



Community Services and Infrastructure Management Plan

Woodfibre LNG Project

October 29, 2023

**WOODFIBRE LNG PROJECT:
COMMUNITY SERVICES AND INFRASTRUCTURE MANAGEMENT PLAN
INTERNAL**

Revision and Sign-Off

Version	Date issued	Description	Approver	Summary of material changes
1	Sept 2, 2022	Issued for review	Christine Kennedy	
1.5	September 26, 2022	Interim Update	N/A	Interim update provided that incorporates comments from roundtable and preliminary reviews)
2.0	April 3, 2023	Revision	Christine Kennedy	Clarification revisions
3.0	May 1, 2023	Issued for Review	Christine Kennedy	Update provided incorporates new developments and comments from the second Roundtable on April 26, 2023
4.0	June 2, 2023	Issued For Approval	Christine Kennedy	Updated comments incorporated from formal review from Indigenous Groups, District of Squamish, and other Stakeholders
5.0	October 28, 2023	Issued for Use	Christine Kennedy	Contains updates and requirements outlined in the BC EAO Letter of September 15, 2002

Overview

This plan has been developed to meet the Environmental Assessment Certificate Condition #14 which states “The Holder must develop, in consultation with Aboriginal Groups¹, local governments, 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”².

This Community Services and Infrastructure Management Plan (CSIMP) is a regulatory requirement that must be met and reflects Woodfibre LNG’s plan to avoid potential direct impacts where possible through

¹ The term “Aboriginal” was used at the time that the EAC issued the conditions and is left for that reason. The CSIMP uses the word ‘Indigenous’ in the text other than in places where a published source document uses ‘Aboriginal’.

²Condition #14 in Woodfibre LNG’s BC Environmental Assessment Certificate (EAC)

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mitigations and strategies from the start of the construction phase through to the first two years of operations.

Woodfibre LNG and its contractors are committed to maximizing positive benefits, including employment, training, business, procurement and community and social investment opportunities, and minimizing potential impacts of the Project for the community of Squamish and Indigenous Groups. Safety of Indigenous Groups, the community of Squamish and our workforce during construction is a key value for the Project. To accommodate concerns and opportunities raised by members of the community, Indigenous Groups, and others, Woodfibre LNG has made progressive changes to the Project throughout the planning phase. Examples include:

- An early decision to be an e-drive project, using renewable hydroelectricity sourced from BC Hydro to power the liquefaction process, significantly reducing greenhouse gas emissions.
- A plan to be net zero emissions during both construction and operations.
- The use of a floating hotel (“floatel”) rather than a land-based camp or other alternative for accommodation of the Project’s non-local construction workforce, to avoid pressures on housing and community services in Squamish.
- Changing the location of the facility from floating to on-land in response to concerns regarding potential impact on the marine environment. Only the storage tanks will remain floating.
- Changing the cooling technology for the facility from seawater to more environmentally friendly air cooling as per the Squamish Nation Environmental Assessment.
- Use of ferry and shuttle services to transport workers to the site.
- A decision to not provide access to the community of Squamish for non-local workers resident on the floatel, unless in the case of an emergency that requires health care services not provided on site, or for specific business requirements.

Woodfibre LNG looks forward to continued engagement with Indigenous Groups, community members, governments, and other stakeholders through out all the phases of the Project.

Sḵw̓xwú7mesh Úxwumixw (Squamish Nation) Preamble

The Woodfibre Liquefied Natural Gas Project is a liquefied natural gas export facility being constructed on the former Woodfibre Pulp and Paper Mill site in Nexwnéwu7ts Átlk'a7tsem (Howe Sound), approximately seven kilometres south of Sḵw̓xwú7mesh (Squamish). The Project is on the historical location of a Sḵw̓xwú7mesh Úxwumixw (Squamish Nation) village known as Swiýát. Swiýát and Nexwnéwu7ts Átlk'a7tsem (Howe Sound) are tied to the cultural well-being of Sḵw̓xwú7mesh Úxwumixw (Squamish Nation) members, their ancestors, and their descendants, and to other Indigenous groups as defined in the Project's Environmental Assessment Certificates. Woodfibre LNG recognizes the importance of these areas to the Sḵw̓xwú7mesh Stélmexw (Squamish People), and other Indigenous groups. Woodfibre LNG seeks to construct and operate the Project in a manner that is respectful of Indigenous values. This Community Services and Infrastructure Management Plan is primarily written in English with important place names, species, phrases, and passages provided in the Squamish language.

Temíxwiýikw chet wa naantem chet ti temíxw Swiýát
Chet wa sménhemswit kwis ns7éyxnitas chet ti temíxw
We7ú chet kwis t'íchimwit iy íwas chet ek' l tti.

Our ancient ancestors named this place Swiýát
We, as their descendants safeguard these lands
We will continue to swim and fish in these clear waters.

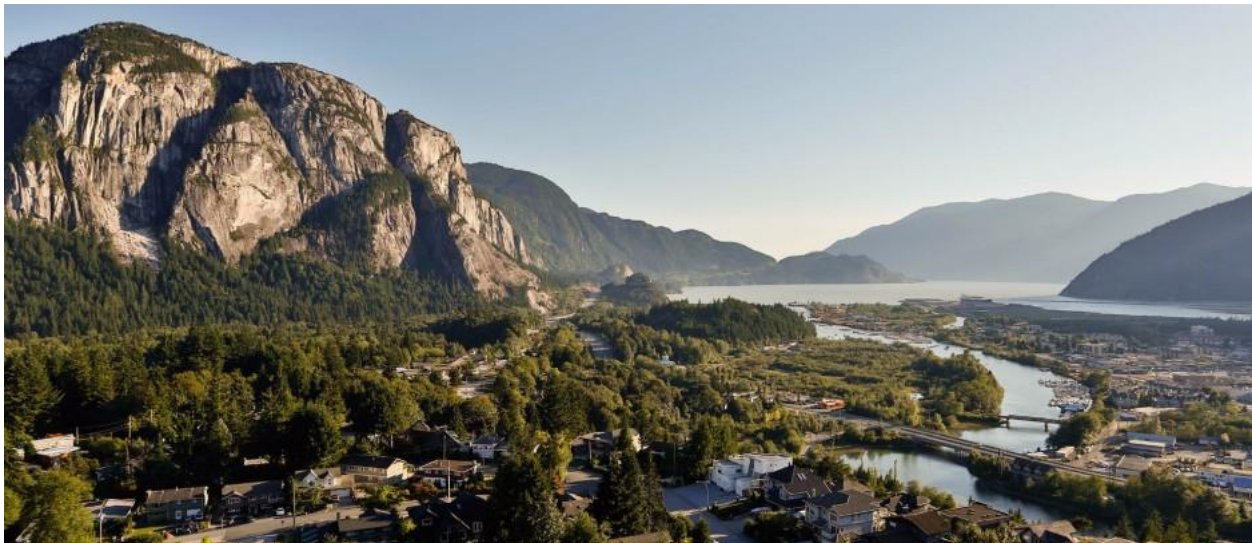


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Abbreviations

Application	Application for an Environmental Assessment Certificate
BC	British Columbia
BCEAA	British Columbia <i>Environmental Assessment Act</i>
CEAA	<i>Canadian Environmental Assessment Act</i>
CEA Agency	Canadian Environmental Assessment Agency
CEMP	Construction Environmental Management Plan
CSIMP	Community Services and Infrastructure Management Plan
DoS	District of Squamish
EA	Environmental Assessment
EAC	Environmental Assessment Certificate
EAO	BC Environmental Assessment Office
EMP	Environmental Management Programs
EPCM	Engineering, Procurement and Construction Manager
FDS	Federal Decision Statement
GHG	Greenhouse gas emission
Km	Kilometre
LNG	Liquefied Natural Gas
MMT	Million metric tonnes
OGC	Oil and Gas Commission
the Plan	Community Services and Infrastructure Management Plan
the Project	Woodfibre LNG Project
SNEAA	Squamish Nation Environmental Assessment Agreement
VCs	Valued Components
Woodfibre LNG	Woodfibre LNG Limited
Working Group	Woodfibre LNG/Squamish Nation Environmental Working Group

Symbols and Units of Measure

Unit of Measure	Definition
Km	Kilometre
M	Metre
km/h	Kilometres per hour
°	Degree
°C	degrees Celsius
%	Percent

Squamish to English Language Word Translations

Sḵw̓x̓wú7mesh Sníchim	English
Locations	
Nexwnéwu7ts Átlk'a7tsem	Howe Sound
Sḵw̓x̓wú7mesh	Squamish
K'emk'emeláy	Vancouver
Swiyát	Swiyat (Historic Squamish Nation village located at Woodfibre LNG Site)
Terms	
Ínexwantas	Monitoring
Smánit	Mountain
Sḵw̓x̓wú7mesh Úxwumixw	Squamish Nation
Sḵw̓x̓wú7mesh Sníchim	Squamish language
Staḵw	Water, river

Source: Jacobs, 2022

Glossary

Adverse Effect	An effect that is detrimental to a specific valued component relative to baseline.
Application	The environmental assessment application filed by Woodfibre LNG with the BC Environmental Assessment Office.
Construction	Construction includes upgrading, repairing, replacing, and removing legacy infrastructure, and building new infrastructure.
Direct Effect	A directly attributable effect resulting from Project activities in the construction phase or related to the temporary workforce.
Emergency	A situation that calls for immediate and targeted action because it has resulted in or may result in an undue risk to the health and safety of Project personnel or the public; significant damage to property or equipment; significant damage to public property or equipment; and damage to or from the environment.
Emergency Services	Emergency response services include fire protection, police, ambulance, emergency evacuation by boat, medi-vacuation by helicopter, hospital emergency services, emergency social services (ESS) and search and rescue
Environmental Assessment Certificate	Refers to the Environmental Assessment Certificate issued to Woodfibre LNG on [October 26, 2015] by the provincial Minister of the Environment under Section 17(3) of the BC Environmental Assessment Act, S.B.C. 2002, c43 (amended)
Environmental Management Plan	A document describing how the Project identifies, assesses, monitors, and maintains interactions with the environment, health and safety in order to prevent negative environment impacts.
Indigenous Groups	The EAC identifies Aboriginal Groups as: Sk̓wx̓wú7mesh Úxwumixw (Squamish Nation) and Tsleil-Waututh Nation.
Local & Regional	Local: from the Squamish / Squamish-Lillooet Regional District area.

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	Regional: Sea to Sky and Lower Mainland areas.
Metrics	A method of measuring something or the results obtained from measuring something.
Stakeholders	Stakeholders are people, organizations, or groups who are not an Indigenous Group, and who may directly or indirectly be affected by the project, or who may have interests in the project and/or the ability to influence its outcome.
Socio-economic Effects	The economic, social, and financial effect of an activity on a community or Indigenous Group.
Reporting Metrics	Used to measure and track the effectiveness and/or implementation of mitigation objectives.
Rights Holders	Indigenous peoples who have Aboriginal or Treaty rights recognized under Section 35 of the Canadian Constitution Act (1982).
Squamish Nation Environmental Assessment Agreement	The agreement entered into by Skwxwú7mesh Úxwumixw (Squamish Nation) and Woodfibre LNG that establishes binding conditions applicable to the Project and describes the process by which the conditions will be satisfied.
Workforce Accommodation	Housing for the Project construction personnel. Could include a temporary workforce accommodation (i.e., the floatel), rental housing or other temporary accommodation options as determined through the engagement and consultation process, and as approved by regulatory agencies.

1 INTRODUCTION

Woodfibre LNG Limited General Partner Inc. (Woodfibre LNG) is committed to avoiding and managing social, environmental, and economic effects associated with the construction and operation of its planned liquefied natural gas (LNG) processing, marine storage, and off-loading facilities (the Project). This CSIMP specifically focuses on the social and economic effects (socio-economic effects) of the Project during construction and two years into operations.

On October 16, 2015, Woodfibre LNG received an Environmental Assessment Certificate (EAC, No. E15-02) from the British Columbia Environmental Assessment Office (BC EAO), which includes 25 conditions (Schedule B). Two EAC amendments were issued in 2017 and 2019 respectively, with a third amendment to add a proposed floating worker accommodation (floatel) currently under review.

Woodfibre LNG also received a Federal Decision Statement (FDS) issued under Section 54 of the Canadian Environmental Assessment Act, 2012 (CEAA 2012) in 2016.

In addition to the EAC and the FDS, the Skwxwú7mesh Úxwumixw (Squamish Nation) conducted an independent environmental assessment of the Project and issued an environmental certificate in 2015, which included twenty-five (25) Conditions for Woodfibre LNG, Fortis BC, and the Province of BC. Thirteen of those Conditions approval applied specifically to Woodfibre LNG. Woodfibre LNG and Squamish Nation subsequently entered into a Squamish Nation Environmental Assessment Agreement (SNEAA), which is a legally binding agreement that describes the processes by which the Squamish Nation conditions will be satisfied.

The CSIMP has been developed, through extensive conversations with various members of Squamish service providers and stakeholders (community), to meet EAC Condition 14. It describes the measures that will be implemented and managed to avoid or minimize anticipated impacts on community services and infrastructure in the communities near the Project through a managed process.

This CSIMP also outlines Woodfibre LNG's strategy to manage and monitor effects directly attributable to the Project on services and infrastructure delivered by provincial government agencies, Indigenous Groups, local governments, and service providers. It is designed to support local opportunities, such as jobs and contracts for local and Indigenous businesses, while avoiding or minimizing where possible, the Project's footprint on community services and infrastructure.

1.1 CONNECTION TO WOODFIBRE LNG'S MANAGEMENT SYSTEM

This document is part of Woodfibre LNG's overarching management program designed to meet the conditions and commitments required by the Project's Indigenous, municipal, provincial, and federal approvals and agreements. The intent is to provide clear expectations of behaviour from all Woodfibre LNG personnel, including staff, contractors, sub-contractors, and visitors.

1.2 ACKNOWLEDGEMENT

The CSIMP was developed by Woodfibre LNG during the pre-construction phase of the Project in 2022 and 2023 and was delivered by a team of technical and non-technical staff and contractors who provide a range of perspectives and expertise to this plan. To our knowledge, members of our team:

- Identify as cis gender.
- Identify as heterosexual or as 2SLGBTQIA+.
- Are of various ethnicities.
- Live above the poverty line and earn a living wage.
- Live in British Columbia (Squamish, Metro Vancouver, Victoria) and Alberta (Calgary).
- Have received at least some post-secondary education.

To address any gaps in our perspectives, the team has engaged other parties as part of the engagement and review process for this management plan, including Indigenous Groups, members of the local community and government representatives.

2 ABOUT THE PROJECT

The Woodfibre LNG project is a proposed liquefied natural gas (LNG) project located on the former Woodfibre Pulp Mill site approximately seven kilometres (km) southwest of Sk̓wx̓wú7mesh (Squamish), British Columbia (Figure 1). The Project will have capacity to liquefy up to 2.1 million tonnes per year of natural gas, have a storage capacity of 250,000 cubic metres (m³), and export the LNG via vessels through Howe Sound to overseas markets.

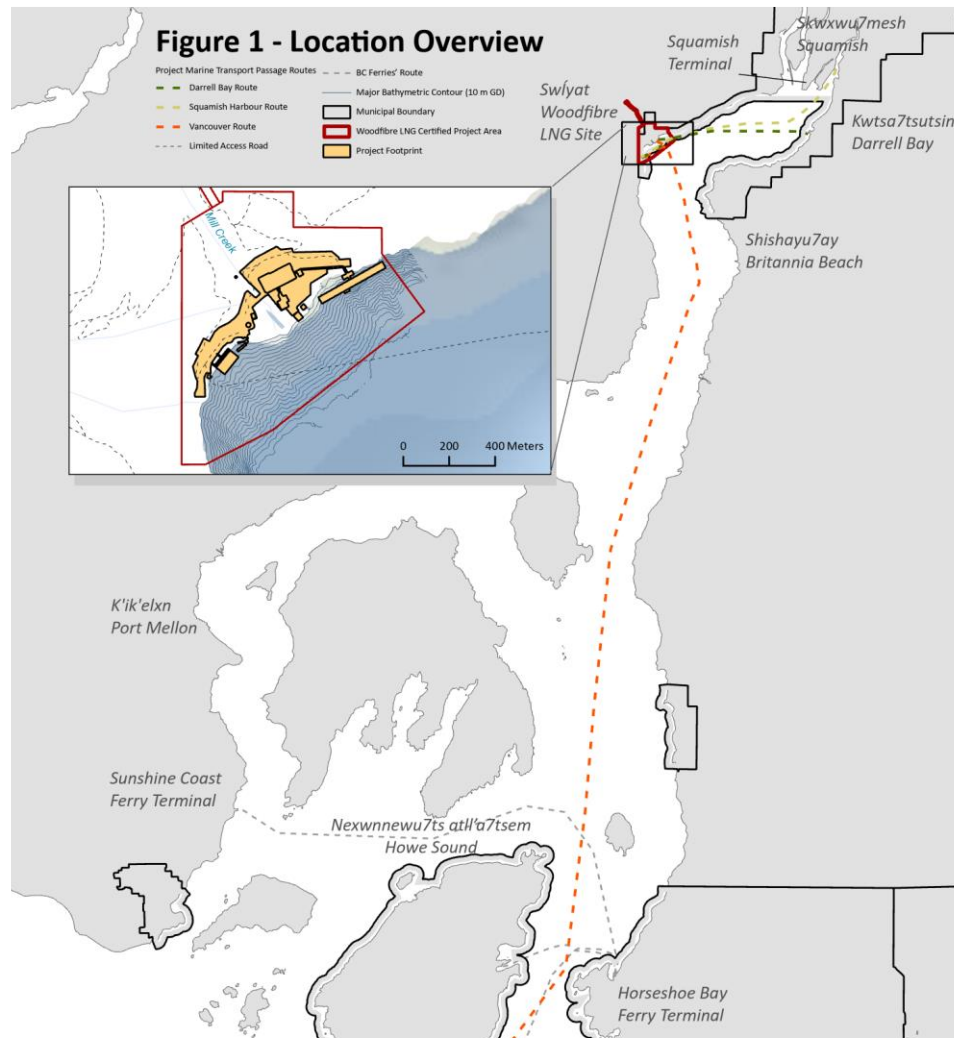


Figure 1 – Location Overview

The Project is on fee simple, industrially zoned, brownfield lands with a history of more than 100 years of industrial use. There is no road access to the site and all personnel, equipment, and supplies for the Project will be brought in by vessel via Nexwnéwu7ts Átl̓k'a7tsem (Howe Sound).

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The Project components are detailed in the Certified Project Description (Schedule A, Environmental Assessment Certificate 15-2 as amended on July 12, 2019) and are summarized in Figure 2 below.

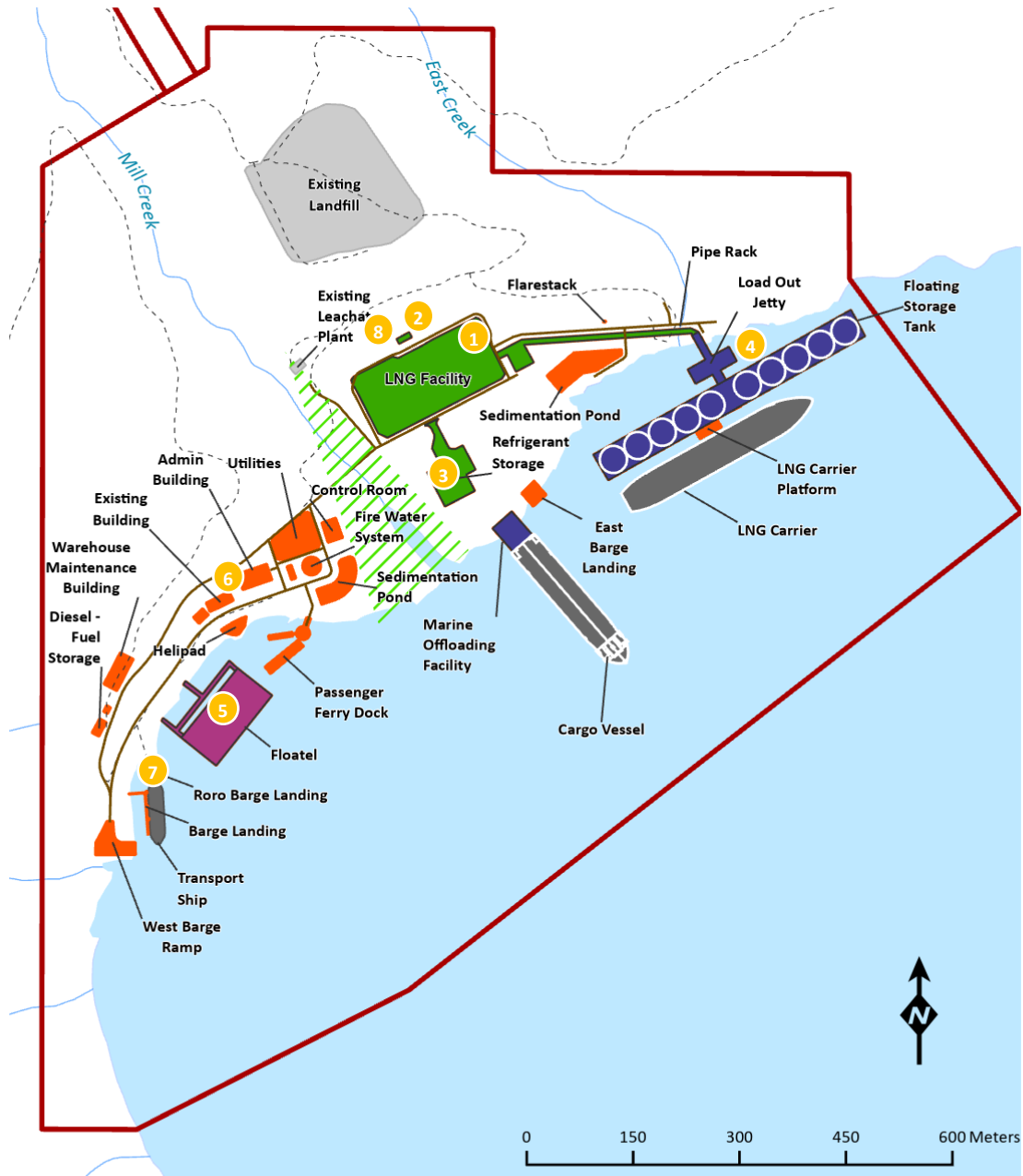


Figure 2 – Project Site (Numbering corresponds to list below)

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The key components of the project include, but are not limited to, the following:

1. Land-based natural gas processing and liquefaction facility.
2. Connection and interaction with Fortis's Eagle Smánit (Mountain) Gas Pipeline (EGP Project).
3. Condensate storage.
4. Floating storage tanks and offloading unit and associated jetty.
5. The proposed floating accommodations (i.e., the floatel) at site to house the variable numbers of workers during construction (pending review and approval of EAC Amendment 3).
6. Supporting buildings, including administration building(s), control room(s), maintenance building(s), dry storage and chemical building(s), fire house(s), first aid building(s), flare stack, and safety and guardhouse buildings.
7. Facilities to provide site access, including floats, roll on-roll off (RO-RO), docks, temporary barge access, passenger ferry terminal, and helipad.
8. Electrical facilities to interconnect with the BC Hydro grid.

2.1 PLANNED CONSTRUCTION AND COMMISSIONING

Woodfibre LNG has signed an Engineering, Procurement, Fabrication, and Construction (EPFC) contract with McDermott International (McDermott), who will design and construct the LNG facility. Woodfibre LNG, as project owner, will oversee the work performed by McDermott, in addition to its own responsibilities. McDermott is required to have in place a CSIMP Lead that will provide monthly report to the Woodfibre LNG CSIMP Lead, which will allow Woodfibre LNG to evaluate its compliance and its effectiveness to adjust the mitigations where and when required.

The following table outlines the various phases of the Woodfibre LNG project and associated dates:

Table 1 – Project Phases

Phase	Description	Anticipated Dates
Pre-Construction	<p>In advance of the construction of the Project by McDermott, Woodfibre LNG will directly lead activities to support the rehabilitation and remediation of the site to prepare for start of construction.</p> <p>This phase will focus on isolated activities, including the removal of remaining concrete, demolition of legacy infrastructure, and rail from the former Woodfibre pulp mill, and the replacement of infrastructure, such as the existing passenger dock.</p>	2022-2023

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Phase	Description	Anticipated Dates
Construction	<p>McDermott will lead the construction of the Project, including:</p> <ul style="list-style-type: none"> • LNG facility construction and module installation • On-site construction support structures and equipment • Connection with BC Hydro power and EGP Project • Implement the CSIMP and provide monthly reports to Woodfibre LNG on the monitoring data. <p>During this phase, Woodfibre LNG will continue to lead communication and engagement with Indigenous Groups, local community and project stakeholders. Woodfibre LNG and McDermott will be responsible for permitting and for implementing, monitoring, and reporting out on the CSIMP. McDermott will have a specific CSIMP lead who will provide monthly reports to Woodfibre LNG CSIMP Lead.</p>	2023-2027
Commissioning & Early Operations	<p>Following completion of construction, Woodfibre LNG and McDermott will undertake completion activities to finalize construction and prepare the LNG facility for operation.</p> <p>Woodfibre LNG will lead communication and engagement with Indigenous Groups, stakeholders, and the local community into and through Operations.</p>	2027

2.2 ANTICIPATED PROJECT WORKFORCE

The Project requires a temporary workforce to construct the LNG facility, to provide site services or supporting work to facilitate construction, and permanent employees to provide ongoing operations. Woodfibre LNG commits to source personnel and services locally (as defined in Section 3.1), where viable.

Woodfibre LNG and McDermott are working together to determine the number of worker and types of jobs required during construction. The number of workers on site will vary throughout the Project depending on the construction activities occurring. The table below represents the current understanding of the workforce (direct jobs) during the different phases of the Project:

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Table 2 – Estimated Workforce Per Phase

Phase	Description
Pre-Construction	During the Project's Pre-Construction phase, an estimated 55-60 workers are required. Due to the scope of this phase, only a small portion of this workforce will be required on site at any one time.
Construction	During the Construction phase, the Project will employ 125-150 at the start and ramp up to approximately 800 workers at peak construction (approximately one-third offsite at any given time due to shift rotations), ranging from skilled trades employed by contractors and sub-contractors to senior site managers employed by Woodfibre LNG. In addition, the Project will require contractors to provide ancillary services (e.g., janitorial, medical, transportation, equipment rental, site security and health and social services).
Commissioning	In the final year of construction, the number of workers will decrease to approximately 200 workers.
Operation	During the operations phase the project will provide approximately 100 long-term, operations jobs for up to 40 years based on our export licence. These include on-site management, maintenance, logistics, operations, technical, marine and health/safety personnel and off-site personnel (e.g., human resources, accounting).

2.3 CONSIDERATIONS FOR EAGLE MOUNTAIN – WOODFIBRE GAS PIPELINE PROJECT

Natural gas for the Project will be transported by the planned Eagle Smánit (Mountain) – Woodfibre Gas Pipeline (EGP). This new pipeline will be hotelbuilt by FortisBC and its contractors. As part of its EGP Project, FortisBC has developed its own CSIMP, as required by the terms of the EGP Environmental Assessment Certificate (EAC No. E16-01) which was approved in March 2023. Key points identified in this CSIMP, include:

- FortisBC estimates up to 600 workers (maximum number at any given time) between 2023 and 2026. The number of workers will vary based on the construction schedule.
- FortisBC is committed to encouraging the use of local and regional workers where feasible.
- FortisBC is planning to provide a temporary workforce accommodation within the District of Squamish for non-local workers.

Woodfibre LNG acknowledges that Indigenous Groups, stakeholders, and local governments have a particular interest in considering the combined effects from both the Woodfibre LNG Project and the EGP

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Project on infrastructure and community services, specifically during construction. While FortisBC and Woodfibre LNG are each, individually responsible for mitigating the community service and infrastructure effects related to their respective projects, Woodfibre LNG and FortisBC will consider combined effects of both projects in designing its mitigations where feasibly possible.

Note: All content pertaining to EGP Project responsibilities is presented for information purposes only. Please refer to the EGP CSIMP for information on FortisBC's planned approach to addressing socio-economic effects related to community services and infrastructure.

3 COMMUNITY SERVICES AND INFRASTRUCTURE MANAGEMENT PLAN OVERVIEW

Pursuant to Condition 14 of the Woodfibre LNG's EAC, the CSIMP identifies how the Project will potentially affect the infrastructure and service providers for Indigenous Groups, local governments (District of Squamish and Squamish-Lillooet Regional District), Vancouver Coastal Health, and the Province of British Columbia. To identify how the Project will fulfill its commitments to Indigenous Groups, stakeholders, local governments, and the public, the CSIMP is organized as follows:

- Section 4 summarizes engagement to date on the development of the CSIMP.
- Section 5 summarizes the anticipated beneficial and potential adverse socio-economic effects that the Project will have on local community services and infrastructure and identifies mitigations for potential adverse socio-economic effects.
- Section 6 outlines how the Project will report out to relevant government agencies, Indigenous Groups, and stakeholders regarding the progress of the CSIMP's implementation.
- Section 7 describes measures that will be developed monitor the effectiveness of mitigations, and in cases where they fall short, establish an appropriate adaptive management approach.

3.1 SCOPE

The CSIMP addresses community infrastructure and service provider interactions with the Project from start of construction (2023) until the two years following completion of construction (anticipated for 2029). The CSIMP considers direct effects on community infrastructure and services, within the communities within Howe Sound, including the Squamish-Lillooet Regional District and District of Squamish (local communities), and identified Indigenous Groups.

Woodfibre LNG acknowledges that there are several topics and issues of interest to the community and government that are not covered in the scope of the CSIMP but are covered through other management plans and mechanisms.

This CSIMP covers the following potential impacts to community infrastructure and service areas:

- Quality of Life and Sustainable Development
- Housing and Accommodations
- Municipal Utilities and Waste Management
- Education and Recreational Services
- Health Services and Wellbeing
- Policing and Security
- Land Transportation

- Marina Transportation
- Emergency Services

3.2 REGULATORY FRAMEWORK

The CSIMP is required by condition 14 of Woodfibre LNG's EAC (see Appendix 2). Its development is also informed by condition 2 (consultation regarding management plans) of the EAO. While not required by condition 14, Woodfibre LNG acknowledges linkages with condition 13 (local economic opportunities and delivering programs to support local and Indigenous employment and contracting opportunities), and therefore includes content within the CSIMP that partially address these additional conditions.

In addition, some of the potential impacts on applicable infrastructure and services will be addressed through other management plans or strategies that are in development, such as emergency response services (e.g., water rescue, marine spill services). In these cases, the CSIMP is connected to the other management plans, as identified in the table below:

Table 3 - CSIMP Linkages to Other Plans

Management Plan	Infrastructure and Services Addressed	Description
Traffic Control Management Plan (TCMP)	<ul style="list-style-type: none"> • Land transportation 	The Traffic Control Management Plan describes how project-related traffic will be managed in and around Squamish during the Construction phase of the Project. The Plan also identifies measures to mitigate the effects of Project-related transportation of personnel, material and equipment on other users, transportation networks and infrastructure.
Emergency Response Plan (ERP)	<ul style="list-style-type: none"> • Stakw (Water) rescue services • Marine spill response services • Ambulance • Police and Fire (emergency) • Protests 	<p>The Emergency Response Plan, accepted by the BC Energy Regulator in September 2023, describes how the Project will respond to emergencies that could reasonably occur at the Project site. The Project will work with appropriate agencies as required.</p> <p>Note that marine spill response services are covered in more detail through the Construction Environmental Management Plan and sub-contractor Environmental Protection Management Plans.</p>
Marine Transportation	<ul style="list-style-type: none"> • Marine Transportation 	This management plan will summarize the effects on local marine traffic, and the mitigations that the Project will implement to address them.

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Management Plan	Infrastructure and Services Addressed	Description
and Monitoring Plan		
Waste Management Strategy and Plan	<ul style="list-style-type: none"> Waste from the construction activities and floatel 	<p>Woodfibre LNG has an overall site commitment is to reduce waste, recycle and compost, including the floatel. Woodfibre LNG understands that the District of Squamish does not have capacity to receive any floatel or construction waste. Different scopes of work will be managed by different contractors, and each will be responsible for developing plans to manage their specific waste at permitted locations.</p>

3.3 ROLES AND RESPONSIBILITIES

Socio-economic effects may be the results of multiple factors of which the Woodfibre LNG Project both directly and indirectly contributes. In addition to the efforts of Woodfibre LNG and FortisBC, and their contractors, the management of socio-economic effects is a shared responsibility that also includes provincial and local governments, Indigenous Groups, and local agencies and service providers.

As illustrated in Figure 3, Woodfibre LNG and Fortis BC, and their contractors, are responsible for managing their own regulatory requirements and management plans in accordance with the requirements set by federal, provincial, and local governments. While each project is also responsible for managing its own potential socio-economic effects, the projects will also consider the combined effect on services and infrastructure within local communities and Indigenous Groups where possible.

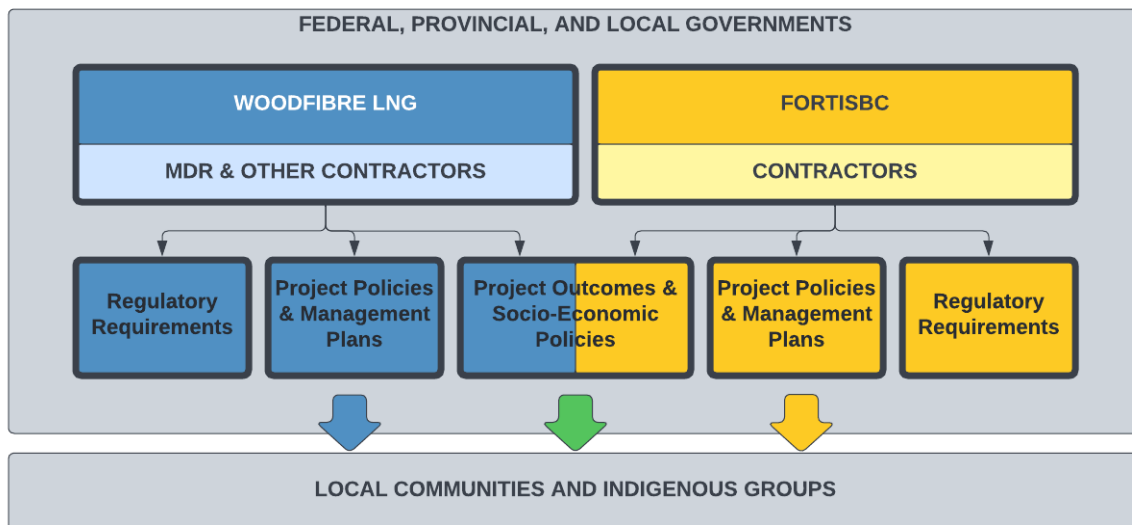


Figure 3 – Shared Responsibility Model

3.3.1 Woodfibre LNG Responsibility

Woodfibre LNG will oversee and manage mitigations to ensure that any potential socio-economic impacts can be successfully mitigated. Woodfibre LNG will work collaboratively with the contractors, governments and agencies, Indigenous Groups, and stakeholders to lead or assist the mitigation activities throughout the Project.

Woodfibre LNG will monitor and manage McDermott's implementation of the CSIMP through monthly meetings with the McDermott CSIMP Lead. Woodfibre LNG will continue to be responsible for the ongoing CSIMP, engagement and the annual report and will ensure that commitments of the CSIMP are met.

3.3.2 McDermott International Responsibility (McDermott)

McDermott will be responsible for other contractors' and sub-contractors' implementation of the mitigations covered in the CSIMP. McDermott's focus will be within the Project fence line.

The key responsibilities of McDermott, with its sub-contractors and other contractors to meet, are as follows:

- Develop and implement specific plans to mitigate potential impacts within their scope of responsibility.
- Manage the sub-contractors and their sub-subcontractors to ensure compliance with the CSIMP mitigation measures.
- Collect and report on socio-economic effects, mitigations, and metrics to Woodfibre LNG on a monthly basis.
- Engage Indigenous Groups, local communities, government agencies, and other stakeholders during construction at the direction of and in coordination with Woodfibre LNG.
- McDermott CSIMP Lead will report and meet with Woodfibre LNG on a monthly basis to review mitigations, metrics and apply an adaptive management review process should it be required.

3.3.3 Government Responsibility

Government agencies are responsible for programs and other initiatives to assess and support the growth and development within the region that the Woodfibre LNG Project will operate. There is a shared responsibility regarding the direct and indirect socio-economic effects associated with the Woodfibre LNG Project, and for the planned mitigations included in this CSIMP, governments will:

- Review the community service and infrastructure mitigations.
- Provide Woodfibre LNG with input regarding how the implementation of the mitigation plans can be more effective.
- Participate in discussions on strategies to address arising issues and concerns within their areas of jurisdiction.
- Review reports related to the progress and results of the mitigation plans.

3.4 DOCUMENTATION

All Project documents are managed within Woodfibre LNG's document management system. Woodfibre LNG will issue a CSIMP annual report in a format compatible with the requirements of the BC EAO. Approved CSIMP annual reports will be published on the Woodfibre LNG website (www.woodfibrelng.ca)

Documents are stored in a digital format with secure backup. The digital documents will be considered the controlled copies and will indicate that they cease to be controlled copies when printed.

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Hard copies of Woodfibre LNG management plans will be available to the public at all Woodfibre LNG offices and in contractor offices at site, where relevant. As an alternate, an electronic format accessible to all persons may be substituted for the hard copies (e.g., a dedicated tablet holding the current documents).

Documentation will be maintained for the life of the Project, or longer per any regulatory requirements.

3.5 COORDINATION WITH FORTISBC

As noted in section 2.3, FortisBC is also required to complete a CSIMP to meet Condition 2 and 14 of the EGP Project EAC conditions. Woodfibre LNG and FortisBC will work together where feasible, with their contractors to coordinate the information, mitigation, and monitoring for both CSIMPs.

The commitment to coordinate where feasible includes but may not be limited to the following:

- Woodfibre LNG will work closely with FortisBC to align mitigations where possible.
- Woodfibre LNG and FortisBC will share CSIMPs so that the information and commitments align for both projects.
- Woodfibre LNG will align information where possible for both projects through the Communication Strategy (see Section 7).
- Woodfibre LNG will continue to meet regularly with FortisBC and local governments to provide updates and seek information on issues. Where appropriate, proponents will provide coordinated responses and follow up actions.
- Woodfibre LNG and FortisBC will track and share workforce numbers throughout construction but keep them separated to prevent any confusion.
- Woodfibre LNG will maintain a CSIMP issues tracking table throughout construction, and will collaborate on information, responses, and adaptive management actions with FortisBC as applicable.

Woodfibre LNG and FortisBC will strive to coordinate efforts where they can with their contractors to manage the effects on the communities.

3.6 UPDATES TO THE CSIMP

Woodfibre LNG will review the CSIMP annually. Minor changes to mitigations will use an adaptive management approach as a result of additional information becoming available. If mitigation changes are required, Woodfibre LNG and McDermott will meet and determine if there are significant impacts to the Project. Should significant changes be required and agreed to, Woodfibre LNG will consult with the BC EAO and the Indigenous Groups, through the quarterly roundtable meetings to establish if a formal revision on material changes is required. Significant changes are defined as changes that reflect negative, or positive, changes through reporting of metrics, not accounting for a reasonable change due to expected

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variables (i.e., change in traffic due to weather). Changes will be communicated to Indigenous Groups, local governments (District of Squamish and Squamish-Lillooet Regional District) and stakeholders.

Adaptive management is a way in which the effectiveness of mitigation measures is evaluated based on monitoring results, and adjusted if required, to achieve desired objectives. The general adaptive management approach is an iterative process that includes problem assessment, planning, implementation of management actions, monitoring, evaluation, with the cycle repeating until the identified uncertainties are sufficiently reduced.

The Woodfibre LNG process is defined as the following:

Woodfibre LNG will take an adaptive management approach to address uncertainty related to the effectiveness of the mitigation measures when needed, and the possible occurrence of unexpected effects, both positive and negative. Should unexpected effects occur, they will be reviewed with the appropriate Woodfibre LNG subject matter experts and the adaptive management process will be implemented as described below.

The six main steps in the adaptive management process are: (1) plan development, (2) implement mitigation measures, (3) monitor mitigation effectiveness, (4) report on mitigation outcomes, (5) assess mitigation outcomes and (6) adjust mitigation measures, if required. A summary of these steps are as follows:

Step 1 (Plan Development)—The plan (CSIMP in this case) provides the framework for implementation, monitoring, and reporting of mitigation measures. The plan identifies mitigation measures, metrics, project teams and external participants in monitoring.

Step 2 (Implementation)—Mitigation measures identified in the plan will be implemented by Woodfibre LNG and McDermott and includes its contractors and subcontractors. The mitigations will be implemented by the lead McDermott CSIMP contractor with support from the Woodfibre LNG CSIMP lead.

Step 3 (Monitoring)—Reporting metrics will be tracked by Woodfibre LNG that are received from its McDermott and will be sent to Woodfibre LNG monthly, as specified within CSIMP. Woodfibre LNG will be responsible for monitoring project-specific indicators, while external parties can provide other information that measure changes in socio-economic conditions. External parties can also inform Woodfibre LNG through the feedback email (infor@wlng.ca), or through ongoing meetings if they are seeing or hearing changes from their own stakeholders.

Step 4 (Reporting)—Woodfibre LNG will compile reporting information provided by McDermott and external parties and share this information at quarterly roundtable meetings. These quarterly meetings will be held in-person twice a year and virtually twice a year. Reporting will include an analysis of mitigation effectiveness, and discussion of trends in relevant community socio-economic conditions, particularly as they relate to the potential effects identified in the CSIMP.

Step 5 (Evaluate)—Woodfibre LNG will present and review the monitoring results and evaluate the effectiveness of the mitigation program annually. The evaluation will include consideration of project-specific and general factors that have contributed to changes in the community. Based on this review,

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and if caused in part or in whole by actions from the project, recommendations for changes to the mitigation program can be considered.

Step 6 (Adjust)—As necessary, changes will be made to mitigations and monitoring metrics undertaken so that plan objectives are achieved.

Woodfibre LNG, and its contractors and sub-contractors, are committed to ongoing engagement, monitoring, and reporting to the EAO, Indigenous Groups, District of Squamish, and other relevant stakeholders to ensure adaptive management approaches related to this plan are properly implemented and continue to maintain the interests of the stakeholders consulted during the development of the plan while meeting regulator expectations.

While adaptive management will be a continual process, the CSIMP mitigations will be reviewed monthly internally, and adjustments made as needed. Engagement, monitoring, and reporting with the CSIMP roundtable stakeholder will take place quarterly, or as needed. Should unexpected effects occur, they will be reviewed with the appropriate Woodfibre LNG subject matter experts and the adaptive management process will be implemented as described.

A document history table listing version, date, and distribution is included at the beginning of the CSIMP.

4 ENGAGEMENT FOR THE DEVELOPMENT OF THE CSIMP

To minimize its footprint on community services and infrastructure, Woodfibre LNG is committed to maximizing local opportunities and addressing concerns from stakeholders, Indigenous Groups, local governments, service providers and others during development of the Project.

Woodfibre LNG has had over 5,000 interactions with community members since the inception of the Project and information gathered from those meetings and events has been considered in the development of project plans, including socio-economic and environmental management plans such as the CSIMP.

Woodfibre LNG's objectives for engaging stakeholders, Indigenous Groups and others in developing the CSIMP are to:

- Strengthen relationship building and promote awareness and understanding of the Project and its potential impacts among Indigenous Groups, local communities, and stakeholders.
- Address community concerns and minimize potential adverse effects on the community and surrounding region.
- Maximize opportunities for Indigenous Groups and local residents.
- Build confidence and goodwill in Squamish.

4.1 ENGAGED STAKEHOLDERS AND RIGHTS HOLDERS FOR CSIMP

A list of the engaged stakeholders and Indigenous Groups is in Appendix 5. The following groups were included:

- **Indigenous Groups:** Indigenous Groups impacted by the Project, Squamish Nation and Tsleil-Waututh Nation.
- **Local governments:** District of Squamish and Squamish-Lillooet Regional District.
- **Community stakeholders:** business associations, not-for-profit organizations and service providers were invited to engage on the CSIMP through roundtable sessions and individual meetings.
- **Provincial ministries / agencies:** Multiple provincial ministries and agencies including:
 - Ministry of Transportation and Infrastructure
 - Ministry of Energy, Mines and Low Carbon and Innovations
 - Ministry of Housing
 - Ministry of Education and Childcare

- Ministry of Health
- Vancouver Coastal Health

4.2 • FORMAL ENGAGEMENT ACTIVITIES UNDERTAKEN FOR CSIMP

Since 2022, Woodfibre LNG has led engagement for the development of the CSIMP. The following table illustrates engagement activities undertaken for the CSIMP. Note that this is not an exhaustive list, but representative of the scope of engagement performed for this document.

Table 5 – Engagement for the CSIMP

Method of Engagement	Invited Indigenous Groups and Stakeholders	Date of Engagement
Community Roundtable # 1 – Squamish	Squamish Nation Tsleil-Waututh Nation District of Squamish Squamish-Lillooet Regional District Squamish Business Improvement Association Squamish Chamber of Commerce Squamish Fire Department Squamish General Hospital Squamish Housing Association Garibaldi Fire Department Squamish RCMP Squamish Terminals Squamish Tourism School District No. 48 BC Ambulance Community Futures Howe Sound Vancouver Coastal Health Howe Sound Women’s Centre Quest University Rotary Club of Squamish Sea to Sky Community Services Sea to Sky Gondola Squamish Helping Hands (Under One Roof) Westwinds Senior Society BC Marine Logistics Kihew Consulting Squamish Men’s Shed Primacorp Ventures (Quest) LandSea Camp Services Fast Property	September 7, 2022

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Method of Engagement	Invited Indigenous Groups and Stakeholders	Date of Engagement
	GFL Totem Security Ministry of Transportation and Infrastructure Ministry of Housing Ministry of Energy, Mines and Low Carbon innovations Ministry of Education and Child Care West Vancouver Sea to Sky Constituency Office FortisBC	
CSIMP Draft #1	Squamish Nation District of Squamish Tsleil-Waututh Nation	September 5, 2022
CSIMP Draft #2	Squamish Nation Tsleil-Waututh Nation District of Squamish	April 10, 2023 April 11, 2023 April 12, 2023
Community Roundtable #2 - Squamish	Same stakeholders invited to the first community roundtable.	April 26, 2023
CSIMP Draft # 3	The document will be sent for final review to the Indigenous Groups, Government Ministries and Agencies listed in Section 4.1.	May 1, 2023
CSIMP Final Draft	The document will be submitted to the BC EAO for approval.	By June 1, 2023

Records of engagement are maintained and will be provided to the BC EAO and consulted parties, as warranted.

Woodfibre LNG will continue to review and amend its engagement mechanisms and communication methods to ensure that Indigenous Groups and stakeholders receive timely, accurate and relevant project information and have an opportunity to provide feedback on an ongoing basis.

4.3 What We Heard

Woodfibre LNG has appreciated the feedback received throughout the development of the CSIMP and has worked to address comments raised at the two roundtables that were held in September 2022 and April 2023. The comments are summarized in the following table:

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Table 6 – Feedback Themes Raised During CSIMP Development

Theme	Description	Woodfibre LNG Comment
Impact on Jobs	Concerns have been raised that the employment opportunities presented by Woodfibre LNG could place a strain on available local workforce that could impact local businesses. However, at the same time, feedback has also expressed concern about bringing in outside workforce.	<p>Woodfibre LNG acknowledges concerns regarding constraints on availability of local labour market and will prioritize economic development opportunities for local businesses and employment and training opportunities for local residents, in an effort to both reduce requirements for external support, while also promoting sustainable development for local Indigenous Groups, District of Squamish, and the local region.</p> <p>Woodfibre LNG will monitor local employment data during construction and impacts on existing businesses.</p> <p>Woodfibre LNG will work with the Squamish Chamber of Commerce and other local economic development organizations to better understand local businesses and services that may be available to work on the Project, while being mindful of their capacity.</p>
Impact on housing	Concerns have been raised regarding the impact that Woodfibre LNG could have on already severely	Woodfibre LNG's impact to the availability of local

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Theme	Description	Woodfibre LNG Comment
	<p>limited housing in the local community. Feedback has noted that any requirement for housing in the community could displace local residents.</p> <p>Concerns were raised regarding the use of hotels during the early construction phase.</p>	<p>housing and accommodation will be minimized as much as possible through use of the floatel and leased apartments.</p> <p>The non-local Woodfibre LNG workforce will be required to use the floatel accommodations, which will be ready in early 2024.</p> <p>Woodfibre LNG will require non-local supervisory personnel (employees and contractors) working in Squamish during the preconstruction and construction to stay in company designated housing. Use of hotels in Squamish is not permitted, other than for short-term use, not regularly recurring stays of no more than five nights. Exceptions to this, in limited or extenuating circumstances may be granted by Woodfibre LNG President, which would include notification and rationale to the District of Squamish, Indigenous Groups, and the EAO.</p>
Concerns regarding the temporary workforce	Concerns have been raised regarding the temporary workforce population that is planned for the project, with specific focus on the increased potential for gender-based violence and	Woodfibre LNG acknowledges the Calls to Action of the National Inquiry into MMIWG and subsequent reports from committees of

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Theme	Description	Woodfibre LNG Comment
	<p>sexual assault that could occur in the worker accommodations. As a related matter, there has been significant feedback requesting that Woodfibre LNG adopt the findings from the Final Report of the National Inquiry into Missing and Murdered Indigenous Women and Girls (MMIWG). See Appendix 10.1.</p> <p>Concerns were raised regarding access to the community for the floatel workforce.</p>	<p>the House of Commons. See Appendix 1 for commitments.</p> <p>The Woodfibre LNG workforce orientation program will include cultural awareness and gender-based violence training as part of orientation training.</p> <p>Job training plans are outside the scope of the CSIMP.</p> <p>Woodfibre LNG is developing and implementing a robust gender programming, in partnership with concerned and interested community members, that will be a requirement for employees and the workforce and that will be delivered more broadly within the community.</p> <p>Woodfibre LNG confirmed access to the community will not be provided for non-local floatel residents, unless in the case of an emergency that requires health care services not provided on site. For further clarity, there may be some local people that have overnight stays on the floatel. This provision would not apply to those that are a part of the local workforce and may from time to time stay overnight or on shift at the floatel.</p>

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Theme	Description	Woodfibre LNG Comment
Concerns regarding policing	There has been feedback regarding the potential impact the project could have on policing and the strain it could place on the current RCMP. At the same time, there have been historic concerns raised by individuals who would prefer other social services to be more engaged other than the RCMP.	Woodfibre LNG will have 24-hour site security and will call RCMP if criminal code violations have occurred or as required. The workforce orientation will include cultural awareness and gender-based violence training as part of orientation training.
Combined impact with EGP	Woodfibre LNG has received significant feedback with regards to the combined effects of the Woodfibre LNG project and EGP.	Woodfibre LNG and The Fortis EGP project have separate BC Environmental Assessment Certificate requirements and construction schedules. Woodfibre LNG and Fortis EGP will collaborate where feasible to minimize impacts.

5 POTENTIAL COMMUNITY SERVICES AND INFRASTRUCTURE EFFECTS AND MITIGATIONS

For each type of potential community infrastructure or service impact identified in Section 3, the Project has identified activities to mitigate adverse effects and support positive benefits. This section summarizes the Project's approach to managing these potential impacts. For additional information, refer to the Table of Effects and Mitigations in Appendix 6.

The potential socio-economic impacts will vary throughout the life cycle of the project. Woodfibre LNG will avoid or mitigate as much as possible the potential impacts through construction and two years into Operations. Should mitigations need to be adjusted or changed, Woodfibre LNG will apply an adaptive management process with the EPFC contractor, McDermott, and communicate back to Indigenous Groups and our key stakeholders.

As previously noted, Woodfibre LNG acknowledges that both the Woodfibre LNG Project and the EGP Project may have combined potential impacts on infrastructure and community services. While each project will be directly responsible for its own mitigations and construction activities, this CSIMP considers the potential cumulative effect of both projects, references planned mitigations for EGP Project, and identifies how the combined mitigations may achieve the intended outcome for the affected communities.

5.1 Overview

The census area Squamish is a rapidly growing area. In the past five years, its population has grown nearly triple the provincial growth rate for the same period. Each year, the population grows by approximately 500-600 people (Approx. 3% annual growth). This is unrelated to Woodfibre LNG and is a result of rising housing costs in the Metro Vancouver area, combined with desired livability and lifestyle attributes of Squamish and evolving employment arrangements of more people being able to work remotely. The District of Squamish plans to continue to support this level of growth through to 2040, as per the Squamish Official Community Plan.

Within this rapidly developing region, Woodfibre LNG and FortisBC will construct their LNG facility and pipeline, respectively, with FortisBC starting construction in Q2 2023 and Woodfibre LNG in Q4 2023. There will be a combined workforce of approximately 1400 workers between the two projects, along with additional ancillary services and supports. However, with

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Woodfibre LNG shall hold paramount the safety, health, and welfare of the public and the communities in which they reside, the protection of the environment, and the promotion of health and safety within the workplace. Woodfibre LNG is committed to being a good neighbour and member of the local community.

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different construction schedules, shift rotations and peak construction timelines, it will be highly unlikely for there to be 1400 people in the community at one time. The majority of the construction workforce for Woodfibre LNG will be located on the floatel with limited or no interaction with the community. Access to the community will not be provided for floatel residents, unless in the case of an emergency that requires health care services not provided on site, or for specific business requirements. There may be additional socio-economic effects associated with the construction and operation of the projects, with consideration to such factors as transportation and the safe and secure operation of the construction sites.

Without avoidance strategies or mitigations, the projects could potentially double the current annual population growth rate (an additional 3%-6% growth on top of the current growth rate) in the region during the construction periods. The projects also bring potential benefits in the forms of economic support for local businesses, residents and through each company's community partnership and investment programs during the construction phase. As a result, both projects have designed to avoid and mitigate or minimize potential impacts and enhance community benefits associated with project activities.

Key mitigations:

- Considered the **combined potential impacts associated with both projects'** mitigations designed to complement those proposed for the EGP Project where practical.
- Minimize the potential adverse effect associated with the required workforce by **providing remote temporary workforce accommodations** on the floatel, which will be located on the Project site, away from Squamish.
- Provide **separate utilities and on-site services** (e.g., gym and recreational services) on the floatel, to minimize potential impact to community infrastructure and services.
- Provide **healthcare through a health clinic on the floatel and on site, including access to mental health services and substance abuse services**. Each contractor and sub-contractor are required to have an Employee Assistance Program (EAP) or equivalent for their employees. All workers will have access to the site's medical facilities and services.
- Minimize **impacts to local traffic** by using a ferry service to shuttle non-local workers, materials, and equipment to site.
- Acknowledge the findings of the **National Inquiry on Murdered and Missing Indigenous Women and Girls, specifically, the calls for justice for natural resource development projects**, and through dedicated programming with community partners, and with the Woodfibre LNG code of conduct, avoid impacts of the project on the safety of women and girls. Appendix 10.1 shows Woodfibre LNG's initiatives." There are five specific calls that our programming is intended to address – calls 13.1-13.5: https://www.mmiwg-ffada.ca/wp-content/uploads/2019/06/Calls_for_Justice.pdf

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- Provide **hiring and training opportunities for local and Indigenous workers**, while keeping Indigenous Groups, the District of Squamish, and related agencies involved in these opportunities and ways to monitor impacts on local businesses.
- Provide **mandatory cultural awareness, Gender Safety & Awareness training** for the workforce to build awareness and respect of local Indigenous culture, values and historical practices and minimize risk of adverse impacts on the community.
- Provide funding to benefit **local services and programs** in the community.
- Provide a **Community Feedback and Inquiry mechanism** to answer questions and share concerns or complaints.

The figure below summarizes Woodfibre LNG's approach to address anticipated socio-economic effect for each category of infrastructure/service identified in Section 4.

Infrastructure /Service	Unmitigated Effect	How Project Will Address Effects	Outcome	Mitigated Effect
5.2 Quality of Life and Sustainable Development	Benefit	Procurement of local businesses, local employment and training opportunities	Increase capacity for local businesses and support local economic development	Benefit
5.3 Housing and Accommodation	High	Floatel on Project site for workers	Minimize impact on local housing and accommodation	Minor
5.4 Municipal Utilities (Waste Management, Etc.)	Moderate	Contract waste management services for floatel	Minimize impact on municipal utilities	Minor
5.5 Education and Recreational Services	Minor	Invest in local programs through Community Partnership Program	Expand local opportunities for community programs	Minor
5.6 Health Services	Moderate	Provide on-site medical support	Minimize impact on Vancouver health authority	Minor
5.7 Police & Security	High	Support efforts to build positive reputation in community. Provision private security.	Mitigate impact on RCMP services	Moderate
5.8 Land Transportation	Moderate	Mitigations as per Traffic Management Plan	Reduction in impact on traffic within Squamish and along Hwy 99	Minor
5.9 Marine Transportation	Moderate	Mitigations as per Marine Transportation Monitoring and Management Plan	Reduction in impact along water routes used	Minor
5.10 Emergency Services	Moderate	Mitigations as per Emergency Response Plan	Reduce demand and severity for local emergency services	Minor

Figure 4 – Summary of Mitigations for Community Infrastructure and Services

It is expected that most of the potential effects will be temporary.

5.2 QUALITY OF LIFE AND SUSTAINABLE DEVELOPMENT

Socio-Economic Effect

Among the current population of 24,232 people, the Census of Squamish has 14,825 people participating in the workforce. Among this population, approximately 32% work in the Greater Vancouver area or work remotely.

Both the Woodfibre LNG Project and the EGP Project will generate various opportunities for businesses and workforces. This includes resources and contract support for the construction of the projects at their peaks, as well as resources for the additional ancillary services such as transportation, security, and food preparation.

In this case, there could be potential beneficial and/or adverse effects associated with the projects. This would depend on multiple factors outside of the Project's control, such as the performance of the economy between 2023 and 2027. Effects could include:

Skwxwú7mesh (Squamish) Baseline Data	
Urban centre population	24,232 people 2021 Census
Workforce participants	~14,825 people
Average annual population increase (Since 2006)	500-600 people / Approx. 3%

*Source: 2021 Census Data

Table 5 – Potential Unmitigated Socio-Economic Effects

Positive Effects	Adverse Effects
<ul style="list-style-type: none"> • New economic opportunities for local businesses and workers. • Opportunities to work within the Squamish region. • Opportunity for stable work. 	<ul style="list-style-type: none"> • Increased competition for labour especially if unemployment remains low. • Potential missed opportunities for local businesses and workers due to lack of awareness or capacity. • Potential for a negative impact on tourism sector associated with a large-scale construction project. • Potential for negative impact on local tourism.

Mitigations

Woodfibre LNG will prioritize economic development opportunities for local businesses and employment and training opportunities for local residents, in an effort to both reduce requirements for external support, while also promoting sustainable development for local Indigenous Groups, District of Squamish, and the local region.

Key actions:

- Prioritize training and family-supporting job opportunities to Indigenous Groups, local people, and other underrepresented groups such as women, students, and people of colour and people who identify as 2SLGBTQIA+.
- Work with McDermott, contractors, sub-contractors, and Indigenous Groups to develop apprenticeship and training opportunities. Training will be tracked through other channels.
- Continue to implement, monitor, and update the company's Net Zero Roadmap that demonstrates how Woodfibre LNG will be the first net zero LNG facility in the world and will create local opportunities for technology providers and revenue for nature-based carbon credit projects that have Indigenous partners.
- Through an existing Project-specific website that is currently being updated, provide timely and easily accessible information about:
 - the Project's construction workforce requirements, job descriptions, qualifications, application procedures and selection procedures.
 - tenders, procurement requirements and bidding procedures to Squamish Nation, local contractors, service providers and business associations prior to the start of construction.
- Coordinate with local industry stakeholders to seek possible co-benefits, which may include the development of training programs and talent attraction activities.
- Host or participate in local and regional job fair(s) prior to construction and prior to operations.
- Work with Woodfibre LNG's contractors and subcontractors to provide training and opportunities to Indigenous Groups and the community of Squamish.

The strategy and timeline to implement the actions pertaining to the hiring and contracting of temporary and permanent workforce will be documented and relevant information shared. As part of this plan, Woodfibre LNG will consider how to balance communication and messaging related to local job opportunities against the risk of perceived threats to hiring for local businesses.

Efforts to date:

While the CSIMP is not the main plan that outlines training and business opportunities, to date Woodfibre LNG activities have included, but are not limited to:

- On August 14, 2023, Woodfibre LNG hosted a job fair in Squamish where information was shared on how to apply for upcoming construction jobs with contractors, as well as sharing information on the 2024 BC Institute of Technology (BCIT) power engineer program.
- On August 21, 2023, a contractor job fair was held in North Vancouver where information was shared on how to apply for upcoming construction jobs.

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- Woodfibre LNG sponsored the Heavy Operators Course delivered through the Squamish Trades and Training Centre for Indigenous trainees who graduated in June 2022 and 2023
- In Spring 2024, Woodfibre LNG will sponsor a skills readiness program to prepare trainees to succeed in a Power Engineering program that will be provided by the BC Institute of Technology (BCIT) or other similar provider.
- In the fall of 2024 a cohort of 12 trainees will enter Woodfibre LNG's operational training program, beginning with a Power Engineering program (to be delivered by BCIT or an equivalent provider, and potentially in partnership with the Squamish Nation Trades and Training Centre). Trainees would complete the power engineering certification over the first 12 months of the program, with the second 12-month period focusing on Woodfibre LNG specific operational training.
- Construction jobs will be posted on the updated Woodfibre LNG website (www.WoodfibreLng.ca) by the end of 2023.
- Contract and procurement opportunities will be posted on the updated Woodfibre LNG website (www.WoodfibreLng.ca) by the end of 2023.
- Everyone on the project is required to complete the mandatory Cultural Awareness, Gender Safety and Orientation Training before being allowed on site.
- Woodfibre LNG is committed to engaging Indigenous and local businesses wherever possible, in line with Impact Benefit Agreement commitments and by working with the Squamish Chamber of Commerce and the District of Squamish Economic Development Officer.

Woodfibre LNG will work in good faith to ensure contracting opportunities from its contractors and subcontractors are shared with Indigenous and local businesses and will provide guidance on the website on how to prepare for upcoming opportunities.

Intended Outcome

The mitigations are designed to ensure that opportunities are provided to local businesses and workforce, understanding that there will also be a need for external expertise on the Project.

The collaboration between the local workforce, local businesses, and the projects will continue to create economic value that will contribute to both the improvement of people's life quality and sustainable development.

5.3 HOUSING AND ACCOMMODATION

Socio-Economic Effect

While the Project will prioritize local employment and contracting opportunities, a significant portion of the workforce will be required from outside the local region.

The large portion of the construction workforce is anticipated to be residents from the Sea to Sky and Lower Mainland areas. This may change due to unemployment, the presence of other major construction projects, and the finalizing of the Project's detailed engineering. For long-term operations of the Project, however, nearly all of the 100 permanent jobs are expected to be local.

As previously noted, during the construction peak periods, the Woodfibre LNG Project and the EGP Project will cumulatively require 1,400 workers; thereby, posing a potential effect on availability of local housing and accommodation, if left unmitigated.

Sḵw̓xwú7mesh (Squamish) Baseline Data (rounded)	
Number of private dwellings (2021)	9,310
Average annual increase in private dwellings (since 2006)	200-300 private dwellings / Approx. 4% increase

*Source: 2021 Census Data

Mitigations

- To avoid and mitigate adverse effects on local housing and accommodations in the community of Squamish and other surrounding communities, Woodfibre LNG will ensure all non-local project related workforce is housed in company designated housing.
- The floatel is a key mitigation to avoid pressures and impacts on Squamish and surrounding area housing pricing and availability. The floatel will house approximately 650 construction workers and will be moored at the Project site. Workers will not have recreational access into the community of Squamish and are required to remain at the floatel for the duration of their shift rotation.
- All non-local company, contractor, or subcontractor personnel are required to stay in company designated housing, as defined below. Contractors, subcontractors, and suppliers are required to advise Woodfibre LNG in advance of the names, dates of arrival, the company-designated housing location, and duration of stay for all workers.
- Company designated housing includes:
 - The floatel.
 - Interim short term worker accommodations designated by the company, outside Squamish municipal boundaries, until the floatel's scheduled in service date.
 - For a limited number of management personnel, the leased Sirocco 1 building in Squamish has 46 units (96 bedrooms total).

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- Any other premises – outside Squamish municipal boundaries – where required to accommodate Woodfibre LNG, contractor or subcontractor management and established as company designated housing in accordance with this management plan.
- All workers on the Project who were not residents of the District of Squamish prior to September 20, 2023, are required to reside on the floatel or other company-designated housing outside Squamish municipal boundaries. Woodfibre LNG may provide exceptions on a case-by-case basis for residents of the Sea-to-Sky Corridor or members of Indigenous communities. Woodfibre LNG will keep a record of any such exceptions with the associated rationale.
- Transportation will include using ferries from the lower mainland to move workers to and from site. Private vehicle use will be limited.
- Use of hotels in Squamish is not permitted, other than for short-term use, not regularly recurring stays of no more than five nights. This applies to Woodfibre LNG and all contractors, subcontractors and suppliers on the project and can be varied only by a written exception from Woodfibre LNG President or named designate. Where short-term hotel stays are required in limited or extenuating circumstances, the contractor and subcontractors must provide the guest's name, company affiliation and duration of stay in advance, to Woodfibre LNG. Woodfibre LNG will track, log, and consolidate this information to provide to regulators, including the District of Squamish, Indigenous Groups and provincial agencies as requested.
- Woodfibre LNG requires the construction workforce to live on the floatel once available and will not provide Living-Out-Allowances (LOAs). All Woodfibre LNG contractors, subcontractors and suppliers are also prohibited from providing living out allowances.
- Everyone on the Project will have access to medical services on site.
- No guests will be allowed on the floatel unless they have permission from site security and are escorted. Access to the community will not be provided for floatel residents, unless in the case of an emergency that requires health care services not provided on site, or for specific business reasons.
- During construction, Woodfibre LNG will prepare a bi-weekly report related to worker housing including the numbers, locations, and duration of stay for all on-boarding workforce and provide the report upon request to the EAO, Indigenous Groups and the District of Squamish.
- Non-local workers will muster in Vancouver and be transported by water to the floatel (or other interim accommodation) without having any access to the community of Squamish.

As the vast majority of workers will be on the floatel, and the other accommodations are short term, there is no longer a need for Woodfibre LNG to supply information on community services to the workforce, however Woodfibre LNG will ensure that all new residents of any designated lease accommodation in Squamish are oriented to the community. Woodfibre LNG has hired a Housing Coordinator to manage construction employees and contractor housing needs. Over time, this position may also coordinate housing needs for the permanent workforce.

Everyone working on the Woodfibre LNG project will be given clear instructions in a handout titled “Welcome to Woodfibre LNG” pamphlet and posted on the website, see Appendix 4, on what the expectations are for this project, culminating in the Project Worker Code of Conduct that is required to be signed by all workers on the project regardless of their accommodations. Violations of the Code of Conduct are taken seriously and can result in disciplinary measures including up to a permanent ban from the project.

Woodfibre LNG consulted with Indigenous Groups, the District of Squamish, and other stakeholders in developing this plan and takes concerns about project impacts on housing and other community services seriously. The company is also aware of the recent Union of BC Municipalities resolution regarding accommodation on major projects. Woodfibre LNG is and will continue to make every effort to mitigate impacts on housing and accommodation in the community. The company will also continue to monitor and report on the mitigations in place and will continue to engage with Indigenous Groups and the District of Squamish should these mitigations require modifications.

Intended Outcome

Woodfibre LNG’s impact to the availability of local housing and accommodation will be minimized as much as possible through use of the floatel and leased apartment. Considering the combined effects on housing, FortisBC has planned its workforce accommodation to house temporary external workers directly within Squamish, which substantially mitigates the adverse effect. As noted previously, Woodfibre LNG is not responsible for this mitigation.

5.4 MUNICIPAL UTILITIES AND WASTE MANAGEMENT

Socio-Economic Effect

Left unmitigated, the construction of the two projects along with the operation of the Woodfibre LNG Project assets will lead to an increase in utility consumption, with the most significant unmitigated adverse effects on water supply and waste management occurring during the peak construction periods of the two projects.

Mitigations

Woodfibre LNG plans to address the impacts associated with utility supply and waste management through the following actions:

- Procure waste management services for the floatel to avoid placing additional service demands on the municipal waste management service supply. Waste will be sent to location sites outside of the District of Squamish.

Squamish-Lillooet Baseline Data (rounded)	
Kilogram of garbage per capita (2012 value)	540
Tonnes curbside recycling (Squamish, 2012)	936
Tonnes other recycling and composting (Squamish, 2012)	5,525
Water Supply Average Pumping Rate**	130 L/s

*Source: SLRD Solid Waste and Resource Management

** Source: Powerhouse Springs Well Protection Plan

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- Ensure all waste permits are in place and approved.
- Woodfibre LNG understands that the District of Squamish does not have capacity to receive any floatel or construction waste.
- Work with local utility suppliers to evaluate the availability of utility resources for the Project, and to explore different options to ensure utility supply. Possible options include:
 - Using potable water to stay self-sufficient to a reasonable extent in terms of water supply.
 - Installing separate network and cellular infrastructure on the floatel.
 - Contracting the private disposal of solid and liquid waste and recycling.
- Woodfibre LNG has an overall site commitment to reduce waste, recycle and compost, including the floatel. Different scopes of work will be managed by different contractors, and each will be responsible for developing plans to manage their specific waste at permitted locations.
- Woodfibre LNG will ensure training is given to the workforce on proper recycling and separation of wastes and organics for site and the floatel.
- Set up guidelines and training for the workforce and staff to minimize waste for construction sites and the floatel.

Intended Outcome

Through these mitigations, the Project will minimize the impact on utilities and waste management while ensuring a sufficient utility supply, and that all the waste streams are managed effectively and according to regulatory requirements. Following the waste management plans and the Squamish Zero Waste Strategy, the amount of the waste produced by the projects will be limited to a feasible extent and best management practices followed.

5.5 EDUCATION AND RECREATIONAL SERVICES

Socio-Economic Effect

The population in (Squamish is younger than the average working age in Canada (69.4% of the population are working age compared to 64.8% in Canada) and have more children (18.8% of the population, compared to 16.3% in Canada) to the national average. Each year, schools in the School District #48 add approximately 100 students.

School District #48 Baseline Data	
Student Headcount (2021)	5,138
Number of Schools	15
Average Annual Student Increase	100-120 students / Approx. 2%

*Source: SD#48 District Overview

Woodfibre LNG does not anticipate that family members of the non-local workers would accompany these workers during construction. Very few children are expected to arrive along with the non-local workforce and therefore have little impact on the local educational services (e.g., childcare facilities).

In regard to recreational services, both Woodfibre LNG and EGP Project could place pressure on the local recreational service providers, if unmitigated.

Mitigations

Woodfibre LNG has designed its mitigation to minimize the impact of its temporary workforce on recreational services, while also promoting local community groups and organizations.

Key mitigations:

- Provide recreational and leisure services for workers directly on board the floatel which may include but not limited to gym facilities, high-speed Wi-Fi and internet, recreational rooms with large TVs, games room, to minimize the need to access services within the community. The scope and breadth of these services is dependent on the final floatel design and selected operator.
- Access to the community will not be provided for floatel residents, unless in the case of an emergency that requires health care services not provided on site, or for specific business reasons.
- Provide financial contributions to local charities and not for profits through Woodfibre LNG's Community Partnerships Program. These funds are used to support services in educational and recreational areas such as sports, arts, culture, and literacy. Through this program, Woodfibre LNG has contributed approximately \$1 million to local charities since 2016.

Intended Outcome

The mitigations will minimize potential adverse effects on the availability and use of community services, such as recreational services and education facilities, caused by the significant temporary workforce of both projects.

5.6 HEALTH SERVICES AND WELL-BEING

Socio-Economic Effect

During its peak periods, the temporary workforce may place pressure on local healthcare and medical services as well as the well-being of the community. While, the populations will be of working age, they will also be engaged in labour that poses safety and health risks and will be away from existing support networks (such as family), living in worker accommodations established for them. These conditions could have an adverse socio-economic effect on healthcare infrastructure and the well-being of the community.

North Shore/Coast Garibaldi Baseline Data	
Number of Health Facilities (Howe Sound 2022) *	43 Includes hospitals & clinics
Number of Medical Services Provided (2020/2021)	6,276,327
Average Annual Increase in medical services (MSP reporting)	Approx. 100,000 / Approx. 2% annual increase

*Source: Provincial Health Services Authority
& Vancouver Coastal Health (VCH)

**MSP Registrants and Patient Data

Mitigations

Woodfibre LNG aims to minimize the risk by creating a working environment that is safe and provides access to health and wellness services directly on site and to the entire workforce, and providing cultural training to reduce risk of interactions that may disturb the community. The planned actions include:

- Operating the floatel as a dry facility (free-of-alcohol) and establishing and enforcing drug and alcohol policies applicable to all Project personnel.
- Oversee floatel culture and support the development of a respectful and health working environment, including considering a separate floor for women.
- Providing training to identify and support workers who struggle with mental health and addictions.
- Providing cultural awareness training, acknowledge and incorporating findings from the Final Report of the National Inquiry on Missing and Murdered Indigenous Women and Girls (MMIWG) and the Truth and Reconciliation Commission Calls for Action, specifically, the calls for justice for natural resource development projects, and through dedicated programming with community partners, and with the Woodfibre LNG code of conduct, avoid impacts of the project on the safety of women and girls., and those who identify as women.”
- Establish and enforce a zero-tolerance policy on site against all forms of harassment, including bullying, physical and sexual assault, and ensure a gender and culturally safe workforce for all.
- Establish a Worker Code of Conduct signed by everyone on the Project, with consequences including permanent removal from the project.
- Ensure that first aid, security staff and supervisory personnel are trained in mental health first aid, addiction behaviours and non-violent communication.

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- Providing on-site emergency medical services, including a first aid room, an industrial ambulance with equipment, at least one full-time on-site emergency medical technician to deal with minor injuries, at least two Level 3 First Aid attendants and an emergency helipad egress.
- Developing a Healthy Living Program on-site to develop programs and services that support all the Project workforce. Programs will be developed for the workforce including mechanisms such as to support work-life balance, community health and safety, as well as physical and mental health. The requirement is that every contractor on site and on the Project will have an Employee Assistance Program (EAP) that can be accessed by their employees.
- Develop a Community Feedback and Inquiry mechanism that is open to anyone on the project and community, to ask questions and share concerns and complaints. Anonymous complaints will be accepted, honoured, and tracked, but responses may not always be possible due to lack of contact information. Complaints will be addressed on a case-by-case basis.
- Offering amenities (e.g., gym and exercise facilities) on the floatel to support healthy living.

Intended Outcome

Through these mitigations, the projects will minimize the potential socio-economic effects on healthcare infrastructure associated with the temporary workforce. It will also reduce adverse effects associated with interactions with the community, and the potential to negatively impact community well-being.

5.7 POLICING AND SECURITY

Socio-Economic Effect

There could be occurrence of non-emergency incidents on the Project site, which are incidents that are police matters but do not require immediate actions. Such non-emergencies can include theft, fraud, excessive noise, protests, and ongoing criminal activities and will be first addressed by the Site Security Team. The site will only involve the RCMP for incidents that require their presence or for criminal code violations.

Industrial activity in British Columbia is sometimes the focus of peaceful protests, but these may obstruct access to the project sites and impede construction activities. Unmitigated, these protests could adversely affect local police and security services.

Skwxwú7mesh (Squamish) Baseline Data - 2022	
Number of Calls for Service (2022)	7,630 (11.0% annual decrease from 2021)
Number of Violent Crimes (2022)	382 (12.8% annual decrease from 2021)
Number of Property Crimes	1,036 (10.2% decrease from 2021)
Population per Police Officer (2022)	897

*Source: Squamish RCMP & Government of B.C.

Mitigations

Woodfibre LNG will focus on efforts to improve the public reputation and relationship within the community, in order to mitigate potential opposition and protests, while also directly supporting policing and providing security resources and equipment to mitigate effects on community services.

Planned actions include:

- Woodfibre LNG will continue to engage the local community through participation in community events.
- Continue discussions with the District of Squamish regarding local policing resources, including RCMP.
- Woodfibre LNG will maintain a trained 24-hour site security team to ensure the security of personnel and property. The security team will also be responsible for ensuring that Indigenous Group community members can safely cross the property for traditional hunting and gathering activities per the procedures for notification in place at the time. Although there may be times when access is not permitted due to safety concerns on an active industrial construction site.
- Woodfibre LNG will work with contractors, Indigenous Groups, and relevant local and provincial stakeholders to develop a Protest Response Plan, which will include guidelines on how to protect the sites, surrounding areas, protestors and people from protest events. These will be tailored for different events.
- To alleviate concerns regarding security issues associated with its temporary workforce, Woodfibre LNG will strictly enforce a project Worker Code of Conduct. Violations of the Worker Code of Conduct will have consequences, including permanent removal from site.
- Woodfibre LNG will work with Indigenous Groups to include language pertaining to their “Respectful Guest Policy”.
- All Project personnel will receive professional training to identify and report non-emergency incidents and near misses using the resources on site to show continuous safety improvement.
- Woodfibre LNG will collaborate with local RCMP and social service responders to explore prevention and community policing options, Options for support outside of the RCMP for harassment situations are through the Employee Assistance Program (EAP) and will be made available for the workforce if they so choose.
- Woodfibre LNG will have of a Squamish Nation Elder on site.
- The Project will implement a Community Feedback and Inquiry process for complaints and grievances to receive and address concerns regarding project activities. It should be noted that some complaints may fall under other contractor/company/union HR policies formal processes in which Woodfibre LNG cannot interfere, and serious incidents may become a police matter

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where legal and privacy details are beyond Woodfibre LNG's control. However, through the Worker Code of Conduct, individuals who have violations on or off the site will be removed from the Project for specific time periods or permanently based on the violation or incident.

- Employee/employer complaints should go through the employee's supervisor or Human Resources and Labour affiliations first.
- The Project will have an internal incident review committee that will address site incidents and violations of the Worker Code of Conduct.

Intended Outcome

Both projects will ensure adequate security and police support will be provided, and prevention actions be undertaken. The outcome will be to mitigate the need for community services to provide policing and security support, and to further support the development of a positive environment.

5.8 LAND TRANSPORTATION

Socio-Economic Effect

Both projects have the potential to increase road traffic congestion and demand on land transportation infrastructure, and in combination with increased traffic related to population growth and tourism activity, have the potential to increase the risk of highway traffic collisions. This can cause damage to personal safety, roads, and facilities.

Mitigations

- Any potential impacts to road transportation are covered under Condition 15: Transportation, and the Traffic Impact Assessment and Traffic Control Management Plan (TCMP), which are currently in development.
- Woodfibre LNG will use marine (ferry) transportation for the non-local workforce from the lower mainland to the floatel. Local workers from the Squamish community will be transported by ferry to the site.
- Access to the community will not be provided for floatel residents, unless in the case of an emergency that requires health care services not provided on site, or for specific business reasons.
- Private vehicle use will be limited.

Intended Outcome

Through implementing the TCMP, Woodfibre LNG aims to minimize the congestions and risks within Squamish and along Hwy 99. By following the TCMP, FortisBC will also address the transportation needs while limiting the impact to the local traffic.

5.9 MARINE TRANSPORTATION

Socio-Economic Effect

The Woodfibre LNG Project has the potential to increase the demand on marine transportation infrastructure and to increase the risk of marine traffic accidents that can lead to physical and environmental safety concerns.

Mitigation

The mitigation actions of the effects will be addressed in the Marine Transportation, Monitoring and Management Plan (MTMMP), which fulfills Condition 16: Marine Transportation. Information about

Woodfibre LNG's marine transportation activities is available online here:

<https://woodfibrelng.ca/about-woodfibre/regulatory/marine-transportation/>.

In addition, Woodfibre LNG is participating in Transport Canada's Technical Review Process of Marine Terminal Systems and Transshipment Sites (TERMPOL) process, to conduct worst-case scenario analyses and prepare for any situation related to vessel safety, maneuvers, and operations.

The TERMPOL Review Process is a voluntary process that Woodfibre LNG committed to completing for the construction phase. During the review, the TERMPOL Review Committee, (TRC) which is made up of subject matter experts from federal departments and authorities with marine regulatory, program and service responsibilities, assesses the marine transportation aspects of a proponent's project at an early planning stage.

The main focus of TERMPOL is a quantitative risk assessment (QRA) that assesses the risks, in terms of consequence and probability of occurrence, to the environment and the public, and proposes further risk mitigating measures for Transport Canada's TERMPOL Review Committee's (TRC) consideration.

Woodfibre LNG completed all the studies in compliance with TERMPOL requirements and submitted its last report in August 2023 to Transport Canada for final review. The Woodfibre LNG TERMPOL is a comprehensive set of studies covering the passage within the Salish Sea.

The Woodfibre LNG Marine QRA results predict that the only potential impacts associated with the Project would be as a result of an accidental event. However, the likelihood of such an event occurring is low and the confidence associated with these predictions is high given the number of preventive measures put in place. Woodfibre LNG's TERMPOL review shows that with all the proposed additional risk controls that will be implemented, there will be negligible risk to public safety as a result of the future marine transportation of LNG from Woodfibre Terminal.

The TRC's final report with findings and recommendations is expected to be completed and made public in 2024. Woodfibre LNG will comply with all of the report's recommendations.

Intended Outcome

Through implementing the MTMMP, Woodfibre LNG aims to minimize the congestions and risks associated with the water routes.

5.10 EMERGENCY RESPONSE

Socio-Economic Effect

Emergency incidents that can potentially occur on site include fire, major injuries, accidental spills, drowning/water incidents/rescues etc. Such emergencies if they occur could cause potential damage for the Project and local communities. For the overall management of emergencies, Woodfibre LNG is developing an Emergency Response Plan (ERP) that builds on its current plan for the site that will effectively address potential emergencies that could occur during the Project's construction stages. The

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ERP was developed with input from local, regional, and provincial emergency response authorities, including, and communicated to emergency response authorities and service providers.

The Province of B.C. has also committed to work with the Squamish Nation to develop a regional ERP for the Squamish Valley Area. Woodfibre LNG will take part in that planning and ensure that Woodfibre LNG's ERP aligns with this regional plan.

Mitigation

The Woodfibre LNG ERP identifies mitigations that the Project will take to reduce the effects of emergencies. These include:

- Training staff in fire prevention and response and providing equipment recognizing that support from the mainland will take considerable time.
- On-site fire response system including, but not limited to sprinkler system on the floatel, fire extinguishers, water connections for hoses, fire suppressants.
- Spill response materials and team.
- Regular meetings with the Squamish Fire Dept., RCMP and other local responders.
- Working with the BC Wildfire Service to ensure the site is Fire Smart.
- Providing timely access to emergency responders, including the RCMP, hospitals, Canadian Coast Guard, Squamish Search and Rescue, and any spill response contractors.
- Testing the ERP annually through desktop or staged exercises.

Actions to Dates:

Woodfibre LNG's ERP follows the Industry Standard for Emergency Response Plans and was developed to comply with requirements specified in the Environmental Management Regulation. The ERP sets out the procedures to be followed to effectively respond to construction-related emergencies. Prior to construction, Woodfibre LNG had a Pre-Construction ERP approved and in place.

Woodfibre LNG's ERP was submitted in July 2023 and was accepted by the BC Energy Regulator (BCER) on September 15, 2023. The development of the ERP included:

- Engagement on the ERP for pre-construction from 2019-2022
- Engagement on ERP for construction began in Jan 2023
- A roundtable meeting was held on Feb 28, 2023, which included the Squamish Nation, the District of Squamish, the Squamish Fire Dept., the Squamish RCMP, the Canadian Coast Guard, Vancouver Coastal Health, and other and key stakeholders relevant to emergency response to discuss the draft ERP.
- A tabletop exercise took place on June 28, 2023, with included the Squamish Nation, the District of Squamish, the Squamish Fire Dept., the Squamish RCMP, the Canadian Coast Guard, Vancouver Coastal Health, and other and key stakeholders relevant to emergency response.

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- The final ERP for construction was shared with the Squamish Nation, Tsleil-Waututh, the District of Squamish and the Fire Department and the RCMP.
- Notification and emergency contacts are included in the ERP and will be updated as required.

Woodfibre LNG continues to engage and work with local emergency and first responder agencies throughout the construction phase. Woodfibre LNG is happy to share the final ERP with the EAO if requested

Intended Outcome

While ensuring that the Project has sufficient resources to provide timely response to emergencies, it is expected that through the implementation of the ERP, the project-related demand and severity for local protective services and emergency support will be mitigated.

5.11 OTHER IDENTIFIED STRATEGIES AND MATERIALS

This section (Section 5.11) identifies additional strategies and materials that will be put in place to address the key identified concerns heard during the two CSIMP roundtables. The information below is intended to provide additional clarification on Woodfibre LNG's actions to our commitments and regulatory requirements.

Workforce Strategy

The Woodfibre LNG workforce is expected to reach a peak of approximately 800 workers over the construction phase. Histograms will show the ramp up of the construction workforce from 2023-2027 and be shared at the appropriate time with Indigenous Groups and the District of Squamish. They will be updated and shared as required.

Site Security/ Policing Strategy

The Woodfibre LNG will have an experienced 24-hour team in place to manage site security on site. No visitors will be allowed unless they have an approved reason to be there and are escorted on site. Site security will include several procedures to ensure the safety of the workforce and the community by having in place procedures including, but not limited to:

- Site Security incidents will follow a standard site incident report protocol for reporting mandatory incidents to the Project Health Safety Security & Environment (HSSE) Team.
- Incidents and Worker Code of Conduct violations will also be submitted to the workforce culture committee for review, and determination what actions are taken. Workforce culture committee decisions may include permanent removal from site. An appeals process will also be in place.
- All individuals on site will be required to complete Alcohol and Drug Testing before allowed on site.
- The Site Security Team will help enforce a zero tolerance for drugs and alcohol on site, as well as any form of bullying, harassment, or gender-based violence. The RCMP will be involved with

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serious incidents on site, including criminal code violations. Once the RCMP are involved, the incident will come under their jurisdiction.

- Random searches of luggage for drug, alcohol and illegal items will be conducted at pick up locations in the lower mainland and at the workforce transport ferry. Random searches will be conducted at the floatel, and sniffer dogs will be used at site and on the floatel.
- The Site Security Team will ensure the team has training in the support or reporting of sexual harassment and assault and shall provide all new staff members with information about ways in which they can record and provide evidence of harassment or bullying, what happens after a disclosure has been made, and how the individual will be protected from reprisals.
- The Site Security and HSSE Teams respect any individual's choice not to involve the RCMP if they have experienced an alleged harassment or sexual assault. All contractors and sub-contractors are required to have in place for their employees an Employee Assistance Program (EAP) or equivalent. Individuals will be given access to their EAP, the site medical clinic, and support will be available on site through medical services if requested.
- Mandatory harassment prevention training will be required for the workforce to be completed within 30 days of being on site.
- Cultural Awareness training will be mandatory for the workforce.
- The Worker Code of Conduct will communicate the expectations and promote a respectful, safe, and inclusive environment for women, all genders, minorities, and other vulnerable groups.
- Woodfibre LNG will have a Squamish Nation Elder on site.
- Woodfibre LNG, Site Security, the Squamish Nation, and the RCMP will work together to develop and have in a Protestor Protocol in place.

Healthy Living Strategy

- Medical clinics will be onsite and in the floatel.
- All contractors and sub-contractors are required to have Employee Assistance Program (EAP) or equivalent in place for their employees.
- Gyms and exercise facilities will be provided on the floatel.
- Programs such as healthy eating, smoking cessation, substance abuse supports, mental health awareness, and others will be promoted and offered to the workforce.
- Access to telemedicine services, which would include counseling.

Worker Code of Conduct

The Worker Code of Conduct outlines the expectations for every individual working on the Woodfibre LNG Project, and includes all contractors, sub-contractors, and sub-subcontractors.

Signing the Worker Code of Conduct is a condition of employment and if an individual decides not to sign it, they choose not to work on the Project. It includes, but is not limited to:

- Safety
 - Aligns with all the Woodfibre LNG Project's commitments to safety.
- Quality

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- Commitment to understand and respect the quality requirements of everything they do while on the Project.
- Behaviors and attitudes
 - Is respectful and treats all people with dignity and respect.
 - Understands harassment, violence, discrimination and bullying of any kind will not be tolerated.
 - Has an understanding and respects the concerns regarding gender-based violence, the final report on the National Inquiry into Missing and Murdered Indigenous Women and Girls (MMIWG).
- Community
 - Makes a positive impact by being respectful and inclusive while in the community.
 - Remember that workers are guests in the community and will be respectful of the environment and the natural beauty of the region.
 - Individuals are ambassadors of the Project on and off site.

Community Feedback and Inquiry Mechanism

The Woodfibre LNG Community Feedback and Inquiry mechanism will provide to anyone on the Project, in the community or the general public, the ability to ask questions, share complaints and concerns that will be responded to in a timely manner and without reproach. Anonymous inquiries and complaints can and will be accepted, but follow-up may not always be possible.

Inquiries and complaints will be received through the following channels:

- Telephone: 1-888-801-7929
- Email: info@wlng.ca
- Website: www.woodfibrelng.ca
- In-person: Open Houses and other public events
- Mail: Woodfibre LNG Limited, PO Box 17533 The Ritz PO, Vancouver, B.C., V6E 0B2

During construction, Woodfibre LNG will collaborate with FortisBC to address inquiries, complaints and concerns together in a timely manner. The Woodfibre LNG Community Feedback and Inquiry will continue through operations.

6 CSIMP COMMUNICATIONS AND ONGOING ENGAGEMENT

To support the implementation of the CSIMP, Woodfibre LNG will continue communication and engagement with Indigenous Groups and the local community. Through planned communication and engagement, Woodfibre LNG will:

- Provide Project updates through a variety of means.
- Host quarterly CSIMP Roundtables with Indigenous Groups and key stakeholders to update on the mitigations.
- Minimize potential adverse effects on Indigenous Groups and stakeholders, while enhancing benefits.
- Receive and respond to concerns.
- Continue to develop relationships with Indigenous Groups and stakeholders.
- Host an annual meeting with Indigenous Groups and key stakeholders to present the annual CSIMP Report.

6.1 ENGAGEMENT

Along with Woodfibre LNG's regular meetings with Indigenous Groups and the District of Squamish, continued engagement of Indigenous Groups and stakeholders is essential for Woodfibre LNG to address the potential impacts that the Project can bring to the local communities. This section identifies proposed forums for engagement and information sharing. Where possible, Woodfibre LNG will work with FortisBC together to engage with local representatives.

Groups include:

- Indigenous Groups and local governments, including the regional district.
- Local service providers for accommodation, emergency, healthcare, public health, utilities, transportation, recreational facilities, education, and waste management.
- RCMP detachments and fire departments.

In addition to the proposed forums, Woodfibre LNG also will have the Community Feedback and Inquiry Process on the website (www.woodfibrelng.ca) to accept questions, concerns and feedback at any point throughout the Project.

6.1.1 ROUNDTABLE DISCUSSIONS

During the development of the CSIMP, Woodfibre LNG facilitated two roundtable discussions to report out on "what we've heard" and share the revised mitigations in the CSIMP. The roundtable discussions

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included Indigenous Groups and representatives of the groups that may be affected by the potential impacts. Mitigations were revised, and feedback was taken at the discussions for consideration by Woodfibre LNG.

During construction, and two years into operations, quarterly Roundtable meetings will be held in-person and virtually with Indigenous Groups, local governments and regional districts, and provincial government infrastructure and service providers.

The annual CSIMP report will report out on the effectiveness of the mitigations being monitored.

6.1.2 LOCAL GOVERNMENT ENGAGEMENT

Regular monthly meetings are already occurring and will continue between the Woodfibre LNG project team and the staff from District of Squamish, to ensure that the District of Squamish is informed of the Project progress, and all other relevant updates, and has an opportunity to continue to provide input.

6.1.3 INDIGENOUS GROUP ENGAGEMENT

Woodfibre LNG continues to maintain regular engagement with Indigenous Groups to ensure that they are provided with timely information regarding the Project and have sufficient time to review and provide input. They have been involved in the development of the CSIMP mitigations.

6.2 PUBLIC COMMUNICATION

Woodfibre LNG provides current Project information to the public via a dedicated Project website, which will be updated by the summer of 2023, and through access to the Community Feedback and Inquiry channels, social media, newsletter, and company email correspondence. Woodfibre LNG will ensure that there are ongoing community engagements throughout the construction phase.

Woodfibre will align with Indigenous Groups and stakeholders to develop communication protocols that will have detailed information regarding channels for communicating, roles and responsibilities, as well as communication periods.

The following communication channels used are below:

Table 6 – Communication Methods

Method	Description	Timing
Website	Woodfibre LNG has a website dedicated to the Project with information, schedules and updates, including job postings and community funding initiatives. www.woodfibrelng.ca This website also allows the community members to submit feedback or comments throughout the project.	Construction Operations

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Email	Dedicated email address (info@wlng.ca) used for the Community Feedback and Inquiry mechanism to respond to correspondence from stakeholders, rights holders and interested parties.	Construction Operations
Newsletter	Woodfibre LNG provides a sign-up page on their website for newsletters that provide current information and important updates about the Project.	Construction Operations
Social media	Woodfibre LNG is available on Facebook, LinkedIn, Twitter, YouTube and Instagram.	Construction Operations
Toll Free Phone Line	Woodfibre LNG Community Feedback and Inquiry Line: 1-888-801-7929.	Construction Operations
Local newspapers and radio	Woodfibre LNG places regular ads and announcements with Project updates in local newspapers and on local radio.	Construction
Notification letters	As per regulatory requirements, Woodfibre issues notification letters to stakeholders and rights holders with Project information related to construction.	Construction

7 MONITORING

Woodfibre LNG will monitor all CSIMP-related mitigations as the accountable party for the BC EAC Condition # 14. McDermott is required to have in place a CSIMP Lead that will provide monthly report to the Woodfibre LNG CSIMP Lead, which will allow Woodfibre LNG to evaluate its compliance and its effectiveness to adjust the mitigations where and when required. This will be done through an adaptive management process when mitigations are not working and need to be reviewed in order to further reduce and avoid potential impacts on community services and infrastructure.

As per Condition 14, monitoring will occur throughout construction and during the first two years of operations. Refer to Appendix 6 for a list of the metrics and sampling frequency.

The map below shows the process to monitor compliance. The process identifies multiple inputs through active and passive monitoring, as well through the results of external engagement activities (see Section 6) and through the Community Feedback and Inquiry mechanism for complaints and grievances. Using this input, the Woodfibre LNG Project will evaluate the compliance of the implementation of the CSIMP. For any identified non-conformances, the Project will evaluate potential corrective and preventative actions. The result of the assessment and responses will be summarized in reports, as identified in Section 8.

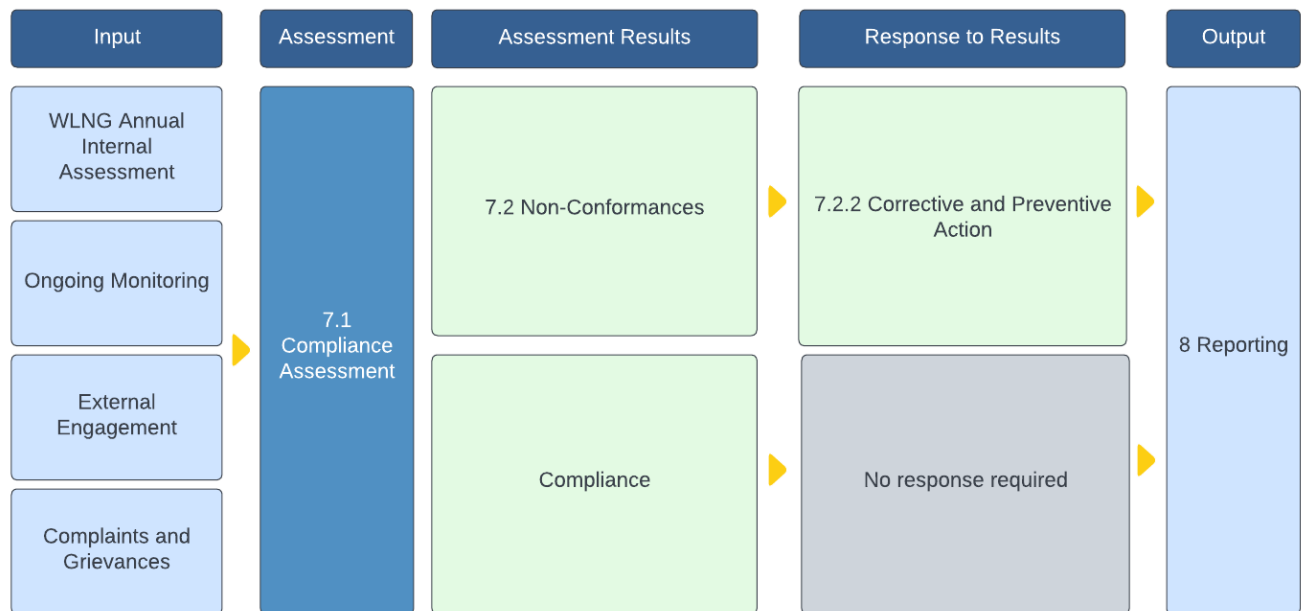


Figure 4 – High-level monitoring and compliance assessment process

7.1 COMPLIANCE ASSESSMENT

During the construction period, Woodfibre LNG will conduct active and passive monitoring of compliance with the CSIMP. Woodfibre LNG will include contractors in ongoing compliance monitoring as required. Planned activities include:

- An annual internal review of CSIMP implementation conducted by Woodfibre LNG that will be summarized and presented in the annual report.
- The gathering and review of relevant data as part of CSIMP engagement activities.
- Ongoing observation of socio-economic effects associated with the Project.
- McDermott will report and meet with Woodfibre LNG on a bi-monthly basis to review mitigations, metrics and apply an adaptive management review process should it be required.

7.2 NON-COMPLIANCE, CORRECTIVE AND PREVENTATIVE ACTIONS

Woodfibre is committed to learning from experience and incorporating that experience within a learning culture. Serious incidents and complaints will be investigated, and a corrective action plan developed when required, with recommendations for future prevention of similar outcomes developed.

7.2.1 NON-COMPLIANCE

Non-compliances will arise when there is a failure of controls or mitigations to prevent a negative outcome or a failure to follow the CSIMP or any other management plans. This can include, but is not limited to:

- Failures in following the mitigations in the CSIMP.
- Significant miss of an objective or target.
- Significant audit findings.
- Non-compliance with a regulation, license/permit condition, project requirement, or Plan.
- Failure to file a report with the regulators because of an incident.

If there is a non-compliance, the cause will be investigated. The level of investigation must be reasonable with respect to the level of potential risk. - Serious incidents will always be investigated.

7.2.2 CORRECTIVE AND PREVENTATIVE ACTION

For non-compliance, corrective actions will be developed that takes the identified causes for the incident and may develop an action plan to correct any issues with the cause of the incident. All corrective action plan reports will contain a recommendation(s) for preventing a recurrence of the event. Non-compliance incidents will be led internally by the Woodfibre LNG Compliance team with the appropriate teams and

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contractors, and potentially the BC EAO, Indigenous Groups, and other agencies if required. The corrective action plan will have:

- A discussion of the event, the investigation and the identified items that require correction in order to prevent a recurrence.
- An identified action(s) to prevent the recurrence.
- A person(s) responsible for implementing the corrective action and monitoring its success; and
- A timeline for completion.

Corrective action plans will, at a minimum, be submitted to Woodfibre LNG for review and approval prior to initiation. The corrective action plan, and its progress, will be reported to the senior management committee.

7.3 Indigenous Groups Follow Up Monitoring

In parallel with the monitoring conducted by Woodfibre LNG, Squamish Nation will conduct outreach and engagement with community members, to identify adverse effects associated with community members pertaining to the use of community service and infrastructure, as well as cultural or contemporary land and resource use practices.

The objectives of this follow up monitoring are to:

- Ensure Squamish Nation community members are aware that there are processes to identify, and resolve known or perceived adverse effects pertaining to the use of community services and infrastructure.
- Validate if the response (mitigation efforts) by Woodfibre LNG is effective for community members.
- To support Squamish Nation community members to resolve adverse effects where current mitigation efforts are not sufficient.
- Woodfibre LNG will meet with the Squamish Nation regularly through the working group to provide a CSIMP update on monthly metrics and mitigations.

Woodfibre LNG will support Squamish Nation follow up monitoring by providing requested information, if available, to Squamish Nation, working with Squamish Nation to address unforeseen adverse effects, and by incorporating relevant information into ongoing regulatory reporting with Squamish Nation, as agreed.

Woodfibre LNG will work with Tsleil-Waututh Nation to implement CSIMP monitoring processes that effectively engages members and addresses any concerns.

8 REPORTING

Woodfibre LNG will generate reports to provide information about the progress and effectiveness of the CSIMP's mitigation measures. The following reports will be produced to support the construction, communication, and mitigation activities:

Table 7 – Planned Reports

Report	Description
Annual Report	An annual report will be issued to summarize the results of CSIMP implementation for the given year. Annual reporting will begin one year after the start of construction.
Final Report	A final report will be issued two years after the start of operations, or as requested by the BC EAO and other applicable Ministries.

Reports will be distributed electronically to the BC EAO, Indigenous Groups, provincial and local governments, service providers and other interested parties. Hard copy reports will be made available upon request. All reports will be shared with the BC EAO to post on its website and will be posted on the Woodfibre LNG website.

9 MANAGEMENT REVIEW AND CONTINUAL IMPROVEMENT

As part of its management system, Woodfibre LNG commits to continual improvement of its mitigation program, in order to further minimize adverse socio-economic effects and support beneficial effects.

Woodfibre LNG senior management support, direction and communication to all Project workers is critical to developing a strong culture of awareness and continual improvement. As part of the annual internal review of its CSIMP implementation, Woodfibre LNG will review the design of its program and propose improvements using the principles of adaptive management when required.

Proposed adjustments to the mitigation program will be shared with Indigenous Groups, local governments, and other stakeholders as part of the ongoing engagement activities. Any significant changes will require a review by regulatory agencies.

10 APPENDICES

10.1 APPENDIX 1 - Summary of Woodfibre LNG's Commitments and Initiatives to Address the Calls for Justice for Extractive and Development Industries in the Final Report of the National Inquiry into Missing and Murdered Indigenous Women and Girls

Calls for Justice for Extractive and Development Industries ³	Woodfibre LNG Commitment / Initiative
<p>13.1 We call upon all resource-extraction and development industries to consider the safety and security of Indigenous women, girls, and SLGBTQQIA people, as well as their equitable benefit from development, at all stages of project planning, assessment, implementation, management, and monitoring.</p>	<p>Woodfibre LNG acknowledges the Calls for Justice and takes seriously the concerns that some community members have raised during the Project planning and assessment phases, about the impacts of industrial project work camps, particularly on Indigenous women, girls and SLGBTQQIA people. These concerns have been considered in the context of the gender and cultural safety programming that Woodfibre LNG has initiated and that the Company will implement and monitor throughout the construction phase, and into operations.</p>
<p>13.2 We call upon all governments and bodies mandated to evaluate, approve, and/or monitor development projects to complete gender-based socio-economic impact assessments on all proposed projects as part of their decision making and ongoing monitoring of projects. Project proposals must include provisions and plans to mitigate risks and impacts identified in the impact assessments prior to being approved.</p>	<p>Woodfibre LNG was approved by government regulators prior to the release of the Calls for Justice. However, the Company continues to work with regulators to ensure conditions related to cultural and gender safety are included, and will be monitored, in regulatory amendments and management plans, as required.</p> <p>Woodfibre LNG is the first industrial project in Canada to be regulated by an Indigenous government outside of a treaty, the Sk̓wxwú7mesh Úxwumixw (Squamish Nation). Woodfibre LNG works closely with members of the Squamish Nation on mitigations for safety and security impacts of the Project on Indigenous and non-Indigenous women and girls and SLGBTQQIA people.</p>
<p>13.3 We call upon all parties involved in the negotiations of impact-benefit agreements related to resource-extraction and development projects to include provisions that address the impacts of projects on the safety and security of Indigenous women, girls, and 2SLGBTQQIA people. Provisions must also be included to ensure that Indigenous women and 2SLGBTQQIA people equitably benefit from the projects.</p>	<p>Woodfibre LNG has mutually negotiated impact benefit agreements in place with the Squamish Nation and the Tsleil-Waututh Nation that include provisions related to employment, training, culture, community, and procurement. Woodfibre LNG has developed gender and cultural safety programming, in collaboration with Indigenous groups, that extends beyond the scope of the impact benefit agreements.</p>
<p>13.4 We call upon the federal, provincial, and territorial governments to fund further inquiries and studies in order to better understand the relationship between resource extraction and other development projects and violence against Indigenous women, girls, and 2SLGBTQQIA people. At a minimum, we support the call of Indigenous women and leaders for a public</p>	<p>While this call is relevant to governments, Woodfibre LNG is funding a graduate-level project to design, implement and collect regional data related to incidents of sexual and gender-based violence, harassment and bullying in the community during the construction phase of the Woodfibre LNG project. The findings will provide insight to better understand the relationship</p>

³ https://www.mmiwg-ffada.ca/wp-content/uploads/2019/06/Calls_for_Justice.pdf (p. 196)

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<p>inquiry into the sexual violence and racism at hydroelectric projects in northern Manitoba.</p>	<p>between industrial development projects and violence against Indigenous women, girls and 2SLGBTQIA people. The findings will be reported to the Company on a regular basis and be used to develop new policies and programs or improve existing ones.</p>
<p>13.5 We call upon resource-extraction and development industries and all governments and service providers to anticipate and recognize increased demand on social infrastructure because of development projects and resource extraction, and for mitigation measures to be identified as part of the planning and approval process. Social infrastructure must be expanded, and service capacity built to meet the anticipated needs of the host communities in advance of the start of projects. This includes but is not limited to ensuring that policing, social services, and health services are adequately staffed and resourced.</p>	<p>Woodfibre LNG is committed to maximizing local opportunities, addressing community concerns and minimizing potential adverse effects of the Project on the community and surrounding region. Woodfibre LNG's Community Services and Infrastructure Management Plan, developed in consultation with Indigenous groups, community service providers, government agencies and other stakeholders, describes the mitigation measures that will be implemented and managed to avoid or minimize anticipated impacts on community service and infrastructure, such as housing and health services.</p> <p>Despite Woodfibre LNG's construction workforce having limited to no interaction with the community of Squamish, Woodfibre LNG is offering community-focused training programs in effort to enhance personal safety, reduce vulnerability, and increase overall resilience of community members, namely, women, girls and 2SLGBTQIA people. This includes personal safety and situational awareness sessions and consent training programs for high school students. In addition, the workforce will be required to undertake mandatory cultural awareness and gender-based violence training as a part of onboarding, and this will be offered on a recurring basis.</p> <p>Woodfibre LNG is providing increased annual capacity funding to the Howe Sound Women's Centre for services to support victims of gender-based violence.</p> <p>Woodfibre LNG will ensure health services, including mental health services, are available on the floatel and accessible to all workers through Employee Assistance Programs.</p> <p>Woodfibre LNG has established a Gender Safety Advisory Committee with a mandate to provide input on gender safety programming, including social infrastructure supports, and make recommendations for how the Project mandates safety and security impacts on women in the community and the workforce. The Advisory Committee includes representatives from the Company, the Squamish Nation, the Tsleil-Waututh Nation, Howe Sound Women's Centre, FortisBC, and government regulators.</p>

10.2 APPENDIX 2 – TABLE OF CONCORDANCE

Below is the Tables of Concordance that tracks how Woodfibre LNG has addressed the requirements in Conditions 14, 2 and 13. Woodfibre LNG has included Condition 13 for information only, given that the CSIMP addresses some of the same matters as Condition 13.

Concordance Table of EAC Conditions 14, 2 and 13	
EAC Condition	CSIMP Section
EAC Condition 14: Community Services and Infrastructure	
The Holder must develop, in consultation with Aboriginal Groups ⁴ , local governments, 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.	Section 4 and 6
The scope of the plan is for effects that are directly attributable to the Project and related to Construction.	The plan primarily considers direct Project effect, but also acknowledges the cumulative effect associated with the EGP Project.
The plan must include the mitigation measures in the Application Table 22-1 under the heading “infrastructure and community services”. ⁵	Appendix 3
The plan must include specific actions to address the following: communication with potentially affected Aboriginal Groups, local governments and regional districts, and provincial government infrastructure and service providers regarding Project activities and actions.	Sections 4 and 6
The plan must include specific actions to address the following: an approach for monitoring and reporting on the effectiveness of the mitigation measures set out in the plan.	Sections 7, 8, 9 and Appendix 6
The Holder must provide the plan to EAO no less than 60 days prior to the Holder’s planned date to commence Construction. The Holder must not	Acknowledged

⁴ The term “Aboriginal” was used at the time that the EAC issued the conditions and is left for that reason. The CSIMP uses the word ‘Indigenous’ in the text other than in places where a published source document uses ‘Aboriginal’.

⁵ “The Application” is Woodfibre LNG’s Application for an Environmental Assessment Certificate and is referred to in this CSIMP as “the Application”.

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Concordance Table of EAC Conditions 14, 2 and 13	
EAC Condition	CSIMP Section
commence Construction until the plan has been approved by EAO, unless otherwise authorized by EAO. Once approved, the Holder must also provide the approved plan to EAO, local governments, and provincial government infrastructure and service providers, and Aboriginal Groups.	
The Holder is required to implement the plan to the satisfaction of EAO, as of the start of Construction until two years after the completion of Construction, unless otherwise directed by EAO.	Acknowledged
EAC Condition 2: Consultation Regarding Management Plans	
<p>Where a condition of this EA Certificate requires the Holder to consult a particular party or parties regarding the content of a management plan, the Holder must:</p> <ul style="list-style-type: none"> a) Provide written notice to each such party that: <ul style="list-style-type: none"> i) includes a copy of the management plan, ii) invites the party to provide its views on the content of such management plan; and iii) indicates: <ul style="list-style-type: none"> e. if a timeframe providing such views to the Holder is specified in the relevant condition of this EA Certificate, that the party may provide such views to the Holder within such time frame; or ii. if a timeframe providing such views to the Holder is not specified in the relevant condition of this EA Certificate, specifies a reasonable period during which the party may submit such views to the Holder. b) Undertake a full and impartial consideration of any views and other information provided by a party in accordance with the timelines specified in a notice given pursuant to paragraph (a). c) Provide a written explanation to each party that provided comments in accordance with a notice given pursuant to paragraph (a) as to: <ul style="list-style-type: none"> i) how the views and information provided by such party to the Holder received have been considered and addressed in a revised version of the management plan; or 	Sections 4 and 6

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Concordance Table of EAC Conditions 14, 2 and 13	
EAC Condition	CSIMP Section
<p>ii) why such views and information have not been addressed in a revised version of the management plan.</p> <p>d) Maintain a record of consultation with each such party regarding the management plan.</p> <p>e) Provide a copy of such consultation record to the EAO, the relevant party, or both, promptly upon the written request of the EAO or such party.</p>	
EAC Condition 13: Local Economic Opportunities	
<p>The Holder must design and deliver programs to support local and Aboriginal employment and contracting opportunities, skills training and education.</p> <p>The Holder must provide Project information related to job opportunities and subcontracting business opportunities to the affected communities and Chambers of Commerce within the labour market Local Assessment Area identified in the Application, including holding at least one job fair in Skwxwú7mesh (Squamish) at least 30 days prior to Construction.</p> <p>At the time of submitting compliance reports required by this EA Certificate's clause 1, the Holder must report to EAO on the implementation of these programs.</p> <p>The programs must be implemented during Construction.</p>	Section 5
Source: BC EAO. October 26, 2015.	

10.3 APPENDIX 3 – MITIGATION MEASURES IN THE APPLICATION TABLE 22-1 UNDER THE HEADING “INFRASTRUCTURE AND COMMUNITY SERVICES”

Application Table 22-1 7.2 Infrastructure and Community Services					
Mitigation Number	Mitigation notes	Proposed EAO Mitigation	Project Phase	Timing of Implementation	CSIMP Section
M7.2-1	Local information Packages and Web pages	Woodfibre LNG Limited will prepare and provide non-local construction and operations workers with information packages on rental housing and temporary accommodation options in Greater Vancouver and the Squamish area and information on local services they may require in these communities. Woodfibre LNG Limited will also make this information available on web pages that can only be accessed by Project workers. The web pages would include links to appropriate resources.	Construction Operation	Pre-construction	<p>Sec. 5.3 Housing and Accommodation</p> <p>The non-local workforce will be required to stay in the floatel and there will be no living-out-allowances (LOAs) provided.</p> <p>Prior to the arrival of the floatel, non-local workers will be required to stay outside of the District of Squamish.</p> <p>This will also be clear on the Woodfibrelng.ca website.</p>
M7.2-2	Housing and Accommodation Advisor	For the construction period and the initial stage of operations, WLNG will require its EPCM contractor(s) to contract with a person or a firm that will canvass and identify housing and temporary accommodation units and make incoming workers aware of the potential accommodation, and generally act as a one-window housing resource for the Project's non-local workers and as a liaison with housing and accommodation providers in the LAA. During construction, when	Construction Operation	Pre-construction	<p>Sec. 5.3 Housing and Accommodation</p> <p>Woodfibre LNG has hired a Housing Coordinator to manage construction employee and contractor housing needs. Over time, this position may</p>

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		feasible, this person will also pre-book hotel and motel spaces within reasonable commuting distance of the Project during periods when a higher number of short-term temporary units are required.			<p>also coordinate housing needs for the permanent workforce.</p> <p>The non-local workforce will be required to stay in the floatel and there will be no living-out-allowances (LOAs) provided. And no hotels or motels will be required.</p>
M7.2-3	Decommissioning Plan - Employment	As part of the decommissioning plan (see Section 13.0 Summary of Proposed Environmental and Operational Management Plans and Follow-Up Programs) WLNG will include information regarding the timing for the transition of operational activities to decommissioning and closure and associated decommissioning employment opportunities. The plan will include communication strategies to keep employees informed of decommissioning plans and timelines.	Decommissioning	Pre-decommissioning	<p>Sec. 5.2 Quality of Life and Sustainable Development</p> <p>The strategy will be developed in more detail closer to the end of construction. However the timeline to implement the actions pertaining to the hiring and contracting of temporary and permanent workforce will be documented and relevant information shared. As part of this plan, Woodfibre LNG will consider how to</p>

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					balance communication and messaging related to local job opportunities against the risk of perceived threats to hiring for local businesses.
M7.2-4	Traffic Management Plan	The Proponent will research and prepare a Traffic Management Plan that will provide guidance on how all Project-related traffic is managed in and around Squamish during each phase of the Project. This plan will include driving routes and parking options for the project's ferry location and for material and equipment laydown areas in Squamish. The plan may include potential options for reducing the number of private vehicles commuting from Metro Vancouver along the Sea-to-Sky Highway 99 each day, including car-pooling initiatives and/or commuter bus service from designated areas. WLNG will consult with District of Squamish in preparing and finalizing the traffic Management Plan.	Construction Operation	Pre-construction	Sec. 5.8 Land Transportation Any potential impacts to road transportation are covered under Condition 15: Transportation, and the Traffic Impact Assessment and Traffic Control Management Plan (TCMP). Woodfibre LNG intends to use marine (ferry) transportation for the non-local workforce from the lower mainland to the floatel. Local workers from the Squamish community will be transported by ferry to the site.
M7.2-5	Emergency Response Plan (Construction)	Prior to commencing construction, WLNG will develop and implement an Emergency Response Plan for the construction phase of the project. The Emergency Response Plan	Construction	Pre-construction	Sec. 5.10 Emergency Response

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		will be developed with input from local, regional and provincial emergency response authorities, such as Squamish Fire Department, the Squamish RCMP, Vancouver Coastal Health and BC Ambulance Service. The Emergency Response Plan will be communicated to emergency response authorities and service providers.			Woodfibre LNG developed an Emergency Response Plan (ERP) that builds on its current plan for the site that will effectively address potential emergencies that could occur during the Project's construction stages. The ERP was developed with input from local, regional, provincial and federal emergency response authorities, and the Squamish Nation, and will be communicated to emergency response authorities and service providers.
M7.2-6	Emergency Response Plan (Decommissioning)	Prior to commencing the Project decommissioning phase, WLNG will develop and implement an Emergency Response Plan for the decommissioning phase of the Project, taking into account specific decommissioning activities. As the project is situated in a remote location without road access, it will be necessary for the Emergency Response Plan to take this factor into account. Like the construction emergency response plan and the operations Safety Loss and Management Program, the decommissioning Emergency Response Plan will be developed with input	Decommissioning	Pre-decommissioning	The decommissioning plan will be developed closer to the decommissioning phase, using the best information available at that time.

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		from local, regional and provincial emergency response authorities.			
M7.2-7	Implement TERMPOL Recommendations	Woodfibre LNG Limited will continue to participate in Transport Canada's voluntary shipping and navigational risk assessment TERMPOL review process. TERMPOL studies will be agreed to by Transport Canada, and will include a systematic assessment of safety and risk management in the joint use of the waterway. Any recommendations from the TERMPOL Review Committee will be integrated into the Project design and operating procedures, including but not limited to those related to navigation, passage planning, traffic management, suitability of the terminal location, orientation, and operation.	Construction	Final Design	<p>Sec. 5.9 Marine Transportation</p> <p>Woodfibre LNG will continue to participate in Transport Canada's Technical Review Process of Marine Terminal Systems and Transshipment Sites (TERMPOL) process, to conduct worst-case scenario analyses and prepare for any situation related to vessel safety, maneuvers and operations.</p>

10.4 APPENDIX 4 “Welcome to Woodfibre LNG” Information Pamphlet



**Woodfibre
LNG**



Welcome to the Woodfibre LNG Project!

Welcome to working on the first NetZero LNG facility project in the world located on the unceded traditional territories of the Squamish (Sḵwxwú7mesh Úxwumixw), Tsleil-Waututh (Selilwata7/Selilwutl), and Musqueam (xʷməŋkʷəy̓əm) First Nations.

Along with our commitment to our Indigenous partners and the global energy transition, Woodfibre LNG is committed to ensuring that we minimize impacts in the local community during our construction.

The following information is not meant to replace the site orientation, or the expectations outlined in the Woodfibre LNG Project Worker Code of Conduct but is meant to provide you with a quick overview of important information and some of our key commitments on the project.



Behaviours:

- Everyone will be treated with respect, regardless of their background, position, or beliefs.
- If any Woodfibre LNG Project Workers (including staff, contractors, sub-contractors, and local residents) is in the community, whether on or off duty, they are responsible for their behaviour and actions and must conduct themselves in a respectful manner.
- Woodfibre LNG enforces a strict zero-tolerance policy on site against all forms of harassment, including bullying, physical and sexual assault, and ensures a gender and culturally safe workforce for all.
- Woodfibre LNG's Engineering, Procurement, Fabrication, and Construction (EPFC) contractor is McDermott International, and construction contractor is Ledcor Bird ("LB LNG").

Transportation:

- Private vehicles are limited due to lack of project parking facilities.
- All floatel residents will be transported directly to and from the floatel.
- Contact your company's travel coordinator for information on how to travel or get to the project.



Feedback & Inquiries

- If you have questions or concerns, please contact us at:
 - Email: info@wlng.ca
 - Telephone: 1-888-801-7929
- Anonymous inquiries will be accepted and honoured, but responses may be limited due to lack of contact information.
- If you have a concern or question regarding your job or employment, please contact your supervisor, foreman or HR contact first.

Woodfibre LNG is committed to a safe environment on our site and in the beautiful community of Squamish. If you have any questions, please don't hesitate to reach out to us.

Woodfibre LNG welcomes you and thanks you for being a part of this exciting project.

woodfibrelng.ca

Housing:

- All non-local residents are required to stay in company-provided housing and must comply with the accommodation policies. Company provided housing includes the floatel, Scirocco 1 and other potential locations outside the District of Squamish municipal boundaries.
- Living-out allowances are not permitted to be given out by any contractor or sub-contractor.
- A local resident is someone who, as of September 20, 2023, lives in the District of Squamish or the Squamish Lillooet Regional District.
- Floatel residents are not allowed access to the community during their rotation, except for a medical emergency or a pre-approved business reason.
- Residents on the floatel have their own room and private bathroom.
- Amenities on the floatel include gyms, recreational rooms, a theatre and dining locations.

Healthcare Facilities:

- Healthcare will be through a health clinic on the floatel and on site.
- Services at site includes access to mental health and substance abuse services.
- Our Site Security Team enforces a zero tolerance for drugs and alcohol on site. Any prescription drugs or medications must be in a bottle with the DIN# and your name.

APPENDIX 5 – TABLE OF INDIGENOUS GROUPS AND STAKEHOLDERS–

Socio-Economic Aspect	Points of Contact	Interests
Quality of Life and Sustainable Development	<p><u>Government:</u></p> <ul style="list-style-type: none"> District of Squamish Squamish-Lillooet Regional District <p><u>Indigenous Groups</u></p> <ul style="list-style-type: none"> Squamish Nation Tsleil-Waututh Nation <p><u>Other Groups and Community Service Providers:</u></p> <ul style="list-style-type: none"> Squamish Business Improvement Association Squamish Chamber of Commerce Squamish Housing Association School District No. 48 Community Futures Howe Sound Rotary Club of Squamish 	<ul style="list-style-type: none"> Project-related business opportunities for local service/product providers Job opportunities for local workforce

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	<ul style="list-style-type: none"> • Squamish Helping Hands (Under One Roof) • BC Marine Logistics • Fast Property • Kihew Consulting • LandSea Camp Services • Primeacorp Ventures (Quest) • Sea to Sky Gondola • Sea to Sky Community Services • Squamish Men's Shed • Squamish Terminals • Totum Security • Tourism Squamish • West Vancouver Sea to Sky Constituency Office 	
Housing and Accommodation	<p><u>Government:</u></p> <ul style="list-style-type: none"> • Ministry of Housing • District of Squamish <p><u>Indigenous Groups</u></p> <ul style="list-style-type: none"> • Squamish Nation 	<ul style="list-style-type: none"> • Availability of local housing and accommodation • Affordability of local housing and accommodation

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	<ul style="list-style-type: none"> Tsleil-Waututh Nation <p><u>Other Groups and Community Service Providers:</u></p> <ul style="list-style-type: none"> Squamish Helping Hands (Under One Roof) Sea to Sky Community Services Squamish Housing Association Tourism Squamish Vancouver Coastal Health Howe Sound Women's Centre Squamish Men's Shed Fast Property GFL LandSea Camp Services Primacorp Ventures (Quest) Totum Security Westwinds Senior Society Quest University 	<ul style="list-style-type: none"> Accessibility of housing-related services Impact on vulnerable populations
Municipal Utilities and Wastes	<p><u>Governments:</u></p> <ul style="list-style-type: none"> District of Squamish 	<ul style="list-style-type: none"> Availability of utility resources and services

	<ul style="list-style-type: none"> • Squamish-Lillooet Regional District • Vancouver Coastal Health • Ministry of Energy, Mines and Low Carbon Innovations <p><u>Indigenous Groups</u></p> <ul style="list-style-type: none"> • Squamish Nation • Tsleil-Waututh Nation (TWN) <p><u>Other Groups and Community Service Providers:</u></p> <ul style="list-style-type: none"> • GFL • Squamish Business Improvement Association • Squamish Tourism 	<ul style="list-style-type: none"> • Impact on local environment
Education and Recreation	<p><u>Government:</u></p> <ul style="list-style-type: none"> • District of Squamish • Ministry of Education and Child Care <p><u>Indigenous Groups</u></p> <ul style="list-style-type: none"> • Squamish Nation • Tsleil-Waututh Nation (TWN) 	<ul style="list-style-type: none"> • Availability of educational services • Accessibility of recreational facilities and services •

	<p><u>Other Groups and Community Service Providers:</u></p> <ul style="list-style-type: none"> • Community Futures Howe Sound • Rotary Club of Squamish • Sea to Sky Gondola • School District No. 48 • Squamish Men's Shed • Tourism Squamish • Quest University 	
Health Services and Wellness	<p><u>Government:</u></p> <ul style="list-style-type: none"> • District of Squamish • Ministry of Health • Vancouver Coastal Health <p><u>Indigenous Groups</u></p> <ul style="list-style-type: none"> • Squamish Nation • Tsleil-Waututh Nation <p><u>Other Groups and Community Service Providers:</u></p> <ul style="list-style-type: none"> • Howe Sound Women's Centre • Sea to Sky Community Services 	<ul style="list-style-type: none"> • Accessibility of health services in the local area • Workforce physical and mental health

INTERNAL

	<ul style="list-style-type: none"> • Squamish Helping Hands (Under One Roof) • Westwinds Senior Society • Squamish Men's Shed 	
Policing and Security	<p><u>Government:</u></p> <ul style="list-style-type: none"> • District of Squamish • Squamish RCMP • Squamish Fire Department • BC Ambulance • Public Safety & Solicitor General <p><u>Indigenous Groups</u></p> <ul style="list-style-type: none"> • Squamish Nation • Tsleil-Waututh Nation <p><u>Other Groups and Community Service Providers:</u></p> <ul style="list-style-type: none"> • Squamish Search and Rescue • Sea to Sky Community Services • Howe Sound Women's Centre • Squamish Helping Hands (Under One Roof) 	<ul style="list-style-type: none"> • Accessibility of policing services and security resources • Impact on vulnerable populations

INTERNAL

	<ul style="list-style-type: none"> • Squamish Terminals • Westwinds Senior Society • Totum Security 	
Emergency Response Services	<p><u>Government:</u></p> <ul style="list-style-type: none"> • District of Squamish • Squamish Fire Department • Vancouver Coastal Health • Ministry Energy, Mines and Low Carbon Innovations • Ministry of Transportation and Infrastructure • BC Ambulance • Public Safety & Solicitor General <p><u>Indigenous Groups</u></p> <ul style="list-style-type: none"> • Squamish Nation • Tsleil-Waututh Nation <p><u>Other Groups and Community Service Providers:</u></p> <ul style="list-style-type: none"> • Garibaldi Fire Department • Squamish General Hospital 	<ul style="list-style-type: none"> • Availability of emergency services • Community safety and security

INTERNAL

	<ul style="list-style-type: none"> • Squamish Search and Rescue • Sea to Sky Community Services • Howe Sound Women's Centre • Squamish Helping Hands (Under One Roof) • Squamish Terminals • Totum Security 	
Traffic and Transportation	<p><u>Government:</u></p> <ul style="list-style-type: none"> • District of Squamish • Squamish-Lillooet Regional District • Ministry of Transportation and Infrastructure <p><u>Indigenous Groups</u></p> <ul style="list-style-type: none"> • Squamish Nation • Tsleil-Waututh Nation <p><u>Other Groups and Community Service Providers:</u></p> <ul style="list-style-type: none"> • BC Marine Logistics • Squamish Terminals 	<ul style="list-style-type: none"> • Accessibility and capacity of local traffic • Traffic safety and control • Impact on transportation infrastructure

10.5 APPENDIX 6 – SOCIO-ECONOMIC EFFECTS, MITIGATIONS AND METRICS

Service/ Infrastructure	Anticipated Project Effect	Magnitude	Duration	Mitigations	Internal Measure	External Measure	Monitoring Frequency	Reported
Quality of Life & Sustainable Development	Intensified competition for local job markets and businesses.	Moderate	Pre- Construction & Construction & Operation	Provide job opportunities to the local workforce (prioritize indigenous peoples and the underrepresented groups).	<ul style="list-style-type: none">• # of local business partners/suppliers working on Project• # of Indigenous employees• # of women working on the Project• # of local employees• # of total workers on the project• \$ value of contracts (total) to local suppliers• # of community complaints	• % unemployment in local community: District of Squamish	Internal – monthly External - annually	Reported annually
				<ul style="list-style-type: none">• Provide timely and accessible information regarding job opportunities through a Project-specific website.• Host job fairs in the District of Squamish.				
				Provide information on tenders, procurement requirements and bidding procedures in a timely and transparent manner to Squamish Nation, local and Indigenous contractors, service providers and business associations prior to the start of construction.				
				Work with McDermott, sub-contractors, and Indigenous Groups to provide training and learning opportunities for the local workforce.				
				Collaborate with partners to enhance education and training strategies (partners include other LNG companies, the B.C. Government, the Industry Training Authority, Indigenous organizations, post-secondary institutions, and industry associations).				

INTERNAL

Service/ Infrastructure	Anticipated Project Effect	Magnitude	Duration	Mitigations	Internal Measure	External Measure	Monitoring Frequency	Reported
Housing and Accommodation	The influx of 800 workers affects the availability of local housing and accommodation.	Moderate	Construction & Operation	Establish a floating hotel (the “floatel”) for transient non-local workers to provide accommodation without impacting local communities (pending approval of EAC Amendment #3).	<ul style="list-style-type: none"> • # of workers in the floatel • # of project personal living in the community • # of housing complaints 	•District of Squamish - Local vacancy rates and pro-rated impact (if any) based on population growth rates	Internal – monthly External – bi-annually	Reported annually
				Hire a housing coordinator to coordinate initiatives related to permanent workforce development, including identifying housing sources, and liaising with accommodation providers and the District of Squamish.				
				Explore the opportunity to leverage the provisioned 46 rental units at the local leased apartment building available as needed.				
Municipal Utilities and Waste Management	The activities the construction will produce various types of wastes, creating pressure for local utility and waste management services	Moderate	Construction & Operation	Ensure the waste management service capacity meets the demand. <ul style="list-style-type: none"> • Procure waste management and recycling services for the floatel. • Work with local utility suppliers to evaluate the availability of utility resources for the Project, and to explore different options to ensure utility supply. 	<ul style="list-style-type: none"> • Volume or weight of wastes produced. • Volume or weight of organic waste (compostable materials) • # of complaints related to waste 	• District of Squamish - Demand vs. Capacity of local waste management	Internal – monthly External - quarterly	Reported annually
				Set up guidelines for workers and staff to manage utility use for construction sites and the floatel.				
Educational and Recreational Services	Increase in number of temporary workers leads to provisional growth	Low	Construction & Operation	The majority of non-local workers will be accommodated on the floatel, would have no or limited interaction with the community and would not	<ul style="list-style-type: none"> • Total funding \$\$ provided through the Community 	# of annual tourists in the Squamish area: Tourism Squamish	Internal – bi-annually	Reported annually

INTERNAL

Service/ Infrastructure	Anticipated Project Effect	Magnitude	Duration	Mitigations	Internal Measure	External Measure	Monitoring Frequency	Reported
	in demand for local educational and recreation resources.			<p>impact educational or recreational resources in the community. Continue to provide funding through the Community Partnership Program to offer services in educational and recreational areas.</p> <p>Provide recreational services for temporary workers directly on board the floatel.</p>	<p>Partnership Program and the successful recipients.</p> <ul style="list-style-type: none"> # of the recreational facilities within the floatel # of complaints related to education and recreation 		External – annually	
Health and Well-Being	The increase in the local population will create certain pressure on local medical supply.	Moderate	Construction & Operation	<p>Provide on-site emergency medical services to deal with minor injuries and routine medical needs and connect with hospitals in case of emergency (services can include trained technicians, nurses, and doctors).</p> <p>Implement a Healthy Living Strategy that introduces information on how to support the health and safety of the residents.</p> <p>Provide training and establish policies to ensure appropriate worker behavior.</p> <ul style="list-style-type: none"> Establish and enforce a substance abuse policy applicable to all Project personnel. Optional life-skills and health workshops will be held on themes such as workplace health, drug abuse, alcohol addiction, and money management. Have in place a Work Code of Conduct signed by everyone on the Project. 	<ul style="list-style-type: none"> # of occupational medical incidents on site # of non-occupational medical incidents on site # of total visits to site medical clinics # of trained employees in First Aid # of workshops held for different wellness themes # of emergency room visits (Sq. Gen. Hospital) by project workforce # of complaints related to health services 	# of emergency visits annually: Vancouver Coastal Health/ Squamish Hospital	<p>Internal – monthly</p> <p>External – quarterly</p>	Reported annually

INTERNAL

Service/ Infrastructure	Anticipated Project Effect	Magnitude	Duration	Mitigations	Internal Measure	External Measure	Monitoring Frequency	Reported
				Provide supervisors and managers with training and resources to identify and support workers who struggle with addictions.				
Non-Emergency – Policing and Security	Non-emergency incidents on-site pose threat to the residents' health, wealth, and safety.	Moderate	Construction & Operation	Maintain a trained site security team to ensure the security of personnel and property.	<ul style="list-style-type: none"> # of RCMP calls to site % of workers who signed the Worker Code of Conduct # of complaints relating to policing 	# of serious crimes in the District of Squamish: Squamish RCMP	Internal – monthly External - quarterly	Reported annually.
				Strictly enforce the Worker Code of Conduct.				
				Provide all Project personnel with professional training to identify and report non-emergency incidents using the resources on site.				
				Work with the contractors and RCMP to develop plans and conduct situational exercises to prepare for protest events.				
Land Transportation	The land transportation of the Project increases the demand on land transportation infrastructure and the risk of land traffic accidents.	Moderate	Construction	Refer to the Traffic Impact Assessment and Traffic Management Plan.	<ul style="list-style-type: none"> # of accidents and near misses on site # of traffic related complaints 	Volume of Traffic on the Sea-to-Sky Highway between Horseshoe Bay and Squamish: MOTI	Internal – monthly External - quarterly	Reported annually
Marine Transportation	The marine transportation of the Project increases the demand on marine transportation	Low to Moderate	Construction	Refer to the Marine Transportation and Monitoring and Management Plan.	<ul style="list-style-type: none"> # of marine transportation deliveries # of marine accidents and near misses 	# of large vessel movements in Howe Sound: <i>TBC (Squamish Terminals was a suggestion)</i>	Internal – monthly External - monthly	Reported annually

INTERNAL

Service/ Infrastructure	Anticipated Project Effect	Magnitude	Duration	Mitigations	Internal Measure	External Measure	Monitoring Frequency	Reported
	infrastructure and the risk of land traffic accidents.				<ul style="list-style-type: none">• # of workforce ferries (includes daily to and from site)• # of marine related complaints			
Emergency Response	Emergency incidents on-site cause great damage and safety threat for the Project and the communities.	Moderate	Construction & Operation	Collaborate with local emergency responders to develop an Emergency Response Plan (ERP) that aligns with the regional ERP of Squamish Nation.	<ul style="list-style-type: none">• Completion of the ERP• # of trained available emergency responders on site (fire and spill)	# of fire calls in Squamish: Squamish Fire Dept. # of Coast Guard calls to site	Internal – monthly External – quarterly	Reported annually
				For fire fighting: <ul style="list-style-type: none">• Train staff in fire prevention and response equipment for fire emergencies. Work closely with the BC Wildfire Service to ensure the site is Fire Smart and able to assist the Service in fighting local fires to limit damage to people and property.	<ul style="list-style-type: none">• # of emergencies requiring external responders• # and types of fire fighting equipment• # of complaints received regarding local emergency services			