERVICES**

As part of the Project, the Contractor will have on-site emergency services to minimize the need for community-based services, including the following:

- Site security
- Trained fire-fighting staff and fire-fighting equipment
- Emergency medical services, including an on-site emergency medical technician, personnel trained in level 3 first aid, and emergency helipad egress.

Emergency related services are described in further detail in the Emergency Response Plan.

## 6.0 COMMUNICATION

Woodfibre LNG is committed to ongoing communication and consultation with potentially affected Aboriginal groups, local and provincial government, and other community members, and will have dedicated corporate communications staff in place throughout the Project’s construction phase. Communication methods may include notification of construction activities through digital channels (e.g., web site, social media, advertising, email, voicemail) as well as information sharing during stakeholder meetings. Wayfinding and other signage will also be used where possible, etc. **Table 6-1** below provides a preliminary list of interested Aboriginal groups and government agencies that Woodfibre expects to engage for the CSIMP:

**Table 6-1 Interested Parties for CSIMP Engagement**

Stakeholder	Department
Provincial Government	<ul style="list-style-type: none"> <li>· Provincial Government Agencies:</li> <li>· BC Ministry of Environment and Climate Change Strategy</li> <li>· BC Ministry of Municipal Affairs and Housing</li> </ul>
Local Government	<ul style="list-style-type: none"> <li>· District of Squamish</li> <li>· Metro Vancouver</li> <li>· Squamish-Lillooet Regional District</li> </ul>
Indigenous Groups	<ul style="list-style-type: none"> <li>· Squamish Nation</li> <li>· Musqueam Indian Band</li> <li>· Tsleil-Waututh Nation</li> </ul>
Local Groups	<ul style="list-style-type: none"> <li>· Marine user groups</li> <li>· Recreational &amp; non-recreational groups</li> </ul>

Woodfibre LNG will continue to communicate with interested parties through the construction phase and early operation of the Project to provide information and respond to incoming comments as described in the Monitoring Plan.

In addition to maintaining a record of consultation for the CSIMP with each of the parties, Woodfibre LNG will promptly provide a copy of the updated consultation record to the EAO, any relevant party(ies), or both upon written request from the EAO or other interested party.



## **7.0 MONITORING**

Woodfibre LNG is committed to monitoring the effectiveness of its communications and engagement strategies and activities. The CSIMP will guide the engagement and communication process and will be regularly updated throughout the Project's construction and early operational phases.

### **7.1 SCHEDULE**

The CSIMP will be implemented throughout the construction phase of the Project and the first two years of operation.

### **7.2 MONITORING**

Woodfibre LNG will undertake compliance reporting as part of implementation of the EAC. Compliance reporting enables the EAO to verify that Woodfibre LNG is meeting the EAC conditions including Condition 14, which is designed to mitigate potential adverse effects to community services and infrastructure.

Measures associated with housing and accommodation include the provision of local information packages to non-local construction phase workers, and a Housing and Accommodation Advisor who will serve as a housing resource for the Project's non-local workers. The Housing Accommodation Advisor will also liaise with housing and accommodation providers in the local area and region.

Woodfibre LNG will track the use of local and non-local workers as well as the local services and establishments that will be utilized during the construction of the Project. This information will be used to understand and assess the results of Woodfibre LNG's efforts to hire local staff resources while minimizing pressures on local infrastructure and services. Woodfibre LNG will also use this information to identify and assess Project-related opportunities for local businesses, such as accommodation services.

### **7.3 ADAPTIVE MANAGEMENT**

Adaptive management will address any unexpected adverse or positive effects that may occur during Project construction. Should unanticipated effects occur, they will be integrated into the CSIMP and reviewed with the appropriate Woodfibre LNG team members. An adaptive management process will be initiated to minimize any effects identified on local infrastructure and services.

Woodfibre LNG will use tracking systems to quantify and monitor local opportunities and the use of local business services. Direct communication will also be required with Aboriginal groups, local governments and regional districts, and provincial government infrastructure and service providers to provide necessary information during development of adaptive management strategies as required.

Woodfibre LNG will compile the monitoring information provided by the Project team and external resources and will use this information to evaluate the effectiveness of the mitigation measures. As a component of the monitoring program, Woodfibre LNG will determine the reasonable thresholds for the reporting metrics that would trigger the initiation of adaptive management measures. Based on this review, the Woodfibre LNG team will determine if the Project has resulted in any adverse effects on infrastructure and community services that would require an adaptive approach. If so, the Project team will propose a course of action for review by First Nations and other interested parties and advise representatives from the EAO and Canadian Environmental Assessment Agency of proposed amendments to the mitigation measures or new measures.

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## 8.0 REPORTING

Woodfibre LNG will prepare compliance and monitoring reports with updates on construction progress and descriptions of any issues specific to community infrastructure and services and identified mitigations. Reporting will include a summary of comments from stakeholders posted to the Woodfibre webpage or through stakeholder meetings.

Reporting information may include activities such as those identified in **Table 8-1** below.

**Table 8-1 Project Components and Reporting**

Component	Reporting
Local hiring strategy	<ul style="list-style-type: none"> <li>• Size of construction workforce – local</li> <li>• Size and location of construction workforce – non-local, commuting, and in-migrating</li> <li>• Website notifications and updates (hiring and local procurement)</li> <li>• Training opportunities (type, number)</li> </ul>
Local Procurement Policy	<ul style="list-style-type: none"> <li>• Tendered goods and services opportunities advertised locally and filled locally</li> <li>• Number workshops for procurement</li> <li>• Number local contractors hired</li> </ul>
Housing and Accommodation	<ul style="list-style-type: none"> <li>• Advisor availability and actions taken</li> <li>• Size of construction workforce – local</li> <li>• Size and location of construction workforce – non-local, commuting, and in migrating</li> <li>• Number of workers in workforce accommodation identified by advisor</li> <li>• Number of bed-nights provided for all site personnel at the workforce accommodation</li> </ul>
Local Information Packages and Web Pages	<ul style="list-style-type: none"> <li>• Type and frequency of packages</li> <li>• Number of packages provided to workforce</li> <li>• Website operation (housing and accommodation)</li> </ul>

## 9.0 PLAN PREPARATION

**Table 9-1** lists the qualified professionals and designations who prepared the CSIMP.

**Table 9-1 Qualified Professionals**

Name	Qualifications
Nina Barton	B.Sc., MRM

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