

The Face of Change

Resilience after Forestry Mill Closure



Chronology

- 1997 Repap goes into receivership
- 2001 Gates locked
 - 600 workers lose direct jobs in P.R.
 - Secured creditors put assets up for sale
- 2006 Acquired by Chinese Co.
- 2008 Tax Sale
- 2009 – 2013 Multiple court appearances
- 2015 Dismantlement begins



Cascading effects of loss

- Population decline –
 - 16,700 in 1996 -> 12,800 in 2006
- Economic Impacts –
 - Businesses closed
 - Housing market declined
- Social Impacts
 - Families moved
 - Schools closed
 - Youth and Adult sports affected
 - Service clubs and church membership reduced



City Implications

- Loss of largest taxpayer
- Curtailment of spending
- Cutting of services
- Tax sale

20%

Budget Cuts
Just Ahead

PULP &
PAPER
CANADA



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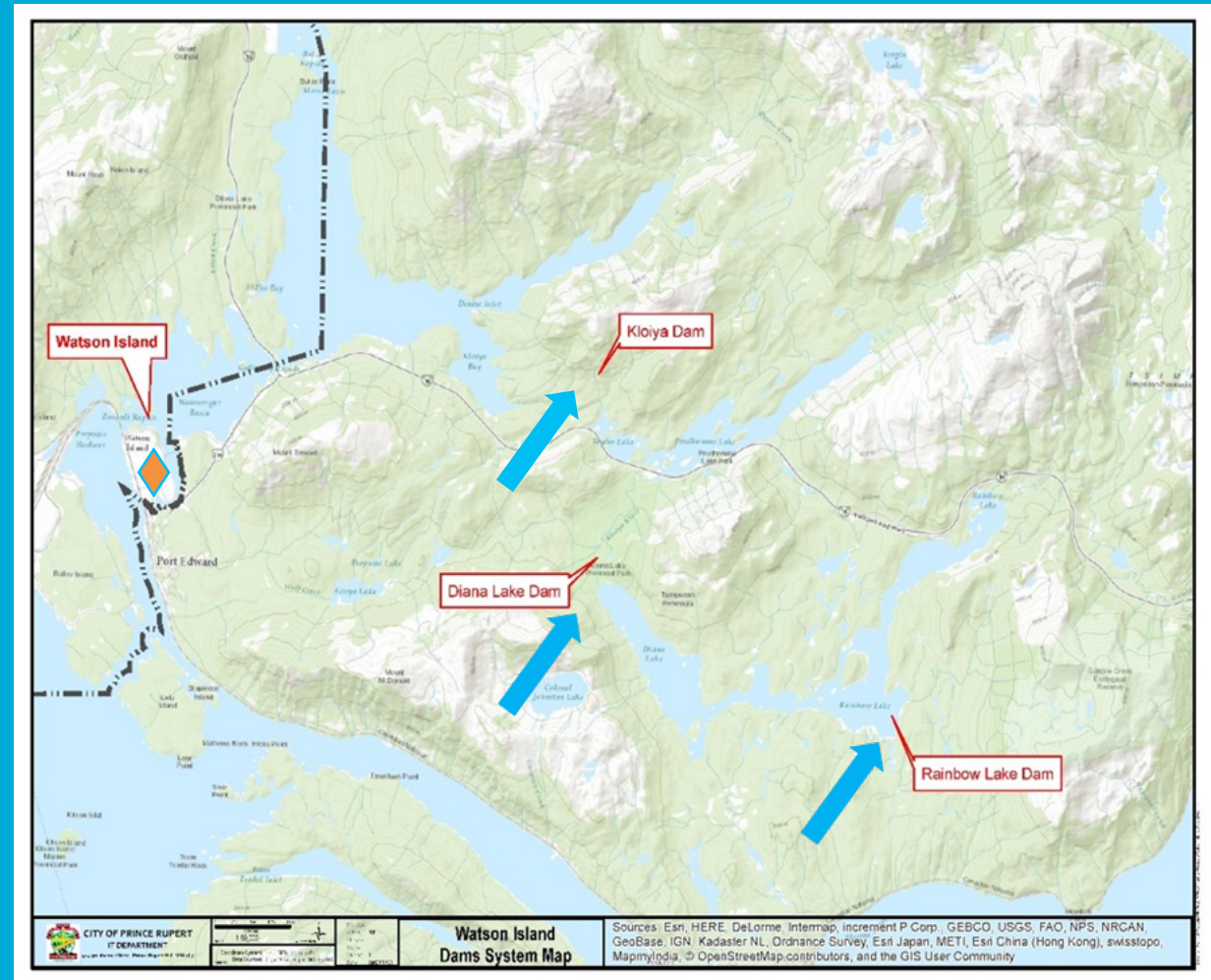
Prince Rupert claims pulp mill for non-payment of taxes

October 6, 2009

The City of Prince Rupert in British Columbia is the new owner of a pulp mill on Watson Island and the majorit...

After the Tax Sale – Self Assessment

- 3 High Risk Dams
- 10 km Water Line
- >15 million Litres Liquors
- 2.2 Million m3 Hog Fuel
- Marine Warf
- 2 industrial landfills



Self Assessment



After the Settlement Agreement

- National RFP
- Demolition
- Recycle scrap & processing materials



Partnership with MOE

- Unique approach to brownfield site
- Approval In Principle (AiP)
- Jigsaw remediation driven by proponents



A New Beginning

- Recognize our strengths
 - Geographic Advantage
 - Holy Trinity of Trade
 - Pivot
 - Rebrand





- Loss of mill meant 20 year recession
- Reassess
 - Keep control to have a say
 - Diversify portfolio key to future resilience
 - Look for value added opportunities to change economic model
 - Optimize partnerships

Facelift



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