

# PREPARING FOR CHANGE

## The Kübler-Ross model

More on this in a little bit.

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A banner image featuring a scenic view of a lake and mountains. The text 'ALBERTA'S CLIMATE LEADERSHIP' is overlaid in large white letters. In the bottom right corner of the banner, the 'Alberta CLIMATE' logo is visible, with 'Alberta' in a script font and 'CLIMATE' in a bold sans-serif font.

# ALBERTA'S CLIMATE LEADERSHIP

ON NOVEMBER 22, 2015 THE GOVERNMENT OF ALBERTA ANNOUNCED THEIR CLIMATE LEADERSHIP PLAN, INCLUDING THE DISCONTINUANCE OF COAL FIRED ELECTRICITY BY THE YEAR 2030.

BEING THE MAYOR IS GOING TO GET A LOT BUSIER I FOUND

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## CHALLENGES AS A LEADER

MOST OF THE CHALLENGES OF BEING A MAYOR IN A SMALL TOWN ARE, FOR THE MOST PART, RELATIVELY UNEVENTFUL. ON AN AVERAGE DAY I SPEND MOST OF MY TIME TALKING TO THE RESIDENTS ABOUT THEIR ASSESSMENT OR TAXES, OR SNOW REMOVAL, NOTHING THAT A SIMPLE EXPLANATION CAN'T FIX. EVERY ONCE IN A WHILE THE LOCAL MEDIA WILL CALL FOR AN INTERVIEW ON WHAT'S HAPPENING AROUND TOWN.

WELL... THAT WAS UNTIL THE PROVINCIAL GOVERNMENT MADE AN ANNOUNCEMENT THAT VASTLY AFFECTED OUR COMMUNITY.



## CHALLENGES AS A LEADER

MONDAY NOVEMBER 23, 2015... MY PHONE IS RINGING OFF THE HOOK CTV NEWS AND CBC TELEVISION NEWS OUT OF CALGARY, THE GLOBE AND MAIL ETC. IT'S THE DAY AFTER THE ANNOUNCEMENT OF THE CLIMATE LEADERSHIP PLAN.

I'M SURE YOU CAN ONLY IMAGINE MY EXCITEMENT, I WAS GOING TO BE A CELEBRITY. AT LEAST IN MY MIND.

WHAT I FOUND OUT, THOUGH ABOUT THE MEDIA IS THAT WHEN DOING AN INTERVIEW... LESS IS MORE. THEY ONLY TAKE WHAT THEY WANT OUT OF AN INTERVIEW, SO A WORD OF ADVISE... ONLY TELL THEM WHAT YOU WANT THEM TO SAY IN THE MEDIA. APPARENTLY THEY HAVE EDITORS.



## CHALLENGES AS A LEADER

AS YOU CAN IMAGINE, I WAS QUITE EXCITED TO PARTICIPATE IN THESE INTERVIEWS.

AT FIRST I FELT LIKE IT WOULD MAKE A DIFFERENCE TO CHANGE THE GOVERNMENTS MIND ON THEIR DECISION.

AS THE YEAR PROGRESSED AND I PERFORMED MORE INTERVIEWS I STARTED TO REALIZE THAT THERE WAS NOTHING I COULD SAY THAT WOULD HAVE AN IMPACT ON OUR FATE, BUT I DID RECOGNIZE THAT HANNA IS AT THE FOR FRONT OF COAL COMMUNITIES IN ALBERTA. TO DATE I HAVE COMPLETED OVER 30 MEDIA INTERVIEWS, AND I'LL BE HONEST WHEN I TELL YOU THAT THE NOVELTY HAS WORN OFF A LITTLE. AT FIRST WHEN I RECEIVED A CALL TO DO AN INTERVIEW I WAS EXCITED, NOW IT IS ALMOST MORE OF A PAIN IN MY BEHIND. BUT I ALSO REALIZE THAT IT IS VERY IMPORTANT TO CONTINUE WITH THE MESSAGE OF THE IMPACTS TO OUR REGION.



## CHALLENGES AS A LEADER

AS AN EXAMPLE, I HAD DONE AN INTERVIEW WITH TOM VERNON FROM GLOBAL EDMONTON. A COUPLE OF DAY AFTER IT AIRED I WAS TALKING TO A COLLEAGE AND HE COMPLIMENTED ME ON THE MESSAGE THAT WAS GIVEN, BUT HE ALSO SAID THAT HE HAD BEEN TALKING TO A FRIEND FROM EDMONTON WHO MADE THE COMMENT "THEY ARE ONLY LOSING 200 JOBS" AT THAT POINT I REALIZED THAT THE NUMBER ISN'T AS IMPORTANT AS THE PERCENTAGE.

200 JOBS LOST IN HANNA IS THE EQUIVALENT OF 7.48% OF OUR POPULATION, TO PUT THAT IN PERSPECTIVE IN THE CITY OF EDMONTON IT EQUATES TO OVER 62,000N JOBS LOST AND IN THE CITY OF CALGARY IT IS OVER 92,000 JOBS.

IT IS IMPORTANT TO LISTEN TO WHAT PEOPLE SAY AND TO BE ABLE TO ADAPT ACCORDINGLY.

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# The Kübler-Ross model



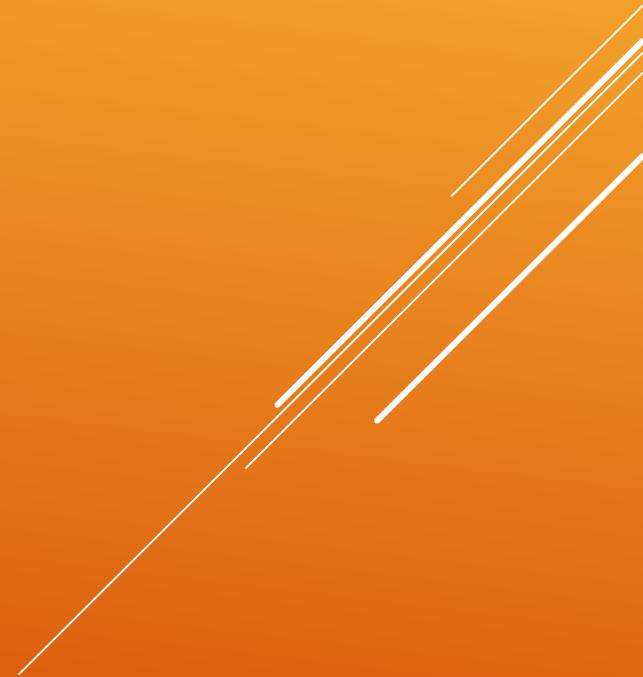
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# The Kübler-Ross model

AKA The Five Stages Of Grief

Webster's Dictionary defines grief as  
deep and poignant distress  
an unfortunate outcome  
Trouble or annoyance

Believe me when I say, "we are definitely  
grieving."



# The Kübler-Ross model

## AKA The Five Stages Of Grief

**Elisabeth Kübler-Ross** was a Swiss-American psychiatrist, and the author of the groundbreaking book *On Death and Dying* (1969), where she first discussed her theory of the five stages of grief.

So I thought that it would be fitting to talk a little bit about how this applies to us, as we mourn the death of coal.



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# The Kübler-Ross model

AKA The Five Stages Of Grief

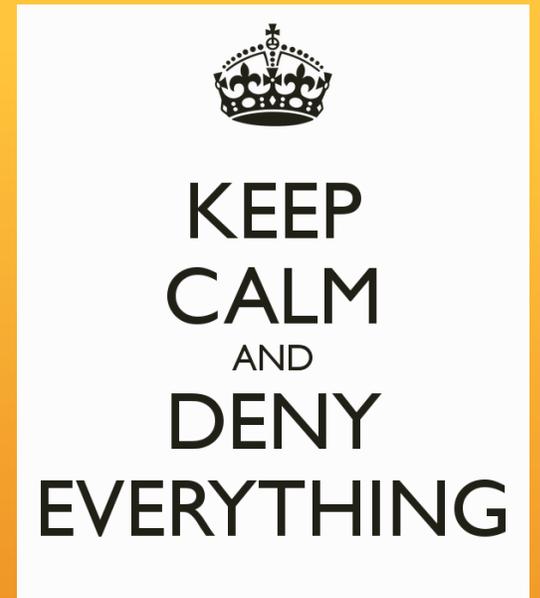
Stage One - Denial

A decorative graphic consisting of several parallel white lines of varying lengths, slanted upwards from left to right, located in the bottom right corner of the slide.

# The Kübler-Ross model

## Stage One - Denial

This was the exact response that happened in our community. In my mind I was thinking, that this is not going to happen, and that the government would change their mind on the closure of Coal Fired Generating Stations. Most residents were saying "Don't worry about it, in 2019 the NDP will lose the election and this will all go away."



# The Kübler-Ross model

## Stage One - Denial

"They can't shut down coal, renewables are not reliable enough, when the wind doesn't blow and the sun doesn't shine we won't be generating any power."

These are all relevant comments, but they are also only looking at the issue from the perspective of denial.

The reality was and is "Coal is Done"



KEEP  
CALM  
AND  
DENY  
EVERYTHING

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DECEMBER 10, 2015

Cactus Corridor Economic Development Corporation, Town of Hanna and Special Areas #2 form the Climate Change Taskforce



The only mistake we made was the naming of our Taskforce... As municipal leaders we felt that it was imperative that we form this taskforce to be proactive in the process going forward. This Taskforce would be the liase between us and GOA.



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# The Kübler-Ross model

AKA The Five Stages Of Grief

Stage Two - Anger



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# The Kübler-Ross model

## Stage Two - Anger

This is probably the most dangerous stage as the outcomes of letting anger take over could be very negative.

As an example; I wanted to write a very nasty letter to all of Government and basically call them a bunch of idiots, but in hindsight that would have been very detrimental to the taskforce's effort.



# The Kübler-Ross model

## Stage Two - Anger

Many of our residents are outraged at the NDP government. And they want them gone.

The taskforce has acknowledged that to be angry with the GOA will not help our cause, and in meeting with them we have consistently conveyed that we are here to “Work with you for the best outcome”, that is, as long as we feel we are being treated fairly.



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# The Kübler-Ross model

AKA The Five Stages Of Grief

Stage Three - Bargaining



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# The Kübler-Ross model

## Stage Three - Bargaining

This is not the bargaining that we hope to establish with the GOA but rather a sense of “what could we have done differently to allow the coal to continue, should we have been encouraging cleaner burning coal... etc.) Basically struggling with “Could we have done something different to prevent this from happening”



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# The Kübler-Ross model

AKA The Five Stages Of Grief

Stage Four - Depression



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# The Kübler-Ross model

## Stage Four - Depression



This was something that I experienced the most, and it was not as much depression as it was frustration.

Throughout 2016 the taskforce worked on trying to communicate with the GOA to get a sense of what compensation we might expect.

Questions like... How are we going to replace the 200 well paying jobs.

# The Kübler-Ross model

## Stage Four - Depression



Prior to the Climate Leadership Plan we were already experiencing a lack of investor confidence for our municipality, and the competition in Alberta for investment is very extreme, we felt as a coal affected community that we need help to have an advantage with the government's help, and were getting very few answers from the GOA.

I guess our greatest frustration was, and still is, not knowing what the future holds.

# The Kübler-Ross model

## Stage Four - Depression

To add to the uncertainty, the Federal Government announces it's own plan to eliminate coal by the end of 2029.

We have had continuous negative news over the past year and a half.

Atco announcing that it plans on converting the power plant to natural gas by the year 2020...



# The Kübler-Ross model

## Stage Four - Depression

We recently found out that even once converted the generating station can only operate until the year 2038, this is federal legislation. So now we have two governments to battle with. More depressing news.

So rather than go back to denial and anger stages with this announcement, I think it really helped us to move on to the next stage in the grieving process...



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# The Kübler-Ross model

AKA The Five Stages Of Grief

Stage Five – Acceptance



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# The Kübler-Ross model

## Stage Five – Acceptance



It was funny when I googled acceptance to find a graphic for this presentation and low and behold this picture of Donald Trump emerged. At first I hadn't considered using the picture then I contemplated the parallel that the American people are experiencing with the Hanna region. Prior to the election in the US there was about a 50/50 split with the approval of Mr. Trump, the same holds true with Climate Change in Alberta. I have spoken to many people who feel that the direction this government is taking is a strong move.

# The Kübler-Ross model

## Stage Five – Acceptance



So just like our friends to the south, a decision has been made and whether we like it or not we have to accept it. It is imperative that we move forward with persistence which takes us to where the taskforce is today.

Back in June of 2016 we hired a consultant to complete two studies, an opportunities and asset mapping study along with an impact study.

# The Kübler-Ross model

## Stage Five – Acceptance



Through the acceptance process we came to understand that to battle the GOA and federal governments to allow coal to continue to be a source of power would be a futile, if not, impossible effort. So to move our community forward our best effort is to develop a solid transition plan.

This plan will engage the residents of the region so that we can have, not only their input, but also their buy in.

# The Kübler-Ross model

## Stage Five – Acceptance



As with any project, when the participants feel like they have ownership they are more likely to be passionate in the outcome. This may sound like an easy accomplishment, but our struggle as a taskforce will be selling the transition.

A good portion of our residents are still at the denial or anger stage of grieving. There are still many who feel that after the 2019 elections that there will be a change in government and it will revert back to the way it was. Unfortunately, even with a change in government, there are too many decisions that have been made to be able to go back to the way things were.

# The Kübler-Ross model

## Stage Five – Acceptance



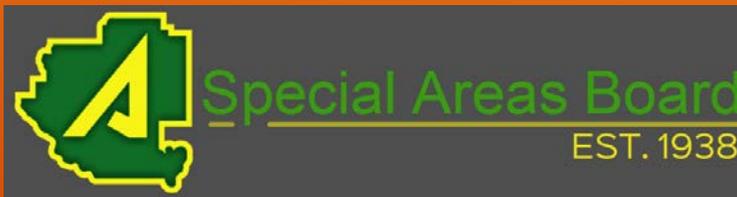
So as much as accepting the fate of coal ends a chapter in this saga for Hanna and area, the work is really just beginning, and will continue well into the future for our transition.

Through this past 26 months I have learned a lot about our electric system and power Generation, not to mention that government works at a snails pace. The work our taskforce has done has taught me that, it is crucial that we remain focused on the goal of "Doing what is best for our region", and to be persistent with the GOA.

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# WHERE WE ARE TODAY



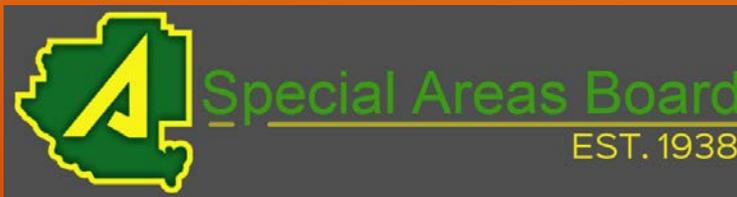
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# WHERE WE ARE TODAY

Met with the Coal Panel on February 22<sup>nd</sup>

Talk a bit about the process and your disappointment in whom The government selected.



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# WHERE WE ARE TODAY

Met with the Coal Panel on February 22<sup>nd</sup>

Met with Minister Bilous on February 27<sup>th</sup>



We discussed the urgency of moving forward quickly as there is so much uncertainty in the Region. Housing prices. We also conveyed that There needs to be more urgency for our transition. As the ministry was confident that we had until the Year 2030 to work on the best outcome for our Region. As I have stated earlier this is not the case.



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## WHERE WE ARE TODAY

Met with the Coal Panel on February 22<sup>nd</sup>

Met with Minister Bilous on February 27<sup>th</sup>

Met with Minister Anderson on May 18<sup>th</sup>



This was a significant meeting as we wanted to discuss potential renewable investment in our region, and express our concern of timelines. As Atco had announced the previous week an expediated conversion away from coal. And that the 100 jobs at the mine would disappear sooner than later.





## WHERE WE ARE TODAY

Met with the Coal Panel on February 22<sup>nd</sup>

Met with Minister Bilous on February 27<sup>th</sup>

Met with Minister Anderson on May 18<sup>th</sup>

Met with Minister Bilous on August 28<sup>th</sup>



Discussed the best ways that the Ministry can Help us in economic development. He was in For Town Hall meetings with the workers at both The Coal mine and generating station.





## WHERE WE ARE TODAY

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Announced the CARES funding for Hanna.  
Explain frustrations with the changes and how we  
Have been asking for a separate funding stream  
For over a year.



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# WHERE WE ARE TODAY

Met with Minister McQuaig-Boyd on August 29th



Discussed what the government is doing to help Encourage renewables in the coal affected Regions, and how we feel that there should be an Equivalent investment of renewables in the coal Affected communities to help offset the loss of Tax revenue due to generating stations being Closed.



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## WHERE WE ARE TODAY

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Met with Minister Bilous on August 28<sup>th</sup>

Met with Minister Mcquaig-Boyd on August 29<sup>th</sup>

Meeting with Minister Phillips.

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The  
End



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The  
End

But more  
importantly...  
Just The Beginning



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Questions?

