



*Comité de*  
**DÉVELOPPEMENT**  
DE LA **MAIN-D'ŒUVRE**  
*communautaire*

*Community*  
**WORKFORCE**  
**DEVELOPMENT**  
*Committee*

# Report on Activities

Q1 - 2024-2025

**Belledune Port Authority**  
Community Workforce  
Development Committee



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## Message from Co-Chairs

It is our pleasure to report on activities of the Belledune Port Authority's Community Workforce Development Committee from January to March 2024.

As this committee begins its work, climate change and the emergence of a global market for green energy have created a one-in-a-generation opportunity to transform the economy of northern New Brunswick.

With the Belledune Port Authority serving as a catalyst, our region is transitioning away from declining resource-heavy industries and fossil fuel generation toward renewable energy projects and complementary low-carbon manufacturing and processing.

This change requires broad community understanding and engagement, strategic planning, and labour force development. This is the job of our committee.

Communities will need to prepare for the transition, understand the challenges and opportunities this transition will bring, and share in the benefits for future generations.

As co-chairs, we are proud to work with committee members to create engagement opportunities that will enable local residents to understand, participate in and benefit from future developments at the Port.

We are on the cusp of a green economic transition for New Brunswick.

Together with our communities and Indigenous rights holders, we will work to identify economic and environmental impacts and opportunities for the region, and plan for jobs, training and community growth.

Thank you

**Betty-Ann Fortin**  
**Roger Clinch**

*Co chairs*



## CWDC Membership

- **Betty-Ann Fortin** (Co-Chair)
- **Roger Clinch** (Co-chair)
- **Jean-Guy Levesque**, Restigouche Regional Service Commission, Vice-President, Board of Directors
- **Daniel Guitard**, Executive Director, Chaleur Regional Service Commission
- **Bernard Theriault**, Executive Director, Acadian Peninsula Regional Service Commission , Vice-Chair, Board of Directors
- **Michel Guitard**, Executive Director, CBDC Restigouche,
- **Denis Roy**, Executive Director, CBDC Chaleur
- **Frederick McGraw**, Executive Director, CBDC Peninsule Acadien
- **Chief Terry Richardson**, Chief, Pabineau First Nation
- **Chief Jake Caplin**, Chief, Eel River Bar First Nation
- **Sebastien Hache**, Valores
- **Yannick Theriault**, Chaleur Watershed Group
- **Pierre Zundel**, CCNB CEO/President
- **Dina Lavoie**, Department of Post-Secondary Education, Training and Labour



## Background and Goals

In 2020, the Belledune Port Authority (“BPA”) embarked on a Master Development Planning process to diversify its core business and seek opportunities for a more sustainable business future for the Port.

Completed in the fall of 2022 with input from experts, industry, community members and First Nations, the Master Development Plan 2022-2023 (MDP) provided a 30-year roadmap for the future. The BPA is now focused on implementing the plan through strategic planning for key initiatives, including a Green Energy Hub development on Port lands, business planning, marketing and operational change.

As agreements are signed with private sector partners focused on building clean energy projects, the Port is poised to change dramatically. Bringing this change to life will require significant planning, investments and community involvement. Working together, First Nations, business, government and education partners can ensure a smooth transition, a ready workforce and the realization of shared opportunities and benefits for New Brunswick.

The Community Workforce Development Committee was established in late 2023 to review the implementation goals of the MDP, provide a forum for information sharing and feedback, and enable parties to work together collaboratively to pursue opportunities for community education, workforce development, training and recruitment, and enable broader stakeholder engagement on goals and opportunities at the Port. Focusing on projects and development opportunities identified by the BPA, this committee is tasked with identifying economic impacts and opportunities for the region, and planning for jobs, training and community outreach.

## Goals include:

- Working collaboratively to ensure open and transparent communication among members, regional stakeholder groups and agencies
- Educating all participants and their networks about the opportunities, challenges and requirements of projects related to the Master Development Plan
- Identifying opportunities to grow the economic impact of the BPA by involving the local and regional workforce with training and recruiting strategies
- Ensuring barriers to and opportunities for economic growth are well understood by members to ensure recommendations are based on evidence and fact.

## Activities

### December 18, 2023

- Formal launch of the committee at 13 Barrels in Bathurst, NB with public announcement and reception with invited guests
- Launched committee webpage and social media posts



### January 19, 2024

- Virtual meeting
- Finalized committee Terms of Reference
- BPA overview of Master Development Plan and Strategic Profile

### March 20, 2024

- Committee tour of port facilities
- In-person meeting at the Belledune Recreation Centre.
- Discussion theme: How biomass is fuelling New Brunswick's green energy transition

#### Presenters:

- BPA CEO Denis Caron, The Port of Belledune is Atlantic Canada's largest exporter of biomass (wood chips and pellets)
- NB Power Station Manager Bernard Roy, Overview of Belledune Generating Station's Spring 2024 biomass test burn project
- Adam Dick, Forest Research Project Leader, Canadian Wood Fibre Centre, NRCAN, 'Biomass and the Clean Energy Transition'
- Adam Hodgson, Director of Forest Operations and Development, Natural Resources and Energy Development, Government of New Brunswick



Next Meeting Planned for May 28, 2024 in Caraquet, NB

## Appendices

- December 18, 2023 public announcement

### Community-based committee to advise on green energy growth at Belledune

18 December 2023

BELLEDUNE, NB: A new community-led advisory committee has been appointed to explore opportunities and challenges related to green energy developments at the Port of Belledune.

The Community Workforce Development Committee will provide a forum for information sharing and feedback with a focus on opportunities identified by the Belledune Port Authority (BPA) and Northern New Brunswick's transition to clean energy.

The committee, co-chaired by Roger Clinch and Betty-Ann Fortin will also identify economic impacts and opportunities for the region, plan for jobs and training, engage in community outreach, and make recommendations that will support a clean-energy industrial transition for the region.

"We are committed to working with our community, including rights holders, to ensure people are informed and engaged with the vision and projects planned at the Port," said CEO **Denis Caron**.

"We look forward to sharing our plan, exploring opportunities and challenges together, while ensuring concerns are heard and benefits are shared."

This committee includes members from the **Restigouche, Chaleur and Acadian Peninsula regions**, and the Mi'gmaq communities of [Pabineau](#) and [Eel River Bar](#), along with representatives from the provincial government and BPA.

Funding for the committee is provided by the Government of [New Brunswick's Department of Post-Secondary Education, Training and Labour](#) and the BPA.

"Over the next few decades, the Port is poised to change dramatically which will require significant planning and collaboration," said the Minister Responsible for the Regional Development

Corporation **Réjean Savoie**. “We’re pleased to support the launch of this committee that will bring various community stakeholders together and will be crucial to the future development of the region.”

Minister Savoie was speaking on behalf of Minister of Post-Secondary Education, Training and Labour (PETL) Arlene Dunn.

The committee will meet quarterly for the next 18 months and report publicly on its activities. It will sponsor public events to ensure community participation.

- January 19 Minutes of Meeting

### Minutes of Meeting BPA Community Workforce Development Committee

|  |   |
|--|---|
| <b>Date</b>                                  | January 19, 2024 9-11 am  |
| <b>Attendees</b>                             | Betty-Ann Fortin, Bernard Theriault, Matthieu Girard, Jake Caplin, Daniel Guitard, Denis Roy, Dina Lavoie, Frederick McGraw, Jean-Guy Levesque, Michel Guitard, Yannick Theriault, Terry Richardson, Jennifer Cleversey Moffitt, Denis Caron  |
| <b>Regrets</b>                               | Pierre Zundel, Roger Clinch   |
| <b>Review minutes of last meeting</b>        | N/A   |
| <b>Review action items from last meeting</b> | N/A   |
| <b>Meeting Agenda</b>                        | 9 AM <ul style="list-style-type: none"> <li>• Facilitator welcome (Deb)</li> <li>• Welcome and opening remarks from co-chairs</li> <li>• Welcome and opening remarks BPA (Denis Caron, CEO BPA)</li> <li>• Roundtable introductions/icebreaker from committee members</li> <li>• Housekeeping items:               <ul style="list-style-type: none"> <li>○ Approval of Committee Terms of Reference</li> </ul> </li> </ul> |



|                          |  |
|--------------------------|--|
|                          | <ul style="list-style-type: none"> <li>○ Request to complete survey</li> <li>○ Discussion of proposed meeting schedule, preferred format</li> <li>○ Next meeting date</li> <li>● Green energy hub overview - Strategy, Planning, Projects and Engagement so far (BPA)</li> <li>● Roundtable discussion - questions, concerns, ideas</li> </ul>   |
| <p><b>Discussion</b></p> | <p><b>Education and Engagement:</b></p> <ul style="list-style-type: none"> <li>● Desire among members to know more factual information about GEH projects and plans to be able to explain, promote and justify port's goals with community members and constituents. Committee needs to hear from experts and be guided on the best ways to explain projects to the public. Committee needs to be sensitive to the fact that people are sometimes misinformed. Members need to help get the right information out.</li> </ul> <p><b>Climate change:</b></p> <ul style="list-style-type: none"> <li>● Youth in northern communities are concerned about their future and the committee will need to help them understand how the new 'clean' industry is better for the planet than previous technologies. Need to help them understand how these projects and products will be different and have less environmental impact than what they are replacing. Acknowledgement that potential environmental impacts of new/proposed clean energy and technology projects are not yet fully understood.</li> <li>● There is significant urgency to act immediately on these projects/opportunities because of climate change impacts happening now (extreme weather, changing wildlife habits, shrinking habitat). "The</li> </ul> |

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|  | <p>animals are speaking to us.’ Projects should be advanced with consideration of four key pillars: Environment, Culture, Social, Economic. Risk of becoming bogged down in bureaucracy.</p> <p><b>Committee role:</b></p> <ul style="list-style-type: none"> <li>• This committee is an opportunity to ‘be the example’ of how to do community engagement well.</li> </ul>  |
| <p><b>Key Decisions and Action Items</b></p> | <p><b>General:</b></p> <ul style="list-style-type: none"> <li>• Bilingual meeting materials to be provided one week in advance of discussion as attachment to the meeting invite.</li> </ul> <p><b>Terms of Reference</b></p> <ul style="list-style-type: none"> <li>• Amend the ToR to reflect the significant cultural and economic shift represented by the Green Energy Hub - a generational turning point and opportunity for northern NB (Deb)</li> <li>• Explore potential for more frequent meetings (every 6 weeks vs 12 weeks), alternating between virtual and in-person. (Deb, co-chairs and BPA)</li> <li>• Proposed date for next meeting (Feb 23) conflicts with association of francophone municipalities AGM. New dates will be proposed to the committee for consideration.</li> </ul> |
| <p><b>Next Meeting</b></p>                   | <p><b>March 20</b></p>   |

- March 20 Minutes of Meeting

**Minutes of Meeting BPA Community Workforce Development Committee**

|  |   |
|--|---|
| <b>Date</b>                                  | March 20, 2024 1-4 pm   |
| <b>Attendees</b>                             | Betty-Ann Fortin, Bernard Theriault, Matthieu Girard, Daniel Guitard, Denis Roy, Dina Lavoie, Frederick McGraw, Jennifer Cleversey Moffitt, Denis Caron, Mario Pelletier, Daniel Theriault, Michel Guitard, Sebastien Hache, Julie Pinette, Aimee Etse, Rick Hutchinson<br><br>Guests: Bernard Roy, Adam Hodgson, Adam Dick, Monica McKendy   |
| <b>Regrets</b>                               | Pierre Zundel, Roger Clinch, Jake Caplin, Terry Richardson, Frederick McGraw, Jean-Guy Levesque   |
| <b>Review minutes of last meeting</b>        | January 19 minutes approved by consensus  |
| <b>Review action items from last meeting</b> | Updated Terms of Reference approved by consensus  |
| <b>Meeting Agenda</b>                        | <p>Tour of Port facilities</p> <p>Green Energy Hub update from BPA</p> <ul style="list-style-type: none"> <li>● Introduction of team</li> <li>● Overview of biomass exports and activity</li> <li>● Planned activities for 2024 <ul style="list-style-type: none"> <li>○ UK Biomass Conference</li> <li>○ Rotterdam Conference</li> <li>○ Indigenous-led Energy Conference</li> </ul> </li> </ul> <p>NB Power Biomass Test Burn Update</p> <ul style="list-style-type: none"> <li>● Bernard Roy, Belledune Generating Station Manager</li> <li>● Q and A</li> </ul> <p>Biomass in New Brunswick</p> <p>Co-presenters:</p> <ul style="list-style-type: none"> <li>● Adam Dick, Forest Research Project Leader, Canadian Wood Fibre Centre, NRCAN</li> <li>● Adam Hodgson, Director of Forest Operations and Development, NDRED</li> <li>● Q and A</li> </ul> |
| <b>Discussion</b>                            | <p>Key questions from participants</p> <ul style="list-style-type: none"> <li>● whether NB has sufficient wood and wood pellet supply to support a plant conversion and if not, where the 'black pellets' will be sourced.</li> </ul>   |

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|---------------------------------------|---|
|                                       | <ul style="list-style-type: none"> <li>the number of trucks required to transport pellets to the station</li> <li>the capacity and cost for local mills to adapt/convert to making black pellets vs white pellets,</li> <li>timelines required for a plant conversion.</li> </ul> |
| <b>Key Decisions and Action Items</b> | N/A   |
| <b>Next Meeting</b>                   | <b>May 28, Caraquet</b>   |

- Committee Terms of Reference

## BPA Community Workforce Development Committee Terms of Reference

### Background

Climate change and the emergence of a global market for green energy have created a one-in-a-generation opportunity to transform the economy of northern New Brunswick.

With the Belledune Port Authority serving as a catalyst, the region is transitioning away from declining resource-heavy industries and fossil fuel generation toward renewable energy projects and complementary low-carbon manufacturing and processing.

This change is expected during the next few decades, with the potential to affect the fortunes of northern communities from east to west, including First Nations. To be successful in the long-term, this transition will require broad community understanding and engagement, strategic planning, and labour force development. Communities will need to prepare for the transition, understand the challenges and opportunities this transition will bring, and share in the benefits for future generations.

The Belledune Port Authority heard from community leaders during the planning and development of its 30-year Master Development Plan that more community engagement is required to enable local residents to understand, support, and participate in future developments. The plan recommended the creation of a community-based liaison committee to provide advice and input on projects and plans being contemplated by the port.

### Purpose

The Community Workforce Development Committee will provide a forum for information sharing and feedback, and enable parties to work together collaboratively to pursue opportunities for community education, workforce development, training and recruitment, and enable broader stakeholder engagement related to goals and opportunities at the Port. Focusing on projects and development opportunities identified by the BPA, this

committee will be tasked with identifying economic impacts and opportunities for the region, and planning for jobs, training and community outreach.

### **1. Scope**

The committee will address Port-related issues in Northern New Brunswick, focusing on the Restigouche, Chaleur and Acadian Peninsula regions, including the Mi'gMaq communities of Eel River Bar and Pabineau. The committee will serve in an advisory role only and will not replace government regulations, controls and other procedures that are in place for public health, safety and environmental protection.

### **2. Membership**

The committee includes 12-17 individuals representing local municipalities, First Nations, business (via the CBDC network), post-secondary education and environment/watershed groups, and the BPA. It has two community co-chairs.

### **3. Length of Terms**

The committee's mandate is 18 months, starting in January 2024 to June 2025. Members are appointed for the duration of this mandate, though representatives of corporate groups/businesses can be changed at the discretion of the organizations they represent..

### **4. Meeting Frequency**

The committee will meet quarterly for a total of six (6) in-person meetings. However the committee may call for additional virtual meetings as required on an ad hoc basis. Meeting planning will accommodate as many schedules as possible.

### **5. Meeting Protocols**

Committee chairs will facilitate, or delegate facilitation, for each meeting. Meeting documents will be kept in both official languages, though participants are encouraged to participate in their preferred official language. The committee will strive to host meetings in various communities through the region it represents, and in-person attendance is encouraged, though virtual options will be provided. Meetings will enable the exchange of information and allow for respectful and inclusive discussions that welcome different cultures, languages and differing points of view. Disputes will be resolved through consensus and discussion. Real-time translation will be provided during meetings.

### **6. Meeting Agendas**

Meeting agendas will be sent via email to members one week prior to the meeting to allow members to be prepared and seek input from their networks. A representative of the BPA will keep meeting summary notes that reflect the general themes and discussions of the meeting. The summary notes will be sent to committee members.

### **7. Reporting**

The committee will report quarterly on its activities on the BPA website and to the Department of Post-Secondary Education, Training and Labour. Committee members are encouraged to share Committee-related matters with their respective networks unless information is identified as confidential or proprietary in nature. All

communication will be objective, respectful and try to convey meeting information with appropriate context and supporting materials.

The committee will issue a final report with recommendations at the end of its mandate.

## 9 . Committee Roles and Responsibilities

*The committee will:*

- Identify opportunities to grow the impact of the BPA by involving the regional workforce through the creation of training and recruiting strategies
- Support ongoing engagement activities between industry, municipalities, Indigenous Peoples, and BPA representatives.
- Facilitate the community's education of port-related matters of mutual interest.
- Receive and exchange information on BPA, or BPA lessees, activities, and operations as they affect or may affect the community
- Provide input to decision makers on a range of matters, including responses to community concerns.

*Individual members will:*

- Receive information in good faith and give feedback to their respective community or management.
- Seek feedback and input from the committees and constituencies they represent and share such feedback with the liaison committee.
- Bring forth ideas and agenda topics for consideration.
- Conduct themselves in ways that promote inclusion and respect for all members and all opinions.
- Attend meetings on a regular basis: community-member representatives who miss three successive meetings may be asked to resign at the discretion of the committee.
- Support the implementation of decisions reached by the committee.
- Are encouraged to utilize the resources of the membership as base of knowledge through the meeting coordination to seek information about concerns occurring outside of meeting times.
- Report topics to the committee in a timely manner for inclusion on agendas.

*BPA will:*

- Provide accurate and clear information to committee members to allow for informed discussion.
- Delegate a project manager to plan and facilitate meetings, agendas, and move the work of the committee forward.
- Seek opportunities for meetings to be held in a variety of community spaces to be inclusive of the committee member locations.
- Ensure that the appropriate staff with specific expertise are present at discussions on specific matters to assist the committee with technical needs and information.
- Coordinate briefings related to proposed port development projects that are not led by the BPA.

## 10. Media protocol

The co-chairs are the official spokespersons for this committee. Media requests will be directed to the meeting coordinator and circulated to the committee for consideration and response as required. Individual members are not authorized to speak on behalf of the committee without the committee's prior approval.

## **11. Funding**

Funding for the committee is being provided by the Government of New Brunswick's Department of Post-Secondary Education, Training and Labour, and the Belledune Port Authority.

## **Acknowledgements**

The Committee gratefully acknowledges financial support from the Government of New Brunswick's Department of Post-Secondary Education, Training and Labour and the Belledune Port Authority. The Committee also gratefully acknowledges administrative support from the CBDC Chaleur, the Belledune Port Authority team and Hutchinson Creative.